TOOLS FOR MENTOR GROWTH

Office of Learning & Workforce Development
October 2011

Table of Contents

Being an Effective Mentor 5

Mentor Preparation 5

Tools for Growth 5

Growth Readiness Assessment 6

Mentoring Rewards 7

Being Chosen as a Mentor 8

Effective Mentors 8

What Mentors Do 8

Mentoring (For Mentees) – Get Acquainted Meeting Worksheet 9

Preparing for Successful Mentor/Mentee Partnerships 11

Meetings with Your Mentor 12

Tools for Growth 12

Mentoring Traps Strategy 13

Mentoring (For Mentors) – Initial Monthly Meeting Worksheet 14

Mentoring (For Mentors) – Follow-Up Meeting Worksheet 17

Assessing Mentor/Mentee Partnerships 20

Mentoring Check-In Form (For Mentee) 21

Mentoring Check-In Form (For Mentor) 23

Appendix A: Online Learning Center[2] 25

Appendix B: Mentor/Mentee Partnership Agreement 27

Appendix C: Mentoring Action Plan 29

Program Principles 33

Being an Effective Mentor

Mentor Preparation

Your primary goal is to use your knowledge, skills, and experience in assisting your Mentee grow and develop. In addition, your secondary goal should be to look for opportunities that will allow you to grow and develop as a result of your Mentor/Mentee partnership. To ensure that you're a few easy to use tools to prepare for success and **GROWTH.**

Here are three simple steps to prepare to be an effective Mentor…

1. Take the OLC[2] course, *Mentoring Effectively*
2. Take **GROWTH** *Readiness Assessment*
3. Prepare for self-development

Tools for Growth

Tools on the following pages will assist you in achieving the above steps.

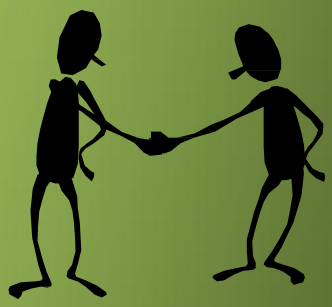
- To take ***Mentoring Effectively*** course…log in to the OLC2 site by typing https://OLC2.energy.gov. For instructions on using OLC2, see Appendix A.
- To assess your readiness for mentoring…complete the **GROWTH** *Readiness Assessment.*
- To prepare for self-development…learn about the rewards gained from mentoring

GROWTH Readiness Assessment

Check the appropriate box below to check your readiness for being an effective Mentor.

	Agree	Disagree
Genuine Interest		
I have a sincere interest in continuous self-development.	☐	☐
I take responsibility for directing my growth.	☐	☐
I am interested in developing both professionally and personally.	☐	☐
Reciprocal Relationships		
I can communicate openly about my developmental goals.	☐	☐
I share lessons learned with others.	☐	☐
I share my failures and use them as opportunities to learn.	☐	☐
I willingly give and accept constructive feedback and coaching.	☐	☐
On-going Dialogue		
I have good interpersonal skills.	☐	☐
I am a good listener.	☐	☐
I seek to find out information through questions.	☐	☐
Work Together		
I keep my commitments.	☐	☐
I enjoy working with others to accomplish goals.	☐	☐
I demonstrate follow-through.	☐	☐
Trust		
I display a high level of integrity.	☐	☐
Heighten Potential		
I regularly engage in learning experiences both at work and elsewhere.	☐	☐
I have high and realistic expectations for my development.	☐	☐
I am open to new perspectives and diversity of thought.	☐	☐

If you agree with most of the answers to the left, you are ready for a successful Mentor/Mentee Partnership.

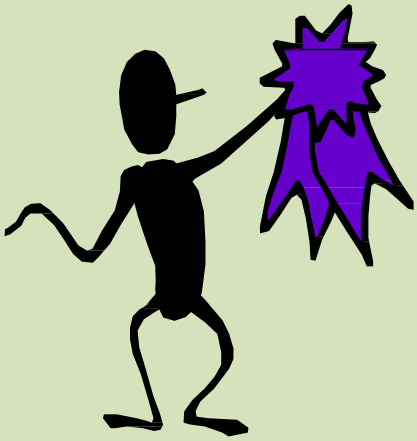


Congratulations!

