

Ad🌿ance

# *The Mentor*



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## INTRODUCTION

ADVANCE is a mentorship model developed for women in the fields of Science, Technology, Engineering and Mathematics (STEM). The model was created by YES with support from Status of Women Canada.

More women than ever before are pursuing STEM education and likewise becoming employed in related industries. However, studies show that women working in STEM are still not advancing at the same rate as their male counterparts. There is also evidence that women are exiting the STEM industry in higher volumes than men, typically after five to seven years in the industry.

With so much lost talent and potential, the industry and economy suffers alongside individual women.

Mentorship is cited as a successful means of engaging, motivating and developing employees. Mentees gain valuable counsel and insight to help achieve their personal career objectives, while organizations typically benefit from a more satisfied workforce, increased productivity and streamlined knowledge transfer.

Through the implementation of a well-managed mentorship initiative, organizations typically benefit from a more satisfied workforce, increased productivity and streamlined knowledge transfer.

Sponsored by the company's executive team and with the support of managers and supervisors, ADVANCE is offered to encourage career advancement, contribute towards a more level corporate playing field, and encourage women's participation at all levels of responsibility within the company.

## WHAT IS MENTORING?

Mentoring is a relationship where an experienced person (a mentor) shares his/her knowledge, expertise and experience with a less experienced person (a mentee) who is willing to learn and benefit from this exchange. Mentoring focuses on the mentee as a learner, who is working toward achieving specific goals as part of the mentoring process.

<p><b><i>Mentoring is:</i></b></p> <ul style="list-style-type: none"><li>• Voluntary</li><li>• Trust-based</li><li>• Focused on defining and achieving the mentee's professional goals</li><li>• Mentee-driven and mentor-supported</li><li>• Productive and beneficial for both mentors and mentees</li><li>• An on-going active collaborative relationship</li></ul>	<p><b><i>Mentoring is not:</i></b></p> <ul style="list-style-type: none"><li>• An obligation</li><li>• A relation of power</li><li>• A one-way relationship</li><li>• A private course or coaching session</li><li>• A personal counseling or therapy session</li><li>• A rigid process with strict instructions</li></ul>
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## PRINCIPLES OF MENTORING

Below are six basic principles of mentoring. There is a higher chance of building a successful relationship when mentees, mentors and the organization understand and embrace these principles:

### **Mentoring relationships are based on trust**

Trust is one of the most important elements of a mentoring relationship. If trust cannot be established between a mentee and a mentor, or if this trust is broken, the relationship will be unable to succeed.

### **A mentor is a role model**

Mentees learn by asking questions, listening and observing their mentors. Mentors lead by example based on experience, and should always reinforce positive and professional behaviors in their mentees.

### **Mentoring is given freely and is freely received**

Mentors are not paid. They volunteer their time and receive intangible benefits from the relationship, such as the satisfaction of sharing their knowledge and seeing another individual succeed.

### **Mentoring is a collaborative partnership: treat each other with respect**

Like all other relationships, mentoring partners treat each other as they would like to be treated themselves. This includes respecting meeting dates and times and making an effort to return phone calls and/or e-mails in a timely fashion. It also requires a collaborative approach to setting goals and evaluating results.

### **Successful mentoring relationships focus on the mentee as the learner**

Mentors advise and guide the mentee, but they do not do the mentee's work for them. A mentor teaches how to build skills and develop behaviors that will allow a mentee to make sound business and professional decisions on their own. Mentees should be open to the constructive criticism a mentor may offer.

### **Mentoring is rewarding, satisfying and enjoyable for mentors and mentees**

A successful mentoring relationship should give both mentors and mentees a sense of accomplishment and fulfillment.

## PILOT OVERVIEW

An ADVANCE project lead will be identified within each host company and they will be your point person.

They will inform you when a mentee has been identified as a good fit for you to work with for the 6 month pilot period. Every effort will be made to find well-suited mentee and you will also have the opportunity to raise any reservations about the proposed candidate in terms of potential conflict of interest or existing personal relationship.

