



AWMI MENTORING PROGRAM

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Purpose: The purpose of this program is to provide a formal written process for an AWMI Mentor/Mentee committed relationship. It is the intent that both parties will enter into an agreement for a specific period of time and will provide an honest evaluation of their success when the time period ends. The simplicity or complexity of the mentoring will be dependent upon the individual needs of the mentee and the capabilities of the mentor.

NOTE:

- Mentoring Committee members should be introduced at local Chapter and Regional meeting in an effort to identify and make them familiar to our members.
- When possible and within reason, all chapter events should have a Mentoring Committee member in attendance.

1. The Mentoring Relationship – Roles and Responsibilities

MENTEE

- Mentee is the center of the process
- Mentee owns:
 - ◇ the process
 - ◇ the accountability to achieve her/his objectives
 - ◇ the solution
 - ◇ the outcome

MENTOR

- Makes a commitment to the mentee's objectives
- Provides objective views to go forward
- Availability, motivation

2. The Role of a Mentor and the Attributes of an Effective Mentor

- Ensure mentee's goals and individual development plans align with success in the metal industry.
- Impart to mentee useful organizational skills (see Skillset Matrix). Give them 'learned knowledge', practical training and guidance with organizational realities such as practices, strategies and obstacles.
- Encourage mentees to try new ideas, set goals beyond usual experience and take smart risks.
- Recognize, encourage and foster mentees' potential. Offer support, challenge, patience and enthusiasm while guiding them to new levels of competence.
- Serve as a role model of professional conduct. Foster creativity and help mentees develop their own style.

The attributes of an effective mentor:

Helpful- Is approachable and available to the mentee

- Learns or improves skills in helping others grow
- Maintains high performance expectations

Open - Is receptive to new ideas and others' perspectives

- Is aware of and shows respect to diversities
- Acknowledges her/his own development needs

Networked- Is personally well networked within the organization or industry

- Introduces mentee to network members as resource persons
- Shares experience on how to expand professional networking

Enabling- Adapts to mentee's learning styles

- Is helpful but doesn't impose solutions
- Gives positive feedback to help mentee build confidence

Stimulating- Identifies challenging but realistic development opportunities

- Offers different perspectives for mentee's consideration
- Is able to encourage, motivate and inspire others

Trustworthy- Maintains confidentiality with agreed parameters

- Keeps promises and practices what she/he preaches
- Maintains high standards of business ethics and the Association's Code of Conduct

3. What Mentors Should Not Do

- Criticize mentees
- Give personal advice to mentees; "why don't you do it my way"
- Discuss mentee interactions with anyone else; keep the relationship confidential

4. Some Common Mentor Mistakes or Misconceptions

- Take the lead.
- Be unwilling or unable to use discretionary time and effort for the mentoring relationship.
- Expect that you have to be the expert in everything to be a successful mentor.
- Expect that you need to be in the same field/job type or have the same career goals and the mentee in order to have a successful mentoring relationship.

5. Expectations of the Mentee

- A role model
- Share experience in tackling various situations
- Extend Association and industry network
- Willing to share experience and participate in open discussions
- Help me understand my limitations and challenge me to go beyond them

6. Mentoring Meetings

First Meeting

- Ideally, the meeting should be face-to-face
- The objective is to build mutual understanding and set expectations
- Mentee to contact Mentor for the initial meeting and agree to the agenda
- Sample Agenda
 - discussion of career backgrounds and areas of expertise
 - exchanging information on present job roles
 - explore the mentee's career aspirations, strengths and development needs
 - discussion on the expectation of the mentoring relationship
 - setting parameter for the relationship
 - will the mentee keep a learning log or discussion notes
- Some possible discussion topics
 - Clarify expectations: what would make this partnership an excellent experience for you; what might be a waste of time; what expectations do you have
 - Build the relationship: what are your strengths and what do people say you do best; tell me about some of your daily challenges; what talents are you most proud of; tell me about one of your most proud personal accomplishments; what do you consider your current greatest weakness; what are your Association aspirations; what characteristics of our effective leaders do you admire

Subsequent Meetings

- Mentor and mentee interact minimum of once every two months
- Mentor and mentee commit to meet six times over a year
- Face-to-face meetings are encouraged, however telephone, email or video conference are other options; utilize all technological resources available
 - Tips for long-distance pairings; be creative to make it work!
 - Plan telephone meetings at regular intervals with/agenda
 - Schedule visits at each other's locations, or a common location
 - Follow a schedule of preplanned meetings, but be prepared to adjust for the needs of mentor/mentee
- Mentee drives the process but can be initiated by either party
- Clear objectives and agenda; interactions must remain personal and confidential however you may need to seek out additional resources to support the relationship

7. Mentoring Contract

This document is intended as a guideline; adjust it to better fit your particular situation. This is a critical part of your mentoring relationship. The process of writing, clarifying and agreeing on expectations has proven to be one of the most valuable and powerful tools for helping ensure a mutually satisfying relationship.

We are voluntarily entering into a mentoring partnership which we expect to benefit the participants as well as AWMI. The following represents the opportunities in our partnership:

PLANNING	END OF MENTORING - ACHIEVEMENTS

(Use this space to list expectations/goals)

(Use this space to log success)

The mentor agrees to be honest and provide constructive feedback to the mentee, and the mentee agrees to be open to feedback and attempts to incorporate suggestions into her/his behavior.

Date: _____

Signature Mentee

Signature Mentor

The Planning fields must be completed at the beginning of the mentoring relationship. The Achievements fields must be completed at the end of the 12-month period with comments/achievements. Mentee is responsible for keeping the form and reviewing/updating as the need exists.