Mentoring Rewards

Not only does mentoring provide development opportunities for the Mentee, it also provides development opportunities for the Mentor. Mentoring…

- Allows Mentors to practice interpersonal and coaching skills while instilling a sense of confidence in those employees you mentor.
- Allows Mentors to have the opportunity to share their own experiences, listen to others and identify commonalities to create personal connections. Sharing experiences gives Mentees information to make informed decisions and to learn from and avoid failures that their Mentor has made, which gives the Mentor personal satisfaction.
- Helps Mentors expand their own horizons and keep them in touch with what's going on at other levels of the organization.



***"Mentoring is a brain to pick, an ear to listen, and a push in the right direction."* ~ John C**

Being Chosen as a Mentor

Effective Mentors

Although the focus on the Mentor/Mentee partnership is to create a **GROWTH** experience for both the Mentor and Mentee, the best Mentors exhibit certain characteristics. Good Mentors exhibit certain characteristics that make them effective in developing others. You were chosen because you are…

- Experienced
- Committed to helping others grow
- Trustworthy
- Willing to share
- Resourceful
- Enthusiastic about their own self-development
- Supportive of others
- Knowledgeable about the organization

What Mentors Do

Mentors serve in different roles during the Mentor/Mentee partnership. You and your Mentee need to determine the roles you're going to serve in his or her development. The list below provides common ways Mentors facilitate growth opportunities.

Teach knowledge of the organization's culture, traditions, and values to help Mentees become acclimated and comfortable.

Show them how to use navigate the organization to accomplish goals.

Help Mentees improve performance by teaching them specific competencies, making sure that they apply them properly.

Increase their Mentee's self-confidence by encouraging them and demonstrating your trust in them.

Encourage your Mentee to take risks, take initiative and be creative.

Assist Mentees in overcoming pressures and strains on making transitions to positions of higher responsibility and maintaining a healthy work/life balance.

Model proper conduct in challenging situations.

Inspire Mentees to achieve high performance standards and develop their own style.

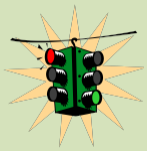
Give Mentees constructive feedback to help them self-improve.

Offer advice on goal-oriented career development.

Access resources and contacts to assist Mentees in goal achievement.

Increase Mentee's visibility in the organization by speaking about their good qualities to senior management.

Mentoring (For Mentors)—Get Acquainted Meeting



Prepare for Learning— Once you decide to become a Mentor, you need to prepare for an interested Mentee to contact you. Your Mentee will likely schedule a meeting with you (in person or on the phone), so that you both can get to know each other which will help him or her make their decision on choosing a Mentor. This worksheet will help you plan for this meeting.

Interested Mentee's Name is

Once your ―Get Acquainted Meeting‖ with an interested Mentee has been scheduled, complete the meeting details below.

Phone Number(s)

Email Address

We will meet on (date)

We will meet (location)

Answer the questions below before for your ―Get Acquainted Meeting‖ with the interested Mentee.

Ask yourself, "When have I used mentoring in my career?" Describe that experience or those experiences. What worked and didn't work in those experiences?

What are some things I could tell the interested Mentee about myself that would help us get to know each other a little bit? What about me might be interesting to share?

What are some questions I could ask to get to know the Mentee without prying? Write some possible open-ended questions below. **Sample Questions:** How do you like to be mentored? How would you like for me to contribute to the Mentor/Mentee partnership? What expectations do you have of me? What are your professional strengths?

You might even bring it along when you do meet. Remember to look over what you've written before the meeting—this will make you more comfortable and relaxed.

Reflect on Learning—After your —Get Acquainted Meeting‖ with the interested Mentee, reflect on your experience, summarize the meeting in the space below.

