



InSpiring • Growing • Innovating

MENTEE HANDBOOK



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Mentee Handbook

Table of Contents

<i>Table of Contents</i>	2
Definitions & Mission	3
Purpose & Objectives.....	4
Overview	5
Schedules	6
Roles & Responsibilities: Coach	7
Roles & Responsibilities: Mentor	8
Roles & Responsibilities: Mentee	9
Orientation.....	10
Program Progress	11
Assessment	12
CFE Points.....	13
Recognition	14
Concluding the Partnership.....	15
<i>Appendix</i>	17
Appendix 1: Mentee Information	17
Appendix 2: Effective Communication Plan	19
Appendix 3: SMART Goal Development.....	20
Appendix 4: Goal Development Worksheet.....	21
Appendix 5: Partnership Goal Statements	22
Appendix 6: Mentee Action Plan	23
Appendix 7: Call Prep Sheet	24
Appendix 8: Meeting Record	25
Appendix 9: Informal Check-In Assessment	26
Appendix 10: Final Report.....	27
Appendix 11: Creating a Successful Mentoring Relationship	28
Appendix 12: Tips for Mentees.....	30
Appendix 13: Checklist for Getting Started	32
Appendix 14: Partnership Summary	33
Appendix 15: Partnership Agreement	34



Inspiring • Growing • Innovating
MENTOR CONNECTOR

Definitions & Mission

Definitions

coach [noun]

One who instructs or trains in the fundamentals and directs team strategy.

men•tor [noun]

A wise and trusted person whose primary purpose is to teach, guide, provide advice and support to, and watch over and foster the progress of a mentee.

men•tee [noun]

An individual who is guided by a mentor. In this context, an individual who would like to have an established venue management veteran work with him or her to gain a better knowledge of the industry.

Mission

The Mentor Connector Task Force's mission is to inspire, grow, and engage Coaches, Mentors, and Mentees in a supportive environment while providing opportunities for learning experiences, networking, professional growth, skill development and to gain peer recognition in the IAVM and the community. These skills will improve the quality of the membership and enable the association to enhance and innovate venue management.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Purpose & Objectives

Purpose

A mentoring relationship is designed to enable experienced professionals to share their knowledge, skills, and insights with mentees through a one-on-one relationship. Mentees benefit from gaining knowledge and support in achieving their professional development goals, while mentors sharpen their skills as they teach others and make a personal impact on the professional development of others and the strength of the industry association and its members. Coaches, by ensuring the success and integrity of the individual mentoring relationships, contribute to the success of the program and the development of both mentors and mentees.

Objectives

- To match mentors with mentees to facilitate the sharing of mutual knowledge.
- To facilitate networking among IAVM professionals through the creation of in-depth business relationships.
- To create **SMART** (Specific, Measurable, Attainable, Realistic, and Timely) goals for each partnership.
- To assess and recognize the success of each partnership relationship and the IAVM Mentoring Program.
- To increase participation in the CFE certification process by providing mentoring partnership opportunities to candidates.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Overview

The Mentor Connector Task Force's charge is to promote IAVM's goal of becoming more inclusive and diverse through professional development opportunities, educational offerings, increasing awareness, and creation of a mentoring program.

IAVM's Mentor Connector was conceived and developed by the Diversification Committee and is managed by the Mentor Connector Task Force with the purpose of providing members with the opportunity to:

- Experience meaningful and ongoing interaction with a diverse group of top professionals in the industry.
- Gain real world insight from experienced and successful professionals.
- Receive an insider's view of the association.
- Expand perspectives on a range of career opportunities.
- Establish a network of professional business contacts.
- Develop confidence through leadership and personal initiative.

IAVM's Mentor Connector Program was developed to foster learning and engagement specifically aimed at achieving professional development and improving the quality of the venue manager workforce worldwide. By building a stronger network of talented professionals skilled in solving the issues facing our industry, our association and members will become more valuable assets to their communities, their venues, performers and guests.

