

MENTORSHIP GUIDE

ISM THE INTERNATIONAL
SCHOOL OF MANAGEMENT

PARIS • NEW YORK • SHANGHAI • NEW DELHI • SÃO PAULO • CAPE TOWN

INTRODUCTION

Welcome to the ISM Mentorship Guide, a comprehensive user's manual designed to facilitate and support our mentorship program launched in 2018. On the pages that follow, you will learn what it means to be a mentor and mentee at ISM, and how to conduct a productive and rewarding mentoring partnership. **Pay close attention to pages 7-9 as they are the practical tools and guidelines to be used.**

Before deciding to become an ISM mentor or mentee, we suggest you first read through this booklet in its entirety. Doing so will give you a fuller understanding of the nature of this commitment and assess whether this program suits your current goals.

Thank you for your interest in our mentorship program!

WHAT IS MENTORING?

Mentorship is a voluntary partnership between two people (mentor and mentee), generally from the same ISM degree program, working in similar fields, countries, or sharing similar interests. It is a two-way, mutually beneficial relationship focused on supporting the mentee to fulfill a set of defined objectives.

Mentoring is focused on supporting mentees to:

- define academic and career development objectives
- provide guidance, confront challenges, and monitor progress
- move towards the realization of established goals

Mentors have the opportunity to "give back" while benefitting from the informative perspective of other professionals.

IS MENTORING RIGHT FOR YOU ?

Mentoring at ISM requires a six-month commitment starting on the day the mentor and mentee have been paired. When assessing your interest and readiness to participate, your availability is the first consideration. Within this six-month window, each mentor-mentee pair will have latitude to set the frequency of their meetings and contact, keeping in mind the structures recommended here.

If you've determined that this time commitment is feasible, you may wish to measure yourself against the following criteria:

Why Be an ISM Mentor ?

- You are interested in assisting a current student at ISM who may need help managing their time, planning their career after school, or expanding their professional network.
- You have time and energy to devote to a rewarding volunteer project.
- You understand the unique challenges of being an ISM student and would like to share your experience.
- You are interested in learning more about the perspectives of a fellow ISM community member in either the same or different professional field.
- You personally were mentored by someone whose influence had a great impact.

Why Be an ISM Mentee ?

- You are struggling to manage your time to successfully validate courses and progress in your degree.
- You are trying to plan ahead and define a career path.
- You are seeking a career transition and would like guidance/advice.
- You have recently relocated to a particular country and would like support working in an international environment.
- You would like to build your professional network.
- You are an entrepreneur launching a business.

ROLES & EXPECTATIONS

Mentoring at ISM is designed primarily to support the mentee in developing skills for academic and career management. The relationship must be based on understanding and trust.

As with all human relationships, mentoring can be subjective. It is therefore critical to set realistic expectations from the outset as to what the mentee hopes to achieve and what the mentor can provide. Lack of clarity at the outset can result in frustration, poor results, and even the unnecessary dissolution of the mentoring relationship. Upfront communication is key.

Expectations for the Mentor

A good mentor is generally a good active listener, trustworthy, non-judgmental, and reliable.

Here are some specific areas of scope that the mentor should assess when considering what they can offer a mentee:

- Extent of professional network
- Expertise regarding career paths or specific sector career options
- Understanding of people and willingness to dialogue, and to provide advice and feedback
- Personal fulfilment by investing in others

Role of the Mentor

- Help build the capability of the individual mentee over the period of the mentorship, responding to their needs in ways that enable the mentee to find their own solutions.
- Create an environment for open communication in such a way that the mentee feels comfortable opening up about their needs and experiences.
- The mentor provides an ideal sounding-board for the mentee's propositions and ideas.
- Keep out of the action but encourage and advise.

Expectations for the Mentee

An effective mentee is open-minded and curious, willing to step out of their comfort zone and accept feedback of all kinds, and motivated to obtain outcomes.

Here are ways in which a mentee should be prepared for successful mentoring:

- have a clear idea of their development needs
- be ready to set out measureable objectives for the mentoring
- prepare to drive their own development, using advice provided

- ask questions, devote time, receive feedback, and work with that guidance
- be willing to challenge themselves and try new approaches to academic and career management

Role of the Mentee

The mentee assumes responsibility for driving the relationship. It is their responsibility to establish goals and to manage the process and review it regularly.

- Analyze and prepare needs and expectations for the mentorship.
- Identify key objectives and desired outcomes (be specific: what do those desired outcomes look like?).
- Take initiative for the first mentoring meeting and agree on a timetable (e.g. every last Thursday of the month).
- Be prepared to discuss the objectives and expectations defined above in the first meeting(s) with the mentor.
- Bring real-life situations, experiences, development needs, and challenges to the table for discussion with the mentor.
- Be prepared, take notes, and be willing to receive honest feedback.
- Implement agreed actions and update the mentor on outcomes, progress, and challenges in this process.

GETTING STARTED & WORKING TOGETHER

For the success of the program, a clear timetable and schedule for frequency of meetings must be agreed upon from the beginning, with reciprocal goals and obligations clearly defined for both sides. The goals and objectives must be reviewed after each meeting, and new action steps subsequently established. For an effective mentorship, meeting times should be respected and only very rarely (if ever) rescheduled. A strict commitment will make for a more productive and less frustrating experience.

