



SFU

BEEDIE SCHOOL OF BUSINESS
CAREER MANAGEMENT CENTRE

Mentoring Guide

 **MENTORS
IN BUSINESS**
GUIDANCE • KNOWLEDGE • INSPIRATION

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WELCOME TO MENTORS IN BUSINESS!

The Beedie School of Business' Mentors in Business program is intended to bridge the knowledge gap between our students' excellent academic foundation and the realities of a life in business. The program aims to draw on the wisdom and knowledge of its Mentors and to provide a platform to share their insights, as well as inspire and motivate students as they embark on their career search.

Beedie students, at both the graduate and undergraduate level, are keen to connect with individuals from the business community in their areas of career interest in order to make better-informed career choices and expand their understanding of their target industry. As well, our alumni and members of the Vancouver business community have expressed their willingness to give back and help students by sharing their insights and industry knowledge.

Whether you are joining us as a Mentor or a Mentee, we are happy to have you as a part of the program. We'd like to personally thank our Mentors for taking time out of their busy schedules to share their experience with our students as they grow into future members of the business community. To our Mentees, thank you for committing your time during your studies and for representing the school as a future leader.

We wish both our Mentors and Mentees a rewarding experience!

Regards,



Christine Sjolander
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Career Management Centre
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INTRODUCTION

WHAT IS MENTORING?

Mentoring is a coaching relationship involving an industry professional as a Mentor, and a student as a Mentee, which fosters the growth and development of the Mentee. It is an ongoing, planned partnership that focuses on helping the Mentee reach specific goals over a specific period of time. To be productive, there must be a reciprocal, trusting relationship between the Mentor and Mentee.

PROGRAM COMMITMENTS

Mentor's Commitments

- Complete the StrengthsFinder assessment by deadline and forward results to mentorsinbusiness@sfu.ca
- Review the Mentee's LinkedIn profile & resume (prior to Breakfast Kick Off)
- Recommended 30 minutes to 1 hour meetings, once per month, in person, Skype or conference call
- Identify knowledge gaps in the Mentee and work toward industry standards from this starting point
- Complete a mid-point and post-program evaluation & consider nominating your Mentee for the 'Outstanding Mentee Award' (information to come at a later date)
- Support your Mentee's growth and development by providing guidance, motivation, and encouragement
- Generate ideas to enhance Mentee skills that will assist them in moving forward on their career path
- Based on your experience, advise your Mentee of career options within their area of interest
- Identify behaviour and communication patterns essential for career success
- Discuss how business is conducted in the organization and/or industry to which you are affiliated
- Attend the following MIB events:
 1. **Mentor Program Overview & Networking**
 2. **Breakfast Kick Off**
 3. **Mid-Point Networking Event**
 4. **Program Recap & Closing Reception**

Mentors are NOT expected to:

- Be all knowing. Your role is to work with your Mentee to explore and brainstorm in order to develop reasonable and achievable goals
- Provide jobs, references, contacts or connections or maintain contact after the relationship, unless you feel confident that your Mentee has demonstrated competence and is a good fit/candidate for sharing a job opportunity or offering a connection
- Provide expertise in areas or industries in which you do not have experience

Mentee's Commitments

- Complete the StrengthsFinder assessment by deadline and forward results to mentorsinbusiness@sfu.ca
- Review your Mentor's LinkedIn profile prior to Breakfast Kick Off
- Initiate the first two monthly meetings with your Mentor at the Breakfast Kick Off (recommended length: 30 min. – 1 hr. in person, Skype or conference call). Initiate scheduling all meetings – make MIB a priority.
- Complete a mid-point and post-program evaluation & consider nominating your Mentor for the 'Outstanding Mentor Award' (information to come at a later date)