The project lead will provide you with access to the ADVANCE tool. The tool helps you manage your mentorship relationship. It will assist your mentee as they schedule meetings with you, set and track their professional objectives and give access to helpful resources and best practices.

When you set up your profile there will be online agreements to acknowledge and a survey to complete.

Your project lead will help you set the date for your first meeting with your mentee. Within this first session you should get to know each other, look at the ADVANCE tool together and help your mentee define 2-3 professional objectives. As this initiative is mentee led, they will be responsible for setting future meetings.

It is recommended that you meet with your mentee at least once per month, for an hour. Where you have a more flexible and available schedule, you can connect more often or for longer periods when you see value in doing so. Email correspondence, telephone or skype connections can also be utilised between meetings, and in some cases in lieu of meetings, depending on your preferences.

Once your mentee has identified their main objectives, you can assign them tasks or 'homework' that can be completed between meetings and help them move towards achieving their set goals. They will be encouraged to seek opportunities out that will contribute towards accomplishing their objectives (e.g. networking events, trainings etc.)

As the pilot period is 6 months in length, you should meet a minimum of 6 times within this period. You will be asked to complete a final survey via the tool at the end of the project.

Your project lead and other members of the company have access only to aggregated information from mentorship matches across the company. They cannot access any notes you have recorded on the ADVANCE system, tasks or similar details.

Thank you for your participation in this important initiative. You were approached for this pilot because we recognize your professional advancement within the field and interest in supporting other women in STEM. Your mentee is privileged to learn from your experience and expertise and we are delighted to have you onboard.

## YOUR ROLE AS A MENTOR

A mentor is an adviser, teacher and role-model. A mentor helps a mentee develop the skills, knowledge and expertise she needs to make good business and career decisions. For a mentoring relationship to succeed, it is important that the mentor understand his/her role.

**Listen:** The most important role a mentor will play is as a sounding board for the mentee. A mentor should listen actively, patiently, and attentively as the mentee voices her opinions.

**Build Trust:** The cornerstone of any relationship is trust, and mentoring is no different. A mentor is responsible for gaining the mentee's trust. Among other things, a mentor should always follow through on promises made to his/her mentee.

**Share your experiences, both positive and negative:** Your mentee will learn as much from your failures as from your successes. Share openly and honestly.

**Provide constructive feedback:** In order to build a respectful and open relationship, a mentor should provide constructive feedback. Be conscious of how you provide feedback so that it does not come across as criticisms.

**Offer advice and challenge your mentee to make good decisions:** Your role as a mentor is not to tell a mentee what to do, or to take actions on behalf of the mentee. Ask questions and make suggestions that will lead the mentee to make good decisions on his/her own.

**Introduce your mentee to new situations and experiences:** Wherever possible, invite your mentee to participate in networking events or other activities that will help broaden their network and knowledge base.

**Report on progress:** When required, provide reports on mentees progress and the feedback on the initiative via the online platform.

## HELPING YOUR MENTEE SET OBJECTIVES

At your first formal meeting, you will work together with your mentee to establish career development objectives that you will help them progress towards over the course of your relationship. You will be able to set tasks and action items between meetings to help your mentee work towards these broader goals.

Your mentee may need input in terms of setting realistic goals that will help them advance their career and you must consider what areas you are able to actively help.

The following high-level categories have been predetermined within ADVANCE to help guide the process of goal setting.

- Communication
- Leadership
- Networking
- Skill Development
- Other

Within these categories you can identify more specific objectives. It might be helpful to consider the following when thinking about possible short and long-term development goals and how you might assist progression in these areas:

- Reconciling short-term deliverables with longer-term objectives
- Achieving greater awareness and recognition among members of senior management, (non-financial) recognition of your work and achievements
- Career advancement with current employer
- Establishing working relationships with specific members of senior management
- Expanding external network
- Improving networking skills
- Navigating the political landscape/political skills at the workplace
- Greater understanding of your organization's structure, notably the decision-making process
- How to better market yourself internally and externally
- Improving work-life balance
- Identifying strategies that can both advance your agenda and contribute to achieving your organization's goals, and how to implement them
- Looking at your competencies and skills from senior management's view and identifying which ones are most effective/needed/help

## REPORTING

We aim to gather as much quantifiable data as possible regarding mentorship and the ADVANCE model.