By pairing venue management professionals who have identified a professional development need with a member that has demonstrated competency in that area, tailored solutions can be designed to improve the skill set of the mentee and enhance their contribution to the industry.

Mentors and mentees will be selected from applications submitted to the program. All IAVM members and student members are eligible to participate.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Schedules

April Program Schedule

Month 1	APRIL	Matching & Orientation
Month 2	MAY	Partnership Agreement Due
Month 4	JULY	Progress/ Informal Check-In
Month 8	NOVEMBER	Progress/ Informal Check-In
Month 11	FEBRUARY	Formal Assessment
Month 12	MARCH	Conclusion of Formal Mentor Connector Partnership/ Recognition

October Program Schedule

Month 1	OCTOBER	Matching & Orientation
Month 2	NOVEMBER	Partnership Agreement Due
Month 4	JANUARY	Progress/ Informal Check-In
Month 8	MAY	Progress/ Informal Check-In
Month 11	AUGUST	Formal Assessment
Month 12	SEPTEMBER	Conclusion of Formal Mentor Connector Partnership/ Recognition



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Roles & Responsibilities: Coach

COACH

Reports to: Mentoring Program Chair

Term: 1 year

Qualifications:

- Must be an IAVM Member with documented experience/achievement in industry
- Must be willing to actively work toward achieving mentoring relationship goals
- Attend Orientation Session with Mentor Connector Task Force Chair
- Participate in Matching Meeting (with Mentor and Mentee)
- Meet time availability requirements listed in responsibilities section

Responsibilities:

- Act as a point of contact for mentor & mentee pairs throughout the duration of the program
- Oversee the mentoring process by reviewing **SMART** goals developed by mentee & mentor
- Provide ongoing coaching/counseling to mentor & mentee pairs as needed
- Listen carefully and objectively; encourage exploration and growth
- Provide appropriate information to help mentors & mentees achieve their program goals
- Document progress
- Evaluate the impact of participation on personal and professional development
- Attend recognition event at conclusion of mentoring relationship



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Roles & Responsibilities: Mentor

MENTOR

Reports to: Coach

Term: 1 year

Qualifications:

- Must be an IAVM Member with documented experience/ achievement in industry
- Must be willing to actively work toward achieving mentoring relationship goals
- Complete Mentor Connector Online Mentor Application & submit a resume
- Attend Orientation Session with Mentor Connector Task Force Chair
- Participate in Matching Meeting (with Coach and Mentee)
- Sign a Mentoring Partnership Agreement
- Meet requirements listed in responsibilities section

Responsibilities:

- Drive the mentoring process by identifying **SMART** goals with mentee
- Share experience and resources with mentee
- Listen carefully and objectively; encourage exploration and growth
- Provide appropriate information to help your mentee achieve professional goals
- Share feedback on progress with your mentee
- Document progress
- When appropriate, conclude the mentorship
- Evaluate the impact of participation on personal and professional development
- Attend recognition event at conclusion of mentoring relationship



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Roles & Responsibilities: Mentee

MENTEE

Reports to: Mentor

Term: 1 year

Qualifications:

- Must be an IAVM Member or Student Member
- Must be willing to actively work toward achieving mentoring relationship goals
- Complete Mentor Connector Mentee Online Application & submit resume
- Attend Orientation Session with Mentor Connector Task Force Chair
- Participate in Matching Meeting (with Coach and Mentor)
- Sign a Mentoring Partnership Agreement
- Meet requirements listed in responsibilities section

Responsibilities:

- Be ready, willing, and able to devote your time and energy
- Drive the mentoring process by identifying **SMART** goals
- Seek new learning and commit to take action
- Meet with your mentor at regular/ agreed intervals
- Initiate meeting arrangements. Plan and present each meeting's agenda.
- Reply to emails and phone calls within two days
- Invest time to utilize resources suggested by mentor and implement strategies
- Share experiences and progress with your mentor
- Document progress
- Apply learning to improve growth
- Evaluate the impact of participation on personal and professional development
- Fulfill your commitment to your mentor and the mentoring process
- When appropriate, conclude the mentoring relationship
- Evaluate the program and your mentor at the conclusion of your partnership
- Attend recognition event at conclusion of mentoring relationship



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Orientation

Orientation

Each coach, mentor, and mentee will attend an IAVM Mentor Connector Orientation session prior to the commencement of the program.