Here's how I would summarize my "Get Acquainted Meeting"…

Act on Learning—Develop your action plan by completing the following sentence.

I will apply what I learned about myself by…

Preparing for Successful Mentor/Mentee Partnerships

Meetings With Your Mentee

Everyone can benefit from an effective Mentor. The most important part of ensuring that your partnership is successful is to prepare. Once you've chosen your Mentor, there are a few steps that you must take and this guide will provide you with a few easy to use tools to prepare for success and **GROWTH.**

Here a few simple steps to prepare for a successful Mentor/Mentee partnership…

1. Plan a strategy to avoid mentoring traps
2. Prepare for and conduct initial mentoring meeting
3. Sign Mentor/Mentee Partnership Agreement
4. Complete Mentoring Action Plan
5. Prepare for and conduct follow-up monthly meetings

Tools for Growth

Tools on the following pages will assist you in achieving the above four steps.

- To plan your strategy for avoiding mentoring traps…complete the ***Avoiding Mentoring Traps Strategy***.
- To prepare for and conduct the first monthly mentoring meeting …complete the ***Mentoring (For Mentees) Initial Meeting*** worksheet prior to the meeting.
- The ***Mentor/Mentee Partnership Agreement*** is located in Appendix B.
- The ***Mentoring Action Plan*** is located in Appendix C.
- To prepare for your subsequent monthly mentoring meetings…complete the ***Mentoring (For Mentees) Follow-Up Meeting*** worksheet prior your meetings.

Mentoring Traps Strategy

There are times when Mentor/Mentee Partnerships experience conflict for various reasons. You should prepare a strategy to address these issues when they arise. Being prepared for these traps allows you to use the conflict as an opportunity for growth and development, which may save your partnership.

For each trap…

1) list two actions you will take to avoid the trap.
2) list two indicators that alert you that you have fallen into a trap.

Misunderstood roles. Mentors should not assume the Manager's role. You are there to provide support the Mentee's development. The Mentee is ultimately responsible for his or her own development.

To avoid misunderstood roles, I will…

If we fall into this trap, I will…

Distrust. Revealing confidential or sensitive information. You can't be effective if your Mentee doesn't trust you.

To avoid distrust, I will…

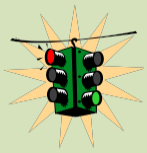
If we fall into this trap, I will…

Unrealistic goals. The partnership is not a substitute for formal training, it's an enhancement.

To avoid unrealistic goals, I will…

If we fall into this trap, I will…

Mentoring (For Mentees)—Initial Monthly Meeting



Prepare for Learning— You and your Mentee will work on building trust in the beginning of your partnership. One way to demonstrate your commitment to your partnership is to complete the Mentor/Mentee Partnership Agreement. You and your Mentee will complete your Partnership Agreement during your Initial Meeting after you're chosen. Be prepared to complete the Partnership Agreement during that meeting. Review the sample Mentor/Mentee Partnership Agreement.

Mentee's Name:

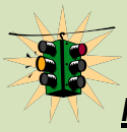
Meeting Date:

Determine your growth and development goals. What do you wish to gain from the Mentor/Mentee Partnership?

How will I support my Mentee in meeting his or her growth and development goals?

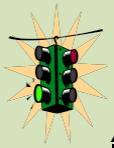
What is my plan of action for contributing to creating/maintaining an effective Mentor/Mentee partnership?

During this meeting, you will create your Mentor/Mentee Partnership Agreement (see Appendix B) and Mentoring Action Plan (see Appendix C).



Reflect on Learning—After your initial meeting with your Mentee, reflect on your learning experience, summarize the meeting in the space below, and review your Mentor/Mentee Partnership Agreement.

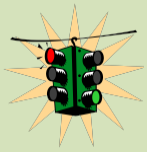
Here's how I would summarize my initial meeting with my Mentee…



Act on Learning—Develop your action plan by completing the following sentence.