Several data collection intervals are important to this process:

- MENTEE & MENTOR: Baseline survey at the beginning of the process
- MENTEE & MENTOR: Mentoring Agreement & Code of Ethics
- MENTEE & MENTOR: Scheduling and accepting meetings
- MENTEE: Recording Objective Categories
- MENTEE & MENTOR: Setting tasks affiliated with each objective
- MENTEE: Confirm when tasks and homework have been achieved
- MENTEE & MENTOR: End of term survey
- MENTOR: Can submit progress reports at any time. These will be sent directly to the project lead of the mentees company. These can be used to give praise or raise any major concerns about your mentee. Please do not divulge personal or confidential information your mentee may have shared with you unless deemed urgent.

These data collection points allow the company, YES and Status of Women Canada to see aggregate data and determine the success and sustainability of the initiative.

By having quantitative and qualitative data that speaks to the impact of the project, we have a greater chance to ensure companies take the time and resources to sustain the program.



## THE TOOL:

[www.advanceinstem.ca](http://www.advanceinstem.ca)

When your project lead registers you as a user on the ADVANCE system, you will receive correspondence with your temporary password and option to update.

Dear Mario Clarke

Welcome to the ADVANCE mentorship program.

You have been assigned a temporary password: ██████████

It is strongly recommended you change your password at <http://advanceinstem.ca/passwordreset>

You will receive another e-mail from the system when you are placed in a mentoring relationship.

Then you may login at <http://advanceinstem.ca/login>

We hope you enjoy your mentorship experience.

If you have recieved this e-mail by mistake please contact [info@advanceinstem.ca](mailto:info@advanceinstem.ca)

You will not be able to access the system until you are matched in a mentoring relationship and receive correspondence confirming this:

Dear Mario Clarke

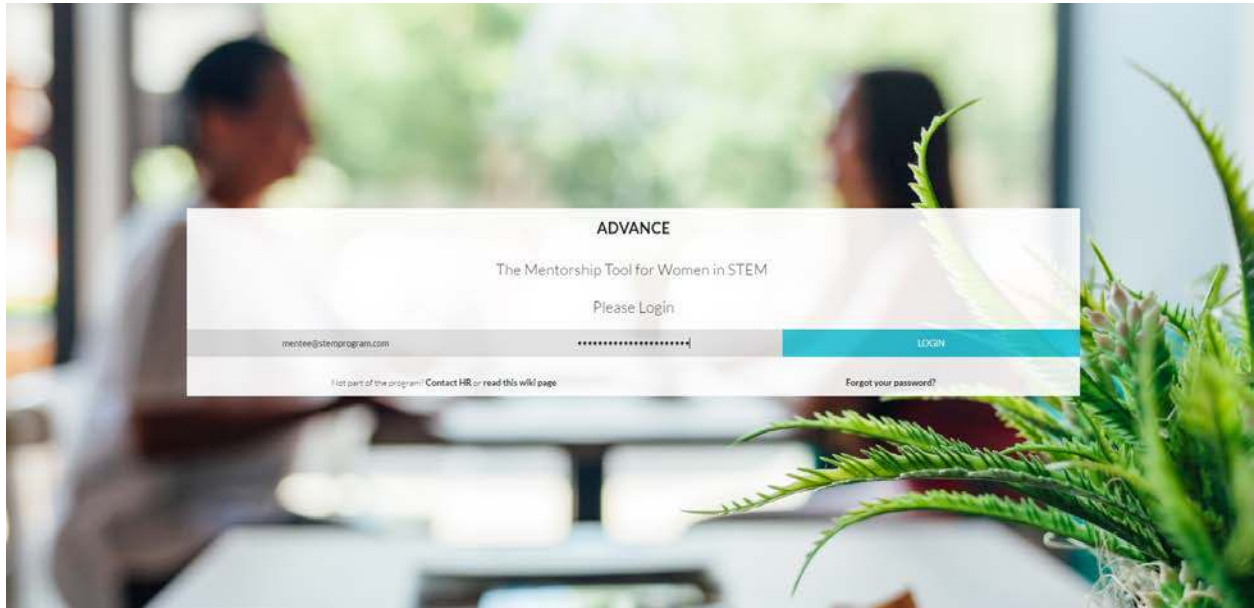
You have just been placed in a mentoring relationship on the ADVANCE platform.