- Discuss your needs and expectations with your Mentor; think about what you want out of your interactions prior to each meeting
- Play an active role in setting future goals and communicating your objectives and needs to your Mentor
- Commit to regular contact with your Mentor based on your agreed meeting schedule
- Be flexible with regard to meeting times and places – your Mentor is a busy business professional and things may arise that are beyond their control
- Follow through with your commitments and agreed upon goals
- Be open to new ideas and be willing to learn
- Ask for and receive feedback in a non-defensive manner
- Show appreciation for any help you receive from your Mentor (gifts are not necessary and can often make others uncomfortable. A simple thank you goes a long way.)
- Willingness to take responsibility for your own growth and success
- Realize that having a Mentor is a privilege and work hard to make the most of this opportunity
- Attend the following MIB events:
 1. **Mentee Program Overview & Setting Expectations**
 2. **Breakfast Kick Off**
 3. **Mid-Point Networking Event**
 4. **Program Recap & Closing Reception**

PROGRAM BENEFITS

Benefits to Mentors

As a Mentor, you'll develop your leadership and communication skills and add meaningful volunteer work to your experience. Other benefits to being a Mentor include:

- **Building relationships** with other (Mentor) members of the business community through your MIB partnership and by attending MIB-specific events.
- **Bridge the generation gap.** Most Mentor/Mentee relationships are between individuals from two different generations who learn the other's motivations, career goals and attitudes, lessening the gap.
- **See your career through "fresh eyes".** Good Mentees will ask lots of questions! By looking at your job through a Mentee's eyes, you will gain an outside perspective and refresh your thinking.
- **Skills development.** The skills you'll gain as a Mentor are transferable to a wide range of contexts and will assist you in your career progression.
- **Set the standard for your industry to those just entering.** Ensure continued success or implement change in your industry's workforce through mentoring new entrants to grow into the types of employees you would like to see in your firm or industry.
- **Pay it forward.** Mentors often indicate they want to 'give back' by sharing effective approaches they've learned or to keep someone from making unnecessary mistakes. Mentors make a critical difference.
- **Make an impact on someone's life.** The personal satisfaction gained from seeing someone you've helped progress and succeed is immeasurable.
- **Share your passion.** By mentoring someone entering the workforce, you can share your passion and energy for your firm and/or industry. Infusing passion is the hallmark of a good leader.

Benefits to Mentees

- Receive one-on-one advice & guidance from a member from a member of the business community.
- Define necessary career skills and broaden your knowledge of potential career options/paths.
- Work with your Mentor to sharpen vision and focus to develop, clarify and renew career directions/goals.
- Identify and practice behaviour and communication patterns essential for career success.
- Receive constructive & unbiased feedback tailored to your unique situation.
- Extend professional networks and industry knowledge for easier integration into the business community.



KEYS TO SUCCESSFUL MENTORING RELATIONSHIPS

Mentoring is about building a partnership/relationship between a Mentor and a Mentee that enhances the self-worth of each. Each individual is responsible for actively participating in the program and working together to achieve a successful professional relationship. Some keys to success in the MIB program include:

1. **Maintain confidentiality & build trust.** Confidentiality establishes trust between Mentor and Mentee. Respect the privacy of your Mentor/Mentee. We ask that you not disclose details of conversations and communications that you've had to anyone. This will create an environment that is open where each individual is comfortable disclosing information.
2. **Mutually commit.** It is essential that both the Mentor and Mentee actively commit to the requirements of the program in order to create the type of atmosphere that will lead to success. We ask that each of you:
 - Arrive on time and stay to the conclusion of the session
 - Actively participate, be fully attentive and respectful of each other
3. **Communicate effectively.** Communication is critical for success. Below are a few principles to consider to communicate effectively:
 - Speak from experience rather than just giving advice
 - Actively participate in the conversation
 - Ask "how?" as this generates further conversation versus asking "why?" demands a single answer
 - Plan for your meetings to be 'in person' preferably
 - Be considerate of each other's time and other scheduled commitments
 - Maintain regular contact
4. **Listen attentively.** We all have a need to be listened to, taken seriously and understood. Mentors and Mentees will each benefit from listening to the other. Listening goes beyond using your ears, though. Be conscious of verbal and non-verbal communication clues from each other including facial expressions, demeanour and body language.
5. **Provide feedback.** Be direct, constructive and kind when making observations or suggestions. Please do not shy away from giving "negative" feedback if necessary, but avoid being unnecessarily critical. It's also important to ask for feedback from each other so that you can fine-tune your communication styles together.
6. **Be honest.** Trust and respect are the foundations on which Mentorship is built.
7. **Be open-minded and flexible.** Be open to new ideas in addition to being flexible and adaptable to attitudes and actions. Look for alternatives and see situations and people from different perspectives.
8. **Track progress towards defined goals.**
 - Mentees should communicate goals to their Mentor early in the program. Pairs should discuss how to work together to support the Mentee in achieving those goals.
 - Discuss what you have learned from each other throughout the program
 - Provide regular constructive feedback to each other and evaluate progress
 - Update your program participation continually in the 'Mentoring Log' (pg. 15)