The Orientation Program will be offered via conference call or webinar prior to the start of the formal partnership. The session will be facilitated by one or more members of the IAVM Mentor Connector Task Force.

Partnership Agreement

During the first session/meeting, each pair along with their coach will complete the Mentor Connector Partnership Agreement form and addendum. Each completed agreement and addendum will be retained by the IAVM WHQ Director of Membership and copies will be sent to the mentor, mentee, and coach.

Mentorship Agreement Addendum (Appendix 14)

Mentor Connector Partnership Agreement Form (Appendix 15)



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Program Progress

Planning

The Mentor Connector Program is mentee-centered, which means simply that mentees are coached to take a leadership role in the mentoring process. Once a Mentor Connector Partnership Agreement has been signed, the mentee will initiate meeting arrangements.

Initial Meeting

Each pair will conduct an initial meeting to include their coach. The meeting will cover the development of a communication plan, goal development and assessment measurements.

Tools to assist in the development of a communication plan include:

- Effective Communication Plan (Appendix 2)

Tools to assist in the development of partnership goals include:

- **SMART** Goal Development (Appendix 3)
- Goal Development Worksheet (Appendix 4)
- Partnership Goal Statement (Appendix 5)
- Mentee Action Plan (Appendix 6)

After the mentor and mentee develop a communication plan and goals for the partnership, copies of the forms will be retained by the mentor, mentee, and their coach.

Meetings

It is the mentee's responsibility to plan each meeting's agenda.

Tools to assist in meeting preparation and follow-up include:

- Call Prep Sheet (Appendix 7)
- Meeting Record (Appendix 8)



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Assessment

Monitoring Progress / Assessment

Recognizing that many barriers to success can be raised during a mentoring process due to other demands of work and personal life, each pair will be assigned a coach to monitor the progress towards achieving the mentee's goals. Progress toward achieving the partnership goals will be monitored throughout the year by the partnership coach. It is not necessary for the coach to participate in mentoring sessions after the initial meeting to assess goals and plan communication; however, at the request of the pair, the coach may be invited. To facilitate the coach's monitoring of the partnership, mentors and mentees will utilize Informal Check-in Assessment Forms and the Formal Assessment Form at appropriate intervals throughout the year.

Each pair will maintain a running log of the progress of the relationship using the Meeting Record form. This sheet will provide a place to capture agenda topics, progress notes, open items, and action steps. This document will be shared with the coach if the pair so desires.

In Month 4 and Month 8, each pair will complete the Informal Check-In Assessment Form and submit it to their Coach to assist the coach in monitoring progress of the partnership.

Informal Check-in Assessment Form (Appendix 9)

At the conclusion of the mentoring partnership, Formal Assessment Forms will be completed by mentors and mentees.

Final Report

At the conclusion of the inaugural year for the IAVM Mentor Connector Program, coaches, mentors, and mentees will be asked to assess success and recommend enhancements for the future of the program. By measuring the success of the program, it is hoped that the program will increase in size and scope going forward.