I will apply what I learned from meeting with my Mentee by…

Mentoring (For Mentees)—Follow-Up Meeting



Prepare for Learning—Prior to each meeting after the initial one, with your Mentee, review the summary from your last meeting and ask yourself the following questions.

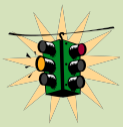
Meeting Date:

What is the purpose of this meeting?

What is my desired outcome(s) of this meeting?

What information will I share with my Mentee?

What actions have I taken since the last meeting?



Reflect on Learning—After meeting with your Mentor, reflect on your learning experience by answering the following questions.

Is there more I can do to make the Mentor/Mentee partnership more effective? Be specific.
Here's how I would summarize this meeting with my Mentee…
What did I learn from this meeting?
Am I providing the support I which facilitates my Mentee's development? If not, describe how that can improve?

Act on Learning-Develop your action plan by completing the following sentence.

I will apply what I learned from meeting with my Mentee by...

Assessing Mentor/Mentee Partnerships

Check-in With Your Mentee

Through the use of the Mentor/Mentee Partnership Check-In, you will know how the relationship is going. You will also be able to ensure that you are both benefiting from this experience. This allows your partnership to remain on track and will enable you to identify any significant changes, before they present a problem, for either of you. Feedback captured on the Mentor/Mentee Partnership Check-In Forms should be shared between you and your Mentee to initiate discussion three months into the partnership and 6 months for one-year partnerships. It also serves as a check on you receiving the level of support from your supervisor and DOE Mentoring Program Manager in order for you to be successful.

The check-in form has two parts. The first part is for the Mentee to complete based on their view of the partnership. Likewise, your part will be completed and shared with your Mentee based on your view of the partnership. Once both of the check-in forms have been shared, a plan of action is developed, so that both you and your Mentee know how to proceed with your partnership.

Mentoring Check-In Form (For Mentee)

Instructions: Complete this form 3 months and 6 months (for one-year partnerships) from the start of the partnership. Provide the ***Mentoring Check-In Form (For Mentor)*** to your Mentor to complete.

My relationship with my Mentor is meeting my expectations.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

The average amount of time a month spent with my Mentor is…

☐ once a month ☐ twice a month ☐ once a week

☐ more than once a week ☐ I did not meet with my Mentor

We meet often enough to foster an effective partnership.

☐ Yes ☐ No

I feel we established enough trust between us to make our partnership effective.

☐ Yes ☐ No

I feel my Mentor is helping me develop and grow.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

Top three things I feel are going well with Mentor/Mentee Partnership.

1.

2.

3.

One thing I wish I could change about how I am developing.

After reviewing our Mentor/Mentee Partnership Agreement, I think we need to readjust our goals.

☐ Yes ☐ No

If yes, which goal(s) and what changes do you suggest.

The DOE Mentoring Program Manager is providing necessary support.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

My supervisor provides me with resources to support my development.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

Additional Comments:

_____

Mentee's Signature & Date

After you and your Mentor complete your worksheets, discuss your responses during your monthly meeting. Remember to remind your Mentor —and yourself —that no relationship is perfect and constructive feedback is healthy and can help strengthen your connection.

Compare your responses. Be sure to value both where you agree and disagree – it's all good information. After you are done sharing, talk about next steps – what you each can do to strengthen the —good stuff‖ and overcome any difficulties. Commit to a plan of action together.

Mentoring Check-In Form (For Mentor)

Instructions: Complete this form 3 months and 6 months (for one-year partnerships) from the start of the partnership.

My relationship with my Mentee is meeting my expectations.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

The average amount of time a month spent with my Mentee is…

☐ once a month ☐ twice a month ☐ once a week

☐ more than once a week ☐ I did not meet with my Mentor

We meet often enough to foster an effective partnership.

☐ Yes ☐ No

I feel we established enough trust between us to make our partnership effective.

☐ Yes ☐ No

I feel my Mentee is developing and growing.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

Top three things I feel are going well with Mentor/Mentee Partnership.