9. Have fun!

Remember, just as in business, not all relationships are successful. If you feel that the relationship is not working or are experiencing a challenge, please talk directly to your Mentor/Mentee first – avoid email for important conversations – then seek the support of the Program Manager. (See page 13)

GOAL SETTING FOR MENTEES

One of the expectations for Mentees in this program is that they develop 2-3 goals they wish to achieve in the program. These goals should be communicated to Mentors by the Mentee and followed up throughout the program. The following chart can help both Mentees and Mentors to identify goals. Goals do not need to be limited to this list, which was developed based on feedback from other Mentors and Mentees in a similar program.

Career Management	Understanding roles in a certain industry Networking skills Interview skills Job search skills Career path planning Navigating the transition from school to work
Leadership	Critical thinking/Decision making Leadership/Strategy/Corporate Governance Understanding the big picture/creative problem-solving Entrepreneurial spirit/Managing risk
Technical	Effective use of technology Organizational skills Technical skills related to a career path
People Skills	Managing people (Coaching, Mentoring, Performance Management) Team Work Skills/Handling Conflict Customer Relationship Building/Client Relationships Negotiation/Communication
Personal Effectiveness	Ambition/Work Ethic Self-Confidence/Self-Awareness Real World Perspective/Realistic Expectations Self-Promotion/Self-Branding Work-Life Balance/Stress Management Emotional Intelligence Aligning Personal and Professional Values
Corporate Culture	Navigating Organizational Politics Business Ethics How to be successful as a new immigrant Working with diversity Professionalism/Business Etiquette

GETTING STARTED – DISCUSSION TOPICS FOR MEETING 1

Below are some topics of discussion that are meant to be suggestions only; please review and add your own.

1. Determine your ‘ground rules’ and preferences

- Confirm contact information.
- Discuss your preferred style of communication (e-mail, phone, face-to-face, etc.). Note: your formal meetings should be face-to-face but interim communication should be agreed upon between you.
- Discuss turnaround times before following up (e.g. what is an acceptable time for each person to follow up if they have not heard back from the other?).
- Discuss how often you will communicate with each other.

2. Take time to get to know each other

- Discuss where you both currently work/ go to school and your career story – ‘how you got there’.

3. Discuss the MIB program

- Why did you get involved?
- Have you ever participated in a Mentoring program before? If so, what worked & what didn’t?
- What do you want to achieve from the relationship? Be specific about your needs.

4. Discuss options and opportunities for learning and networking

- What kind of assistance would be the most useful?
- Are there any networking events you may be able to attend together?

5. Define deliverables and success

- Look ahead to the end of the program. Envision the outcomes that would make this experience a success for each of you. What would a successful professional Mentoring relationship look like to you both?

6. Plan for the next meeting

- Considering your very busy work, study and life schedules, it is very easy for a Mentoring relationship to end up on the backburner. To ensure that you get the most out of your relationship, we require that, at the Kick-off Breakfast, you set up at least one meeting.
- Define what the deliverables will be for the next meeting.



