



MENTOR'S HANDBOOK

NNOA Mentoring Program Module 1: The Mentoring Relationship

TIME: This module should take one hour for the mentoring pair to complete.

Topic: The Mentoring Relationship

To Do:

- Each mentoring pair is asked to upload their biography to Coach Simple BEFORE your scheduled meeting day.
- Ensure the Protégé has read your biography by sending an email to him or her a week before you are scheduled to meet
- **At least one to two weeks before your scheduled meeting, you should task your protégé, using Coach simple to upload a self- completed officer evaluation/fitness report at the location provided in this module.**

Step 1: Objectives:

- Understand how the mentoring relationship is designed to work
- Understand the mentoring responsibilities of the dyad
- Assess the expectations of mentor and protégé
- Assess the needs of the protégé

Activities

Step 2: The mentoring relationship, and responsibilities

Understanding the mentoring relationship

10 minutes

First, Ensure the Protégé has read your biography by sending an email to him or her a week before you are scheduled to meet. Each mentoring pair was asked to upload their biography to Coach Simple. *This is an important step in making this relationship work.* Each person should make it a goal to take time to read the biography in its entirety and commit key milestones to memory.

Second, as the mentor you should read and review the protégé's biography. Ensure that the biography is professionally written. Provide the protégé guidance in writing or editing their biography, if necessary.

Getting to know your mentor or protégé is the key to understanding how the mentoring relationship will work. Each of you has a primary job with obligations and a personal life with additional obligations. Please ensure each person takes about five minutes to give a synopsis of his or her military career.

Understanding the mentoring responsibilities

Here you should go over the information covered in the mentoring orientation/certification that was previously completed by each of you. This is important in developing a solid relationship.

Let us look at the obligations to each other.

- What are the obligations of a mentor? Within reason, be accessible to your protégé. Follow up with the protégé. Listen and provide counsel. Be a role model and be professional.
- What are the obligations of a protégé? Be professional. Be teachable and accepting of candid feedback. Listen. Be respectful of their mentor's schedule. Be mindful of unrealistic requests.

Step 3: Expectations

10 minutes

- Please take time to discuss what you would like to accomplish during the next 6 to 12 months
- Decide on rules of engagements
 - Will the mentor be available other than the regular scheduled mentoring times
 - What is the mentor's expectations/requirements of the protégée
 - What can the protégé expect in the way of counseling and availability of the mentor
 - Exchange email address and/or business telephone number
- How often will you be in contact with each other and by what means? We recommend monthly scheduled meetings be conducted in order to continue to learn about each other, provide the protégé with challenges and support, to

progress through the different topics provided in this mentoring program or topics the two of you may decide are more urgent for the protégé's success.

- What will your regularly scheduled meeting day and time be? Look to schedule your regular meetings where you both will not be interrupted. Office interruptions are not desirable, so make your regularly meeting time in the morning before everyone arrives or on an early Saturday morning, if possible.
- How will you meet
 - In person
 - Skype or some other video conferencing method such as face time
 - Phone call
 - Emails

Step 4: Assessing the Protégé's needs: 20 minutes

- **At least one to two weeks before your scheduled meeting, you should task your protégé, using Coach simple to upload a self- completed officer evaluation/fitness report at the location provided in this module.**
- Please review the assessment to understand how the protégé believes he or she is doing in their current job.
- Have your protégé go over with you the self-assessment. By during this the protégé will gain practice in 'sounding their own horn' plus they get practice speaking to a senior officer.
- In this time, the protégé should make the mentor aware of his/her greatest needs for their military career. *It is recommended that the protégé provide a short email to the mentor immediately following the session recapping items discussed.*
- Prioritize the mentoring modules made available on the mentoring website (emilitary-mentoring.com) based on the above information. What module will you work on at your next session?
 - It is recommended that the website be reviewed together at:emilitary-mentoring.com
 - Is there a need to cover different topics than those provided on the website?

Step 5: Next Steps and Reflections

10 minutes

- This is a good time to summarize your session - this step provides the protégé an opportunity to formulate thoughts/ideas
- Determine if feedback is needed to the program manager and who will provide it
 - Provide constructive feedback, if any.
- There will be a midpoint and endpoint survey for determining course corrections to this pilot program.

- Use this time also to recap your meeting day and time, at a minimum for your next session.
- Determine the topic for the next session and when the protégé can expect the mentor to provide 1st assignment related to the topic.
- Next steps: start a reflection journal to improve your ability to understand what you think and why you may think it. Keep your journal on your computer in a word document or a hand written journal. You may need to experiment with this if you are not already reflecting by journaling.

Next session:

- Be prepared to discuss any changes in expectations, day and time of meeting, etc.
- Please focus on any new items that should be discussed that were not covered in this session.

Step 6: Resources

- How to start a reflection journal:
 - <http://www.uta.edu/ccsl/for-students/reflection-journals.php> and
 - http://www.utextension.utk.edu/4h/sos/whatisit/reflection/reflection_journal.htm
- Mentoring relationship:
 - Five Key Steps for Effective Mentoring Relationships
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The information in the lesson was adapted from **The Mentor's Guide: Facilitating Effective Learning Relationships** 2nd Ed by Lois J. Zachary