

# MENTOR PROGRAM

GUIDE



**KENNESAW STATE  
UNIVERSITY**

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## **What is Mentoring?**

An effective mentoring program supports the development of leaders and fosters healthy work relationships. It contributes to the strategic direction and ongoing growth of the University and aids in succession planning. In this program, employees are paired with leaders who provide guidance, helping them gain knowledge, skills, experience, information, and advice.



“Mentoring is to support and encourage people to manage their own learning in order that they may maximize their potential, develop their skills, improve their performance and become the person they want to be.”

*The Art of Mentoring*

## **Mentorship: Anticipated results:**

- Creates sense of involvement
- Increases morale
- Increases employee productivity
- Improves organizational performance
- Increases employee retention
- Supports an innovative work environment
- Increases collaboration between teams
- Increases creativity and exposure to new ideas
- Creates a greater sense of involvement in the division
- Provides the employee with professional development/learning/growth opportunity
- Broadens perspectives and teaches to view things differently

## **Mentoring Time Commitments:**

Mentor pairs are expected to meet at least once a month to discuss program goals and progress. The specific schedule for these meetings can be determined by the mentor and mentee.

Additionally, each mentee will rotate through two departments reporting to the Vice Provost, spending approximately eight hours in each department. The schedule for this rotation can be arranged according to the preferences of the mentor and mentee. Each mentee will also have a meeting with the Vice Provost during the six-month program.

The program includes several full-cohort training sessions in addition to the initial kickoff meeting (dates to be announced). There will be regular check-in calls for mentors and mentees to share progress, best practices, and address any issues or concerns.

Furthermore, we will conduct mock interview panels for each mentee to provide training and feedback on interviewing for higher-level positions.

## **Guiding Principles**

- Honesty
- Confidentiality
- Responsiveness
- Assume positive intent
- Provide constructive feedback
- Be open to feedback and new ideas
- Show initiative
- Follow up as agreed on

## **Responsibilities of a Mentor:**

### **Mentor Commitments**

Mentors should demonstrate a commitment to:

- Knowledge transfer
- Career development advice
- Supporting and encouraging mentees
- Open communication
- Commitment to the program and its goals
- Identifying opportunities for mentees
- Allowing mentees to test ideas
- Recommending alternative ways to handle situations
- Helping mentees develop contacts within the organization
- Guiding final presentation preparation

### **Benefits for Mentors**

The program is important to mentors because it:

- Provides fulfillment and satisfaction from helping others
- Enhances effective communication skills
- Increases experience and skills for career development
- Fosters a sense of teamwork within the work group
- Creates work allies
- Offers opportunities for leadership development to employees in other areas

## **Responsibilities of a Mentee:**

### **Mentor Commitments**

Mentees should demonstrate a commitment to:

- Taking responsibility for their own career development
- Actively initiating and engaging in the mentor relationship
- Facilitating and participating in the development of a constructive relationship
- Evaluating the mentor and program, as required
- Being proactive and knowing what they want from the relationship
- Being receptive to suggestions, ideas, and feedback from their mentor
- Maintaining two-way feedback and communication
- Proactively scheduling mentor and rotational meetings

### **Benefits for Mentees**

The program is important to mentees because it:

- Provides professional development
- Recognizes their knowledge, skills, and abilities
- Increases confidence
- Develops creative and independent thinking
- Improves networking skills
- Fosters proactive approaches to tasks and projects



## **Suggested Meeting Agendas:**

### **First Meeting:**

1. Get acquainted, if not already
2. Share career histories and plans
3. Discuss past mentoring relationships: what worked and what did not
4. Discussion of expectations
5. Complete mentor agreement
6. Schedule next meeting

### **Second Meeting:**

1. Organize a first draft plan for the 6 months
2. Brainstorm ideas for activities
3. List and prioritize goals
4. Agree upon next steps
5. Schedule next several meetings

### **Subsequent Meeting Topics**

1. Current issue or “hot topic” for the mentee
2. Any impact item or event going on in the institution that could impact the mentee
3. Mentee career thoughts or concerns
4. Readings – relevant books or articles
5. Training workshops attended and outcomes
6. Special projects that the mentee could get involved in



## Sample Mentoring Agreement

Mentor pairs should discuss and agree on the following:

Meetings:	
How often will you meet?	
For how long?	
Who will be responsible for scheduling the meetings?	
How will unplanned changes be handled?	
Expectations:	
What type of assistance does the mentee need from the mentor?	
Are there any topics of urgent interest?	
What is the desired outcome?	
What are the benefits for each of us?	
What are the ground rules for our discussions (confidentiality, openness, candor, truthfulness, etc.)	
What characteristics does the mentee expect from the mentor?	
What characteristics does the mentor expect from the mentee?	
Are any topics "off limits"?	
How will we keep the mentee's manager informed?	
If problems arise, how will they be resolved?	
Any additional items (please write in below)	
Mentor Signature/Date	
Mentee Signature/Date	

## **Discussion probes to open dialogue:**

### **Mentors:**

- What do you enjoy about your current role?
- What would you like to learn? What skills would you like to develop?
- What values guide your professional choices?
- What gives you the most personal satisfaction?
- What contributions have you been recognized for?
- What distracts you from accomplishing your goals?
- What situations are challenging for you to handle?

### **Mentees:**

- What educational experiences were most useful to you as you progressed in your career?
- What jobs have you held that enabled you to build your leadership capabilities?
- How do you determine your priorities?
- How have established relationships with your counterparts on campus?
- What techniques do you use to manage your time and stress levels?
- What techniques might I use to increase my visibility on campus?
- What changes do you see ahead for KSU? For USG? higher education?

**Mentor Pairs:**

Mentee	Mentor

## Rotational Assignments

Each mentee will rotate through two departments reporting to the Vice Provost but will have their original mentor throughout the six-month program. The original mentor and mentee will meet monthly for an hour to review goals, discuss progress, and network.

The rotational schedules are below. In addition, each mentee will meet for one hour with the Vice Provost during the cohort.

Rotation 1 (October – Mid January)

Mentee	Rotation

Rotation 2 (Mid January - April)

Mentee	Rotation

## **Guidelines for Success:**

### **Make Monthly Meetings the Minimum:**

1. Ensure regular meetings by planning ahead.
2. Schedule time to prepare appropriately. If you agree to discuss a topic, come prepared.
3. Manage discussions effectively to advance the shared goals you both established.
4. Set clear next steps for each subsequent meeting.
5. Follow up on commitments.

### **Grow the Mentor Relationship Through Engagement:**

1. Note each other's upcoming life events and follow up.
2. Seek informal ways to build your mentoring relationship. These can add depth and solidify the bond. For instance, if you are visiting your partner's office for another meeting, take the time to meet for lunch.
3. Overdeliver on expectations by going the extra mile, doing supplemental homework, or making an extra call to deepen the trust-based relationship.

## **Final Reflection**

I am excited to launch this mentoring program for our areas. At the end of the six-month program, each mentee will complete a presentation highlighting the key insights gained during the cohort and how they will apply these insights in their job moving forward. Before the closing meeting, mentees should review their presentation with their mentor to ensure thorough preparation. I look forward to seeing the growth and development that will come from this program.

Sheb True

Vice Provost and Professor of Marketing and Professional Sales