ACTIVITIES FOR MENTORS AND MENTEES TO CONSIDER

A lot of great Mentoring takes place over a cup of coffee or a lunch, just talking about both Mentee and Mentors' careers and experiences. However, it is also good to plan specific activities, events or topics of conversation in order to support the Mentee in achieving their specific Mentorship goals. Below is a list of activities as they relate to goals the Mentee may have. These are just some ideas to get you started- Mentors and Mentees should discuss these activities to see if they are a good fit for the pair and meet the comfort level of both.

	Goals	Ideas for Activities
Career Management	Understanding roles in a certain industry	<ul style="list-style-type: none"> • Attend an industry association event or other networking event. Ask your Mentor for feedback on how you present yourself
	Networking Skills	<ul style="list-style-type: none"> • Attend a seminar, lecture or speaker presentation on a topic relevant to the career path of your Mentor
	Interview Skills	<ul style="list-style-type: none"> • Ask your Mentor for a mock interview
	Job Search Skills	<ul style="list-style-type: none"> • Brainstorm list of companies to research or bring a list of companies to ask your Mentor about
	Career Path Planning	<ul style="list-style-type: none"> • Ask your Mentor to critique your resume
	Navigating the transition from school to work	<ul style="list-style-type: none"> • Discuss career opportunities. Students are new to business and may not know what entry points or career options are available in their chosen industry • Ask your Mentor about their career paths, and the career paths of some of the people they've worked with or supervised, what makes people successful?
Leadership	Critical Thinking/ Decision Making	<ul style="list-style-type: none"> • Ask your Mentor about some of the hardest professional decisions they have had to make. How did they make that decision?
	Leadership/Strategy	<ul style="list-style-type: none"> • Identify a particular business that has been in the news recently. Discuss its strengths and weaknesses and current business strategy
	Entrepreneurial Spirit/ Managing Risk	<ul style="list-style-type: none"> • Discuss various leaders both Mentor and Mentee admire, what made them great leaders?

Technical	<p>Effective Use of Technology</p> <p>Organizational Skills</p> <p>Technical Skills Related to a Career Path</p>	<ul style="list-style-type: none"> • Ask your Mentor about the most pressing technical challenge in their field of work • Discuss a particular aspect of their job and how they do it effectively • Ask your Mentor if you can job shadow them (even an hour or two can be helpful, but Mentors are not obligated if this is not appropriate for their work atmosphere) • Ask your Mentor for feedback on a project or assignment you are working on related to their field of work • Have the Mentee do a project for the Mentor's company (its scope should be reasonable to allow the Mentee to meet academic requirements)
People Skills	<p>Managing People (Coaching, Mentoring, Performance Management)</p> <p>Team Work Skills/ Handling Conflict</p> <p>Negotiation/ Communication</p>	<ul style="list-style-type: none"> • Ask your Mentor if he/she could review an upcoming presentation you are preparing, ask for feedback on your communication skills • Ask your Mentor about how they have handled some tough people situations in their career • Discuss what makes a good people manager and how managers can get the best work from their team
Personal Effectiveness	<p>Self-Confidence/ Self-Awareness</p> <p>Real World Perspective</p> <p>Self-Promotion/ Self-Branding</p> <p>Work-life Balance/Stress Management</p>	<ul style="list-style-type: none"> • Ask your Mentor about work life balance. What strategies do they use? • Find a volunteer opportunity you are both interested in and volunteer together • Review your LinkedIn profile with your Mentor, ask for their feedback
Corporate Culture	<p>Navigating Organizational Politics</p> <p>How to be successful as a new immigrant</p> <p>Business Etiquette</p>	<ul style="list-style-type: none"> • Ask your Mentor if they can give you an office tour to learn more about company culture • Ask your Mentor about business etiquette- are there any secrets to success for your target industry?

Career Topics a Mentee May Ask of a Mentor

Below are some questions that a Mentee can ask of a Mentor as a means of learning more about careers and industry.

Job Description

- What is your job title?
- What is your typical day on the job?
- What percentage of each day do you spend in various work activities?
- What is the title of the person to whom you report?
- What are the job titles leading to this role?
- How free are you to do your work independently?
- What types of problems are you likely to face during the day?
- What are the most satisfying and the most frustrating parts of your work?