Final Report Form (Appendix 10)



Inspiring • Growing • Innovating

MENTOR CONNECTOR

CFE Points

Policy

Successful participation* in an IAVM Mentor Connector Program Partnership for the period of one year will yield the following points in the “Teaching/Program Participation” area:

Coach

2 points per partnership per year with a limit of **3** partnerships per coach per year;
Maximum **6** points per year.
Limit in Teaching Category = 50

Mentor

5 points per partnership per year; Maximum **1** partnership per year.
Limit in Teaching Category = 50

Mentee

2 points per partnership per year; Maximum **1** partnership per year.
Limit in Participation Category = 20

**Note: “Successful participation” is determined in the Formal Assessment Process.*



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Recognition

Certificate

All coaches, mentors, and mentees successfully completing a Mentor Connector Program Partnership will be awarded a certificate at Annual Conference - *VenueConnect*.

Alumni

Once mentees complete the mentoring cycle, they will be considered alumni of the program and eligible to attend future Mentoring Recognition events. Mentors and coaches will also be welcome to attend.

Facility Manager Magazine Profile

The Mentor Connector Task Force Chair may select a pair of Mentor Connector Program participants for a partnership profile in the *Facility Manager Magazine*. Participation is encouraged to feature the strong relationships built through the Mentor Connector Program.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Concluding the Partnership

Conclusion

The final meeting between mentor and mentee should focus on bringing issues to a close. It is a good time to reflect on the mentorship and talk about the positive changes that occurred for each person. In no way does this mean that the professional relationship must end. Many mentoring relationships will continue on an informal basis for years to come.

In the final month, each Mentor and Mentee will complete the Formal Assessment Form and submit it to their coach. The coach will forward the assessment to the IAVM Director of Membership. The coach will use the informal and formal assessment forms to determine the success of the partnership and make a recommendation on points for the mentor and mentee.

After the Partnership Relationship Ends

After the conclusion of the formal year-long partnership relationship, many of the relationships will continue on an informal basis and some goals will be in progress at that time.



Inspiring • Growing • Innovating

MENTOR CONNECTOR PROGRAM

APPENDIX



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix I: Mentee Information

In today's marketplace, the value, if not the necessity, of being proactive in securing knowledge and advice from industry professionals has never been greater. Every mentorship experience is beneficial.

Benefits

- Gain from the mentor's knowledge, skills, values and expertise.
- Grow through greater awareness of challenges and opportunities.
- Receive critical feedback in key areas, such as communications, interpersonal relationships, technical abilities and leadership skills.
- Develop a sharper focus on what is needed to grow personally and professionally.
- Learn specific skills and knowledge that are relevant to professional and personal goals.
- Gain knowledge about the IAVM culture and unspoken rules that can be critical for success in the industry.
- Earn CFE points for certification or recertification.

Expectations

To become a mentee, you must:

- Complete the Mentor Program online application.
- Provide a personal profile or resume.
- Complete an Orientation with the Mentor Connector Task Force Chair.
- Sign a Mentoring Partnership Agreement.
- Agree to fulfill the Mentor Connector Expectations and Commitments (below).
- Be ready, willing and able to devote your time and energy.

As a participant in the Mentor Connector Program, you are a representative of your respective company, therefore, held to a very high standard of conduct.

As a participant, you are expected to:

- Initiate contact to schedule meeting(s).
- Research the business, organization and individual.
- Plan and present each meeting's agenda.
- Open and close each mentor meeting.
- Meet with your mentor at regular intervals.
- Reply to email messages and phone calls within two days.
- Fulfill your commitment to your mentor and the mentoring process.
- Evaluate the program and your mentor at the conclusion of your mentorship.
- Contact your partnership coach with any concerns regarding your mentoring relationship or the overall program.

Learn & Share

As in most endeavors, the more you put into the program, the more you get out of it.

Find out about your mentor: In addition to the personal profile you receive, do research the mentor prior to the visit. Look for boards on which they serve, awards received, or recent newspaper articles about their company.

Research the mentor's company, function and industry. Mentors represent a wide group of companies, functions and industries. Prepare yourself by researching the intricacies of each of these areas. The better prepped you are, the more you will understand during mentor meetings.