PREPARING FOR MENTORING

Seeking a mentor implies that the prospective mentee has an idea (no matter how vague) about their needs and the way a mentor can assist them in achieving these goals. This reflection is critical to the selection of the mentor. A preliminary meeting to discuss the mentoring relationship will be organized, during which both mentee and mentor will complete a Mentoring Agreement (see Appendix I). It will define the expectations and clarify the desired goals and outcomes of the process within the recommended timeframe (six months). The overall success will depend on the ability of both mentor and mentee to respect the Mentoring Agreement.

BUILDING A RELATIONSHIP

Mentors and mentees alike look forward to a productive and rewarding mentoring experience. Building an open relationship of mutual respect will be the first step to achieving this goal, which will depend on the capacity/qualifications of the mentor to respond to the mentee's needs and objectives. The ability to create and maintain a relationship will be a significant part of the mentorship's success, and it is therefore crucial to clarify these at the initial stage of the relationship.

Mentorship Musts

- Clear communication
- Commitment to shared goals
- Mutual respect
- Sharing knowledge, information, and experiences
- Focus on achieving set objectives

To Do in the Early Stages of the Mentorship

- Take time to get to know each other and to establish trust
- Share experience and background
- Openly discuss challenges
- Establish personal boundaries and respect them

Confidentiality

In the initial stage of the mentoring relationship, basic rules about confidentiality must be discussed (see Appendix II). This will ensure that both sides share a mutual understanding and can avoid potential pitfalls and damage to the trust in the relationship. Once the contents of the confidentiality agreement are clarified, mentor and mentee can share information in confidence.

Stay Positive

A positive state of mind is also essential for the overall success of the process. The mentee takes responsibility for personal emotions and attitudes. The mentor is not a miracle-worker; their goal is to guide the mentee through the process of clarifying goals and intentions. It is crucial for the mentee to assume positive intentions and to discuss them with the mentor who may thus understand the mentee's challenges and issues. Both the mentor and the mentee have a role to play in managing the ongoing mentoring relationship. It is important to anticipate all that may eventually side-track, distract, or slow down the process.

SETTING UP FOR SUCCESS : MANAGING TIME

The mentorship program at ISM is designed as a six-month program. Ideally, it will consist of one to two one-hour meetings per month. At the initial meeting, jointly review, discuss, and sign the Mentoring Agreement and Mentoring Agreement Checklist. This is also the time to define how the relationship will be structured, including discussion of time commitments and meeting schedules.

Consider the following: Will you meet in person (if possible)? When and where? Are Skype or phone meetings acceptable to both parties? Video or not? In the event one party has to reschedule, what parameters (such as advance notice) will be set for doing so? Planned activities are essential in order to allow mentors and mentees to communicate on a regular basis. Time commitment is a joint responsibility of mentors and mentees.

Defining Clear Expectations and Time Commitments

- Determine the frequency of your meetings
- Set an agenda for the meetings
- Ensure that meetings take place regularly
- Organize how you will contact each other and for how long
- Define learning goals for each meeting
- Initiate reviews of progress
- Set ground rules

Meeting regularly will help both sides to grow the relationship and facilitate the trust-building needed to feel secure in reaching out and/or discussing sensitive issues. It may be challenging, but keeping to the established schedule is crucial for success. The mentor and mentee mutually determine the time commitment.

Many mentor/mentee pairs spend several minutes each week exchanging an email or two, while others take time for weekly or monthly calls. Find what works for you. E-mentoring is also an option. It can remedy problems of time, distance, and availability that can arise during the mentoring process.

Establishing Goals & Action Steps

The mentee will benefit most from mentoring if they can clarify their specific goals (the desired outcome) for their mentor prior to the first meeting. Both mentor and mentee can then discuss the appropriate objectives and action steps during the first couple of meetings. They both set a goal and hold themselves accountable.

It is the duty of the mentee to actively set the agenda for each mentoring meeting. This often involves preparing questions they hope to have addressed. During the subsequent meetings, initial goals and expectations can be further clarified, refined, and perhaps redefined. This stage will be revisited as the relationship develops, trust is confirmed, and the mentee feels free to set further goals.

At the end of each meeting, ask :

- How did the session advance towards stated goals for the relationship?
- Have we confirming and committed to necessary follow-up?
- Have we agreed on a next meeting date, time, and location?
- What was the positive input of this meeting?
- What are my required actions in the light of our exchange?
- What is the specific topic of the next meeting, and how will I prepare?
- What are the concrete results expected by the mentor for the next meeting?

CONCLUDING THE MENTORSHIP

While the closure of the mentoring relationship may sometimes be difficult, separation is also an opportunity for a reflection upon the achievements of the mentoring process. An objective review of the work accomplished will be welcomed by both mentor and mentee. Of course, the end of formal mentoring does not necessarily mean the end of the relationship with the mentor.