Log in now at <http://advanceinstem.ca> to manage your relationship.

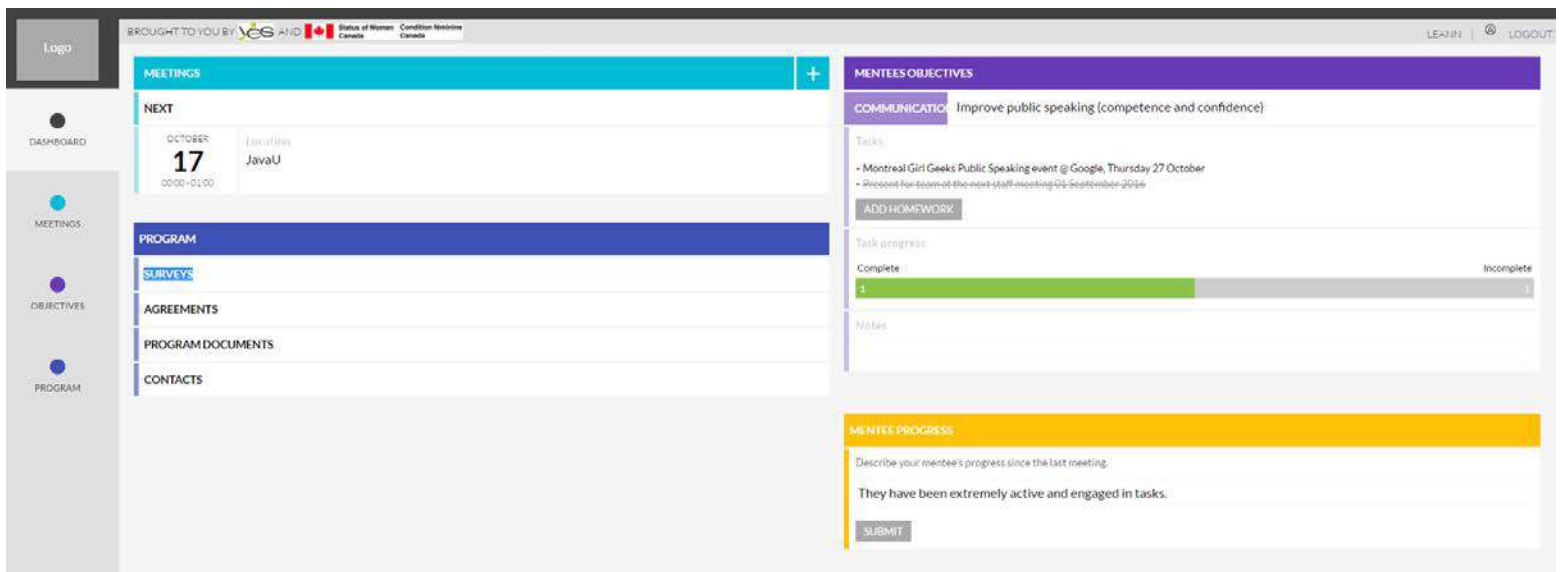
We hope you enjoy your mentorship experience.

If you have recieved this e-mail by mistake please contact [info@advanceinstem.ca](mailto:info@advanceinstem.ca)

From here you can visit the homepage and use your email address and temporary password to log on to the site:



**DASHBOARD:** When you log-in you will see your dashboard. This is your mentorship relationship at a glance. You will see any upcoming meetings, any defined objectives and be able to access program documentation. Your mentee will share a similar dashboard.