Communicate respectfully and responsibly. Clarify your expectations. Discuss with your mentor any personal expectations you have regarding levels of contact or content exchanges. The better you communicate your interests before the relationship begins, the more you and your mentor will get out of it.

Ask the right questions. Give thought to questions you will ask before you meet with your mentor. You can start with the list provided and/or come up with your own. Make them strategic for your own growth and adjust as the mentorship progresses.

Be flexible. Mentors are busy, so be flexible regarding places and times to meet with them. When geographically feasible, you may want to offer to meet for coffee or talk on the phone. Be considerate of and show appreciation for your mentor's time. Mentors are volunteers!

Accept a subordinate, learning position. Don't let ego get in the way of learning. Trying to impress the mentor with your knowledge or ability will set up a mental barrier between you both. It will prevent you from receiving what your mentor is giving.

Bring in current news or propose discussing a hot topic in the industry. Discussing a real-life business situation will increase the impact of the visit. Creating active dialogue around a hot issue is an interesting way to learn about the way your mentor approaches business decisions.

Leave time for Q&A. Make sure you build in enough time for a Q&A session at the end of each meeting.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 2: Effective Communication Plan

1. Find out what time of day works best for both of you and schedule accordingly.
2. Try to set a regular day and time in advance. Avoid rescheduling as much as possible.
3. Use all forms of communication as much as possible, e.g. phone, face-to-face, email, Facebook, etc.
4. Focus on the quality of your meeting rather than the quantity. However, don't let more than two weeks go by without any contact.
5. If feasible, try to schedule periodic face-to-face meetings at least 1-2 times during the program.
6. Always set an agenda for the meeting and end each meeting with a review of Action Items & Responsibilities due for the next meeting.
7. As much as possible, make yourselves available for phone and email contact between regular meetings.
8. Remember that both mentoring partners are responsible for making time to meet.
9. Work to make sure the time you spend with your partner is productive and moves the relationship towards the partnership goals.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 3: SMART Goal Development

SMART GOALS

S PECIFIC	Must answer the questions – Who? What? Where? When? Why? How?
M EASURABLE	Concrete criteria to measure progress and success.
A TTAINABLE	Plan steps to develop the attitude, ability, skills, and financial capacity to achieve the goal.
R EALISTIC	Any objective you are both willing and able to work toward.
T IMELY / T ANGIBLE	No time frame = No urgency. Someday won't do. Should be experienced with the senses (taste, touch, smell, sight, hearing).

Example of a SMART Goal:

To increase exposure for the IAVM Mentor Connector Program, I want to write an article for Facility Manager Magazine about Mentoring Partnerships that is 2000 words in length and have it done by July 1. I'll commit to writing two hours each week until I reach completion.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 4: Goal Development Worksheet

These questions are designed to assist you in “fine tuning” your goals, aspirations, objectives in an effort to develop a clear path to success. Think “outside the box” and think big!

If you could achieve anything you desire, what would it be?
What do you want MORE of in your career?
What do you want LESS of in your career?
What changes would you make?
What areas of your job or career would you want to improve?
What do you want to learn to improve your skills (think Core Competencies)?
How can you convert these items into SMART goals?
What is the first step toward achieving each goal?
What are the action items you can do to help advance toward this goal?



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 5: Partnership Goal Statements

Mentee:	Mentor:
Preferred Communication:	Preferred Communication:
Preferred Phone #:	Preferred Phone #:
Email Address:	Email Address:

Establish 1-5 **SMART** goals to be achieved through the Mentoring Partnership.

Specific • Measurable • Attainable • Realistic • Timely

1.
2.
3.
4.
5.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 6: Mentee Action Plan

Purpose: To create an action plan and timeline to guide improvement and facilitate implementation.

Directions: Use this form as a template to formulate an action plan for each of your desired goals.