1.

2.

3.

One thing I can encourage my Mentee to do differently.

After reviewing our Mentor/Mentee Partnership Agreement, I think we need to readjust our goals.

☐ Yes ☐ No

If yes, which goal(s) and what changes do you suggest.

The DOE Mentoring Program Manager is providing necessary support.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

My supervisor provides me with resources to support my development.

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

Additional Comments:

_____

Mentor's Signature & Date

After you and your Mentee complete your worksheets, discuss your responses during your monthly meeting. Remember to remind your Mentee —and yourself —that no relationship is perfect and constructive feedback is healthy and can help strengthen your connection.

Compare your responses. Be sure to value both where you agree and disagree – it's all good information. After you are done sharing, talk about next steps – what you each can do to strengthen the —good stuff‖ and overcome any difficulties. Commit to a plan of action together.

Appendix A

ONLINE LEARNING CENTER²

Online Learning Center² (OLC²)

The DOE OLC² is the web-based learning management system (LMS) that provides DOE Federal employees a convenient avenue to access career-enhancing courses while at the office, at home or on the go.

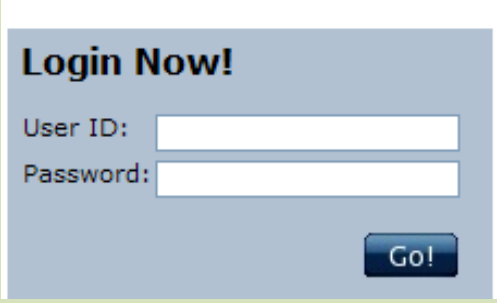
The OLC² provides a wide variety of quality courses to DOE Federal employees. With access to over variety of courses, employees can fulfill their training needs with ease and save money on travel and training costs. With the OLC² you can take a few courses at your leisure or schedule several courses at a time.

Whether at the office, in the comfort of your home or on the go, you can access your online training at any time.

Working with OLC²

Logging into the OLC²

1. Open your web browser and type https://olc2.energy.gov.
2. In the **User ID** and **Password** field, type your Learner ID and password.
   NOTE: Your User ID is usually your FIRSTNAME.LASTNAME
3. If you have forgotten your password, click the **Forgot your Password?** link; a temporary password will be sent to you via email. Your new password must include the following criteria: 1) 8 characters or more, 2) one Capital letter 3) one number and 4) one special symbol.
4. Click Login. **NOTE**: The System Configuration Checker will automatically run to ensure your desktop meets the required system configuration requirements. Click **OK** and allow several seconds for the checker to run.



Note: Federal employees can access the OLC2 via ESS Training menu without a separate username.

If you are a **new DOE Federal employee**, you will receive your initial username/password in an email within two pay periods of the date of employment. If you are a **contractor**, you should contact your manager and office OLC2 administrator for subscription information.

Launching a Course

1. Search the course.
2. Click Go to Content and the course will begin!

NOTE: The course will automatically be added to your learning plan.

Adding a Course to your Learning Plan

1. Search the course you would like to add.
2. Click Add to Learning Plan.
4. The course is added for future use.

NOTE: To list all the courses in your learning plan, click **Learning** tab.

Searching a Course

There are several ways to search the catalog:

1. Click the **Catalog tab** to search courses based on subject type. **NOTE:** Please allow several seconds for the catalog to expand.
2. Type the course name in the **Catalog field** in the upper right-hand side of screen to search for a specific course. **NOTE:** It's recommended to query the course by one or two keywords to receive the best results.
3. To search a course by course ID number, select the **Catalog** tab then **Advanced Catalog Search.** Type in the course ID number then select **Search**.

Course Subject Types

- ✓ Security and Safety Operations
- ✓ Business/Professional Skills
- ✓ Project Management and Leadership
- ✓ Desktop Applications
- ✓ IT Professional
- ✓ Computer Networking and Programming
- ✓ Legal Compliance
- ✓ Personal Development and Retirement Planning

Need Help?