The last meeting will be an opportunity to recall together the most memorable and noteworthy moments and milestones of the relationship. Future plans can be addressed at this stage. Both sides will complete a Mentor/Mentee Final Feedback survey after the meeting (send to you by email from ISM). The primary purpose of this evaluation is to stimulate reflection about the experience. It is an opportunity to acknowledge each person's unique contribution.

It is recommended that mentor and mentee address the following points during their final meeting:

- how mentoring stimulated personal/professional growth
- goals established and the causes of successes/failures
- the most challenging moments/aspects of the mentorship
- the most unexpected event/aspect that occurred during those six months

TIPS & BEST PRACTICES

Tips for Mentors

1. Communicate regularly and openly with mentee
2. Listen carefully, ask questions
3. Make mentee feel comfortable
4. Be positive, enthusiastic, and non-judgmental
5. Be committed to your mentee, and reach out
6. Understand you may not be able to answer all mentee's questions
7. Offer guidance and advice
8. If necessary, guide your mentee toward other resources and outside support
9. Set clear expectations and boundaries
10. Recognize mentee's strengths and uniqueness; help develop them
11. Encourage self-confidence and growth
12. Be aware of environment/cultural differences, be intuitive and problem sensitive
13. Remain flexible; try to see situations and people from different perspectives
14. In giving feedback, refer to your own experience but remain objective as you work through issues. Your mentee isn't you.
15. Recognize that you also may need support; seek guidance from others if needed
16. Respect confidentiality

Tips for Mentees

1. Be proactive; take the initiative for the first meeting and the timing of subsequent meetings
2. Be ready to challenge yourself
3. Be open-minded and willing to try new approaches or consider new ideas
4. Set out measurable objectives
5. Come prepared to the meetings
6. Be open with your mentor; share your views on the relationship; discuss issues openly
7. Look at yourself in a positive way
8. Always remain curious
9. Be an independent thinker; examine beliefs and ideals to try and establish a personal "vision"
10. Trust your mentor
11. Participate actively in your development; don't be a spectator
12. Be flexible and adaptable with regard to actions
13. Be ready to receive feedback
14. Be reasonable in your expectations vis-à-vis your mentor

MENTORING CHECKLIST

These guidelines are a critical part of your first discussion. The process of writing, clarification, and agreement on expectation has proven to be one of the most valuable and powerful tools for helping the relationship to be mutually satisfying.

The Process

- > Mentor and mentee both complete the form before the first meeting.
- > Jointly review and discuss each other's answers and reach agreement.
- > Mentee keeps the final, edited form and reviews/updates it as needed.
- > Two months after the first meeting, mentor and mentee jointly review the answers on which they agreed and give the mentoring relationship a check-up. They will discuss and agree to any necessary changes.

A successful mentoring relationship requires a commitment by both partners. Each person should understand that they may withdraw from the relationship at any time by so informing the other person and ISM. Each person should keep a copy of the mentoring agreement and make every effort to meet their obligations under the agreement.

Use the following checklist to ensure that you have agreed on the most important aspects of the mentoring agreement.

ITEM TO BE AGREED	COMPLETE
Expectations (of each other, of the mentorship, of what both parties will learn)	
Confidentiality (should any third parties be informed? If so, what can be discussed with them about the relationship and the discussions?)	
Duration of mentorship	
Meetings (frequency, duration, location/Skype/WhatsApp)	
Broad purpose and goals (what the mentee hopes to achieve)	
Objectives (what will a successful outcome look like? How will you know the objectives have been accomplished?)	
Roles and responsibilities (preparing for meetings, setting the agenda, ensuring the meetings take place, setting goals)	
How to end the mentorship (recap, feedback)	

MENTORING AGREEMENT

Given that a successful mentoring relationship requires a commitment by both partners, the mentor and the mentee agree to make every effort to comply with the terms of the agreement. Either party may, however, withdraw from the relationship at any time by so informing the other party and ISM.

Mentor expects mentee to:

Mentee expects mentor to:

Mentor and mentee will meet every _____ days/weeks/months for _____ minutes/hours.

Mentor/mentee (choose one) will be responsible for scheduling meetings.

Mentor and mentee agree that the ground rules for their discussions shall include:

If any problems or concerns arise that require discussion or resolution, mentor and mentee will:

Mentor and mentee will know that the mentoring relationship has served its purpose and should be terminated when:

The initial meetings will focus on these three topics:

- 1.
- 2.
- 3.

Additional area/issues to discuss and agree to include:

Liability

Mentee shall not at any time be obliged to act on any information, suggestion, advice, or guidance given by mentor as part of the mentorship program.

Mentee acknowledges that any advice/support provided by the mentor pursuant to this agreement are provided in good faith.

Confidentiality

The parties will keep in strict confidence any and all information of a confidential nature that it obtains about the other party as a result of the arrangements contemplated by this agreement. This clause shall not apply in relation to any information that is already available in the public domain other than as a result of a breach of this clause by either party.

Miscellaneous

Nothing in this agreement is intended to, or shall be deemed to, constitute a partnership or joint venture of any kind between any of the parties.

Source Reference

This mentorship guide was adapted from the American Chamber of Commerce in France's Mentorship Toolkit.