Goal: _____

Potential Obstacles: _____

Tasks <i>What will be done?</i>	Responsibilities <i>Who will do it?</i>	Resources <i>People, Materials</i>	Timeline <i>Deadline (Day/Month)</i>	Status <i>In Progress/ Done</i>

Proof of Progress (Benchmarks and milestones that indicate progress)

Measurement of Success (Benchmarks and milestones that indicate success)

Improvement Strategies

Results/Accomplishments



Inspiring • Growing • Innovating
MENTOR CONNECTOR

Appendix 7: Call Prep Sheet

Mentee Name:

Mentor Name:

Date:

Progress since last meeting:

Outstanding Items/Intended to Accomplish:

Current Challenges:

Current Opportunities:

Direction for Next Session:

Action Items (to be completed before next session):



Inspiring • Growing • Innovating
MENTOR CONNECTOR

Appendix 8: Meeting Record

Mentor Name	Mentee Name
Goal(s) 1. 2. 3.	
MEETING RECORD	
Date	Phone / Video Call / Face to Face / Conference
Discussion Topics / Action Items	
Results from Prior Action Items	
Open Items/ Action Items/ Topics for Next Meeting	
CHALLENGES / ASSISTANCE NEEDED	
Next Meeting Date	Phone / Video Call / Face to Face / Conference



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 9: Informal Check-In Assessment

To ensure the Mentor Connector Partnership is successfully advancing each partner towards their goals, it is important to establish checkpoints along the way to share feedback and assess progress. This informal assessment tool is designed to assess how the mentoring relationship is meeting its key goals based on the perspective of the mentor and the mentee. Each should complete the form separately and share their notes.

Mentee or Mentor: _____

Mentee or Mentor (*person completing assessment form*): _____

Date: _____

We have been meeting for (*insert amount of time*): _____

I believe we have made solid progress toward achieving the following goals:

I value the following things that are working well in our partnership:

The one thing my partner could do that would help to enhance our working relationship would be to:

Other ways to enhance our partnership might include:



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 10: Final Report

Mentor Name	Mentee Name
Goal(s) 1. 2. 3. 4. 5.	
Results 1. 2. 3. 4. 5.	
Impact	
Recommendations for Program	
Signature	Date



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix II: Creating a Successful Mentoring Relationship

These tips can help you and your partner start out on the right foot as well as continue to keep the relationship running smoothly. You can use these in preparation for, as well as during your first meeting together. You also should revisit them regularly to ensure that you are fully benefiting from your mentor-mentee relationship throughout the program.

Setting and Managing Expectations

Be open and honest about your expectations from the very beginning. For example:

- How do you want to communicate, e.g. meetings, phone, email, or a combination.
- What do you expect to be responsible for bringing to each meeting and what do you expect your partner will be responsible for in return?
- How will you know that you're making progress together?
- Ask yourselves these questions regularly – make this kind of a check-in a part of each agenda.

MENTORS: Ask your mentee to outline personal and professional goals for the year-long period of the program. Work together with your mentee to create program goals and how you plan to achieve these together.

MENTEES: Identify the issues/goals you want to address during the program. Come to meetings prepared with questions. Share your successes and freely discuss any less than satisfactory results. Ask you mentor, "What do you know now that you wish you'd know "then"?"

TOGETHER: At every meeting review your goals and progress against your action plan. Discuss how the mentoring program has helped (or not) you achieve your goals. Use the coach to identify other resources if needed. Let the coach know if the program isn't working for you.

Don't cancel or put off a meeting just because there is no urgent to-do list. Use the time to address bigger questions about professional development/career paths rather than focusing on the day-to-day issues. Take advantage of each other's backgrounds and experiences.

Plan effective communication.