Contact your office OLC2 Administrator or the OLC2 Helpdesk at 202-586-3607 or energyolc@hq.doe.gov

Appendix B

Mentor/Mentee Partnership Agreement

We developed this agreement together. In it, we are writing some ground rules on how we want our mentoring relationship to work. By creating and signing this agreement, we are both committing to do our best to honor these ground rules.

As we spend time together, we will both try to:

-
-
-
-
-
-

Work on our shared goals for this mentorship, which include (list goals below):

-
-
-
-
-
-

Recognize that we are two different people, and that is a good thing. We can learn from each other if we respect and value each other and the ways we are alike and the ways we are different.

Really listen to each other. Try to understand the other person's viewpoint.

Make sure we get things done and have fun doing it. Remember to laugh.

We will have our check-in meeting on _____ (3 months from today).

We will have our close-out meeting on _____ (6 months from today).

_____ _____

Mentee Signature ***Date***

_____ _____

Mentor Signature ***Date***

Mentor/Mentee Partnership Agreement *(Sample)*

We developed this Partnership Agreement together. In it, we are writing some ground rules on how we want our mentoring relationship to work. By creating and signing this agreement, we are both committing to do our best to honor these ground rules.

As we spend time together, we will both try to:

- Meet or speak at least twice per month, for at least two hours.
- Pick meeting places that allow us to talk openly and honestly.
- Call ahead – giving at least 24 hours notice if possible – if we have to cancel or reschedule.
- Come to our meeting prepared. If we've agreed to do some assignment between meetings, have it completed. Don't bring along friends or family members to meetings without talking about it first – usually this won't be a good idea.
- If we have a problem or something doesn't feel right to one of us, we'll talk about it – even if it is uncomfortable. We won't avoid facing a problem. We'll deal with it together.
- Keep what is said between us – maintain confidentiality. This means that we won't go telling other people what our Mentor/Mentee told us. We'll keep it private. The only exception would be when the law requires the Mentor to report a dangerous situation or when a criminal act has been committed.

Work on our shared goals for this mentorship, which include (list goals below):

- You as my mentor will assist me in preparing for my presentation at the Division Manager's meeting in September.
- _____
- _____
-

Recognize that we are two different people, and that is a good thing. We can learn from each other if we respect and value each other and the ways we are alike and the ways we are different.

Really listen to each other. Try to understand the other person's viewpoint.

Make sure we get things done and have fun doing it. Remember to laugh.

We will have our check-in meeting on January 2011 (3 months from today).

We will have our close-out meeting on March 17, 2011 (6 months from today).

Mentee
Mentee Signature

October 11, 2011
Date

Mentor
Mentor Signature

October 11, 2011
Date

Appendix C

Mentoring Action Plan

We developed this Action Plan together to document planned mentoring activities as they relate to my mentoring goals.

Mentoring Goal #1:

Learning Activity	Competency	Beginning Date	Ending Date	Funding	Status/Comments

Mentoring Goal #2:					
Learning Activity	**Competency**	**Beginning Date**	**Ending Date**	**Funding**	**Status/Comments**

Mentoring Goal #3:					
Learning Activity	**Competency**	**Beginning Date**	**Ending Date**	**Funding**	**Status/Comments**

Mentoring Goal #4:

Learning Activity	Competency	Beginning Date	Ending Date	Funding	Status/Comments

Program Principles

Genuine interest—Express a sincere interest in continuous self-development

Reciprocal relationships—Mentor and mentee should learn from each other

Ongoing dialogue—Share successes and failures as opportunities to learn

Work together—Effective mentoring requires teamwork and commitment

Trust—Information share between the mentee and mentor is confidential

Heighten potential—Inspire new possibilities to stretch and grow

For more information regarding the DOE Mentoring Program contact…

Office of Learning & Workforce Development

505-245-2112

Elizabeth.Donnelly@nnsa.doe.gov