**MEETINGS:** Go to the meetings tab to propose and accept meetings from your mentee:

The screenshot shows the 'MEETINGS' tab interface. At the top, there is a header with the text 'BROUGHT TO YOU BY YES AND' followed by the Canadian flag and 'Status of Women Canada' and 'Condition féminine Canada'. The user name 'LEANN' and a 'LOGOUT' button are in the top right. The left sidebar contains navigation options: Logo, DASHBOARD, MEETINGS (selected), OBJECTIVES, and PROGRAM. The main content area is titled 'MEETINGS' and features a '+ MEETINGS' button. Below this, there is a 'PROPOSE A MEETING' section with a table containing columns for date, time, duration, and location, and a 'PROPOSE' button. The 'PROPOSED MEETINGS' section shows a meeting for 'Dec 14 09:00-10:00' at 'YES Offices', proposed by 'LEANN', with 'ACCEPT' and 'REJECT' buttons. The 'UPCOMING' section lists two events: 'OCTOBER 17 00:00-01:00' at 'JavaU' and 'OCTOBER 19 09:00-10:00' at 'Boardroom'.

**OBJECTIVES:** Go to Objectives tab to view your mentee's objectives, related tasks and set them homework. You can also see your mentees overall progress.

The screenshot shows the 'MENTEES OBJECTIVES' tab interface. The header and sidebar are identical to the previous screenshot. The main content area is titled 'MENTEES OBJECTIVES' and features a 'COMMUNICATION' section with the objective 'Improve public speaking (competence and confidence)'. Below this, there is a 'Tasks' section with a list of tasks: 'Montreal Girl Geeks Public Speaking event @ Google, Thursday 27 October' and 'Present for team at the next staff meeting 03-September-2016'. There is an input field for 'Attend Nonverbal.com' with an 'ADD' button and a 'CLOSE' button. The 'Task progress' section shows a progress bar with 'Complete' and 'Incomplete' segments. The 'Notes' section is currently empty.

**PROGRAM:** Visit the program tab to see surveys, agreements, program documents and contact details for yourself and your mentee. As a priority, please complete the following survey and agreements within the first week of accessing the tool:

- Baseline survey
- Mentorship Agreement
- Code of Ethics

BROUGHT TO YOU BY **YES AND** Status of Women Canada Conditions Femmes Canada

LEANN | LOGOUT

### PROGRAM

#### SURVEYS

**INCOMPLETE**

No surveys to be completed for the moment.

**UPCOMING (LOCKED)**

No upcoming surveys.

#### AGREEMENTS

No agreements yet.