General Tips

1. By making yourself available and sticking to your scheduled meetings you demonstrate that you value each other's time and commitment to each other and to the mentoring program.
2. Take the time and energy to establish trust. Recognize that this doesn't happen overnight and takes effort on both parts. Remember that you are sharing vulnerabilities at times.
3. Share work samples with each other as appropriate while maintaining necessary confidentiality.
4. If feasible, make an effort to visit each other's work site and/or attend an event at each other's venue.
5. Maintain your curiosity. Ask questions of each other.
6. Remember that this is a two-way street – you both have the opportunity to learn from each other.
7. Don't lose sight of the big picture – it's all about developing a quality workforce for venue management industry, staffed by the best professionals.
8. Don't lose sight of individual achievements as you work towards your goals.
9. CELEBRATE EACH SUCCESS NO MATTER THE SIZE!



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 12: Tips for Mentees

Be prepared for your mentoring sessions. Be professional by being prompt, prepared, and maintaining a professional attitude. Preparation means coming to the conversation with a plan to include items you would like to focus on. Be punctual, well organized, and ready to give a brief update on your recent progress and developments and to propose an agenda for the conversation. You might email the topics to your mentor ahead of time, if you think the mentor would appreciate it.

Establish a mutually agreeable plan for mentoring sessions. Schedule sessions including length of time each of you will need and plan adequate time to prepare. Your mentor is a volunteer whose extra time is scarce. By establishing a time commitment and ensuring that conversations start and end on time, you will demonstrate respect and responsibility to your mentor.

Let your mentor know who you are. Share your hopes, fears, ideas and goals openly, even if your mentor has quite a different background or style. Share your professional experience and goals. Your mentor will then be able to put your situation in perspective.

Focus on the relationship. Your mentor's role is not to get another job for you. Be realistic in your expectations and focus on building a relationship.

Ask direct questions about what you most want to know. Since the mentee is the one who establishes the agenda for the conversation, you are in a position to set up the conversation in a way that provides the most relevance and value for you. Let your mentor know what is most on your mind and what would be most helpful to you to talk about. If the conversation strays, just prompt the mentor to return to the original topic. You are responsible for ensuring that the conversation meets your needs.

Practice learning from anyone. In the past, people believed that a strong personal connection was essential to a mentoring relationship. However, mentoring serves many purposes and most don't require a deep personal connection. Mentoring may be short-term, specific to a situation, focused on a particular area of development, or mentoring may turn out to be a life-long conversation. By recognizing that you can benefit from a variety of perspectives and styles – even those quite different from your own – you will open yourself up to new ideas, valuable information, and a wide range of perspectives. You and your mentor don't have to have everything in common to have a productive exchange.

Listen with an open mind. Often, we turn off our listening when we believe that the perspective being offered isn't pertinent or that the person speaking is "different" from us. Your mentor's experience – however distant in time or industry-specific it may be – will carry a nugget of learning for you. Challenge yourself to find the connection, rather than rule out the advice or perspective that you are hearing. Be ready to learn something new as a result of the conversation.

Ask curious questions. The most enjoyable mentoring sessions flow with a natural back-and-forth dialogue. Relax and enjoy getting to know another person. Don't be shy about asking curious questions, such as, "What was that like for you?" or "How did you feel at the time?" Ask a question or two at the start of each session to get to know your mentor's experiences, such as, "I'd love to learn about your career path..." or "What do you know in hindsight that you could share with me about how you achieved professional success?"

Take notes. It's difficult to remember key points and commitments after the meeting. Keep a notebook and jot down ideas and insights during the session, and in between sessions. Do capture the commitments that you and your mentor make to each other so that you are able to follow up appropriately.

Provide context and brief updates to help your mentor to understand you. While the mentor doesn't need to know every single thing about you, it's helpful to both of you if you use the first session to get to know each other. At the beginning of each session, provide a brief update on progress since the last conversation.

Respect your mentor's boundaries. The mentor's role is to support your development through regular conversation. Outside of the session, most mentors have very limited time to engage with mentees. Communicate respectfully with the mentor. Be careful not to inundate the mentor with emails or phone calls outside of the session. Respect the time boundaries of the session and do all you can to end at the agreed upon time.