Advancement

- How did you get to your current position?
- What are the future trends and developments that you see affecting careers in your field?

Preparation

- How did you prepare for this occupation?
- What preparations do you recommend for a person entering this occupation?
- What education/degrees/training/licenses are required?
- If you could start all over again in launching your career, what steps would you take?
- What courses do you recommend taking for this occupation?
- What critical gaps do you see in my academic experience or background at this point?

Lifestyle

- What hours do you normally work?
- Is overtime common?
- Is travel a factor in this job?
- What are the professional organizations in this field?
- How do these organizations serve their members?
- What are the pressures that you face?
- How does this occupation affect your private life?
- What is expected of you outside of working hours?
- Who was/is your Mentor?

TOOLS

Many pairs find it helpful to keep track of their contact throughout the Mentorship program, in order to keep on top of Mentee goals and action items. As such, we have provided a Mentoring log. It is optional if you use it or not, but we recommend that at the very least that the Mentee prepare an agenda for each meeting. There is a blank copy at the end of this guide. (Page 15)

Sample Mentoring Log (Mentee)

Date	Contact mode (meeting, skype, phone)	Duration	Key ideas discussed/Action Items/ Deliverables/ Follow up/ Agenda for next meeting
Jan XX, XXXX	Attended MIB Breakfast Kick Off	1.5 hrs.	Completed prep for kick-off, booked first 2 meetings, discussed goals. Next meeting, bring key goals and initial questions about Mentor role. Research target companies (3) and roles (3)
Jan XX, XXXX	Emailed to confirm first meeting as planned	5 min.	Meet at Coffee shop near Mentor's office. Add travel time to my personal calendar
Feb XX, XXXXw	1st Mentor/Mentee meeting face 2 face	1.0 hrs.	Prep: Source an event to attend with Mentor. Notes: Discussed concerns about my experience so far, asked about key skills required – what's missing? Key take away ideas: 1, 2,, 3... Prep for next...

SUPPORT THROUGHOUT THE PROGRAM

The vast majority of Mentorship pairs are successful and beneficial for both Mentor and Mentee. However, issues between pairs can arise, sometimes regarding commitment to the program, miscommunication or misunderstandings about mutual goals and preferences. **It is very important for both Mentors and Mentees to feel very comfortable approaching the Program Manager if any issues arise.** The Program Manager can provide advice, facilitate communication and support realignment of goals. The Program Manager will touch base with both Mentor and Mentee via e-mail mid-way through the program to ensure pairs are in touch and things are going smoothly.

In the very rare case that a relationship needs to conclude before the end of the program, it is vitally important that this is done with the support of the Program Manager to ensure closure of the relationship is done in a professional manner that maintains the good relationship between the CMC and the Mentor and Mentee.

Please reach out to:

Catherine Williams, Manager, External Relations, Program Manager, Mentors in Business
mentorsinbusiness@sfu.ca

MENTORING LOGS

Mentors and Mentees may schedule more frequent meetings, if desired, however, five meetings plus events is considered the MIB program goal.

Name of Mentee: _____

Mentee Strengths: _____

Name of Mentor: _____

Mentor Strengths: _____

Kick-off	January or June 7:30am – 9:30am	Segal School	MIB KICK-OFF BREAKFAST
Meeting 1	Following month		
Meeting 2	Following month		
Mid-Point Event	March or October 5:30pm – 7:30pm	Steamworks	MIDPOINT NETWORKING EVENT
Meeting 3	Following month		
Meeting 4	Following month		
Meeting 5	Last meeting		
Closing Reception	June or December 5:30pm – 7:30pm	Segal School	MIB CLOSING RECEPTION & AWARDS



MENTORING LOG: MEETING NOTES, IDEAS AND PLANS

Date	Contact mode (meeting, skype, phone)	Duration	Key ideas discussed/Action Items/ Deliverables/ Follow up/ Agenda for next meeting

Career Management Centre

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