#### PROGRAM DOCUMENTS

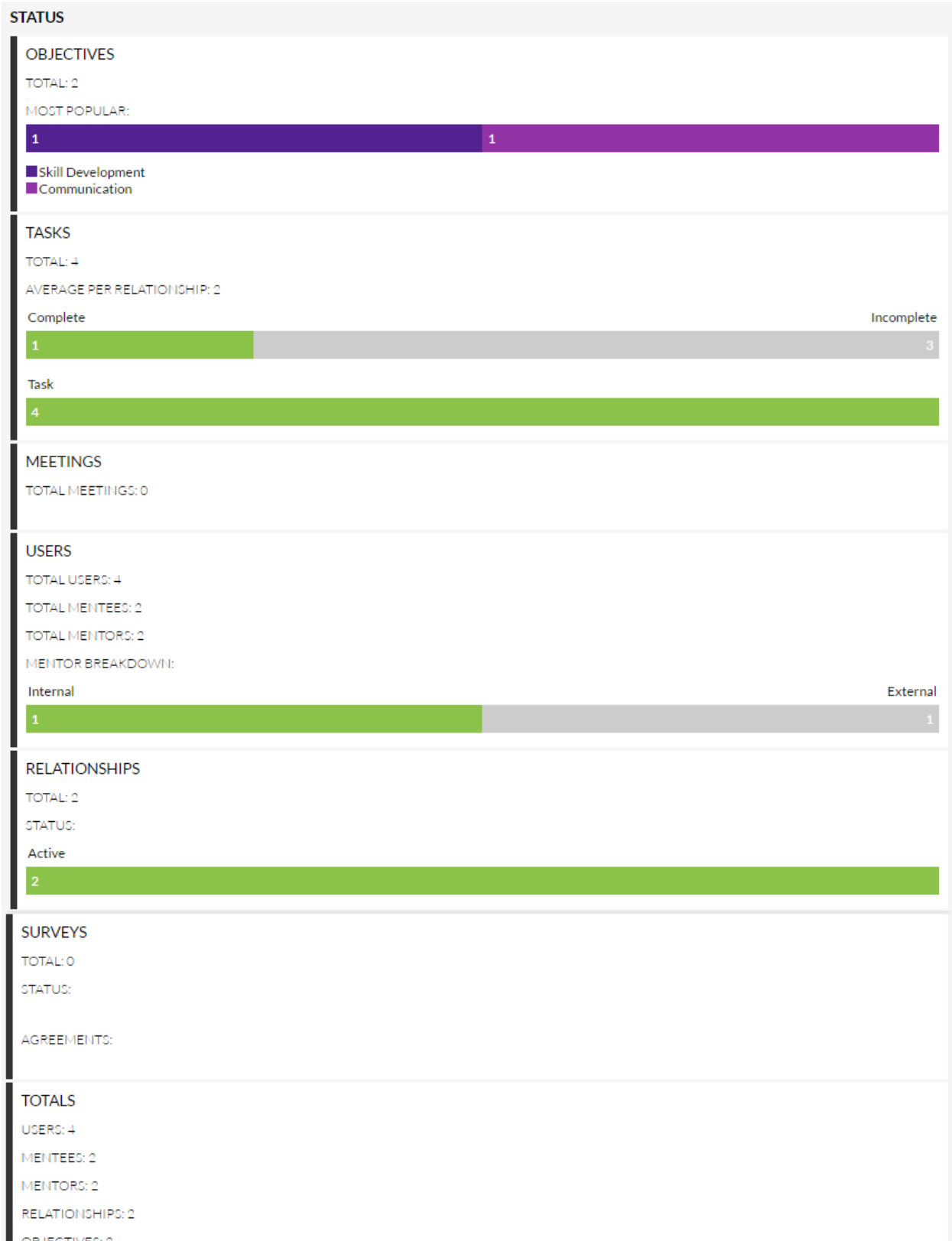
No program documents yet.

#### CONTACTS

MY CONTACT	Mario Clarke mclarke@yesmontreal.ca 514-878-9788 x302	
MENTEE	Leann Brown leannbrown1991@gmail.com 514-878-9788 x302	

What your organisation /project lead can see:

Aggregate data on objectives, associated tasks, users, relationships and surveys.



Data specific to you and your mentor that your company can view.

Yours and your mentees contact details, amount of meetings held, and amount of tasks completed – NOT the specific details of meetings, notes, tasks or objectives. Mentee progress reports are submitted to your project lead directly.

RELATIONSHIPS			+
MENTOR	MENTEE	ACTIVE	
Test Mentor	Test Mentee	<input checked="" type="checkbox"/>	
Progress reports			
2016-10-07T05:25:44.000Z			
Meetings			
Upcoming			
Tasks			
Complete			
Incomplete			
Mario Clarke	Leann Brown	<input checked="" type="checkbox"/>	
Progress reports			
Meetings			
Upcoming			
Tasks			
Complete			
Incomplete			

**This guide was created to help onboard mentors to the ADVANCE mentorship pilot. This is a living document and we invite feedback on the documentation, process and pilot at any time. If you have suggestions to share, please do not hesitate to contact Leann Brown, Project Coordinator at YES at [lbrown@yesmontreal.ca](mailto:lbrown@yesmontreal.ca) o 514-878-9788 x308.**