Follow up on agreements. If you've committed to take a step as a result of the mentoring session, make sure you do so. It is discouraging for the mentor if you have made commitments that you don't act upon. You can also help the mentor to keep his commitments by sending a brief thank you note after a session that also lists any agreed-upon actions from either of you.

Say "thank you!" Remember to thank your mentor after each session and give appreciation for specific insights or examples that helped you. This information will let your mentor know more about what you value and how he is making a difference for you.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 13: Checklist for Getting Started

These tips will help create a successful beginning.

FOR MENTEES:

- Send your resume and a few brief paragraphs that describe your work and personal history to your mentor, along with a word of thanks for volunteering to be your mentor. (Electronically or via hard copy).
- Request your Mentor's contact information, including the contact information for his or her assistant. Enter it into your cell phone and other contact databases for easy access later on.
- Read up on your Mentor. Google your Mentor to read any news, published work, or announcements that are publicly available.
- Review IAVM's Mentor Connector Program Handbook.
- Get a journal or notebook which can be used exclusively for taking notes during your mentoring sessions and containing any related materials and bring it with you to the first session.
- Be ready at least 5-10 minutes early for the session and remember to plan adequate time to prepare for the session.
- Pay attention to time and bring the conversation to a close when you reach the time limit indicated by the Mentor.
- Follow up immediately after the first session with a note of thanks.
- Follow up immediately after the mentoring session with any actions to which you have agreed. Don't delay, as it is more likely to slip your mind as days pass.
- Confirm the date and time of your next mentoring session.
- Send an email one to two days prior to confirm that the Mentor is still "on" for the next session.
- Give advance notice to the Mentor if you are running late or must cancel or postpone a session.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 14: Partnership Summary

To be completed in cooperation by Mentor and Mentee during first session.

Mentee: _____ Mentor: _____

For the time period of _____ (begin date) to _____ (end date).

In order to facilitate cooperation and avoid potential obstacles to this relationship, we (the above-named mentor and mentee) agree to the following commitment:

Frequency of mentor-mentee contact: _____

Preferred method(s) of communication: _____

Mentor expectations of the mentee:

Mentee expectations of the mentor:

Concerns:

Other: _____

We acknowledge that we have discussed this relationship and understand it to be an important professional development opportunity for both participants. We agree to respect the other's personal requests and to maintain confidentiality before, during, and after the mentoring period. We recognize that our participation in this career and professional development program is voluntary and may require non-duty time.



Inspiring • Growing • Innovating

MENTOR CONNECTOR

Appendix 15: Partnership Agreement

This is a statement of commitment to a mentoring relationship that will be in effect from _____ (Begin Date) to _____ (End Date) between _____ (Mentor) and _____ (Mentee).

We, the Mentor and Mentee, agree to enter into a mentoring partnership for a period of one year to begin and end on the dates stated above. By entering into this agreement, the Mentor recognizes his/her role as a professional role model and will share advice, experience and guidance relevant to venue management practices.

The Mentee understands that the relationship is designed to meet his/her needs, but that the primary responsibility for career planning and personal development remains the responsibility of the Mentee.

The Mentor & Mentee agree to:

1. Commit to making the time to meet on a regular basis, no less than quarterly.
2. Keep the content of our conversations confidential.
3. Practice active listening.
4. Provide each other with honest, direct and respectful feedback.
5. Participate in formal Mentorship activities sponsored by IAVM.
6. Participate in the evaluation process.
7. IAVM Mentor-Mentee Coach will be assigned to the Mentor-Mentee and both parties will be responsible for reporting to the coach for guidance, advice and progress evaluation.
8. This agreement can be terminated at the request of either party before the above stated end date.
9. Upon expiration of above agreed upon Mentor/Mentee time commitment, the mentoring relationship may continue on an informal basis if mutually agreed upon by both parties.

Mentor Signature

Print Name

Date

Mentee Signature

Print Name

Date

IAVM Coach Signature

Print Name

Date