

# THE MENTORSHIP PROGRAM

## SCHOOL OF BUSINESS

University of Kansas



School of Business



Mentee Handbook



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*\*Since the beginning of the School of Business Mentorship Program in 2012, 197 students have been matched with mentors who share their career interests.*

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# Director's Welcome



## Director's Welcome

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Welcome to the School of Business Mentorship Program at the University of Kansas!

Welcome to the School of Business Mentorship Program at the University of Kansas! On behalf of the Business Career Services, I would like to thank you for your interest in this program. This program provides a unique avenue for KU alumni, students, and friends of the University to connect and engage with one another, share knowledge and career goals. It is also an excellent opportunity for those involved to discover new talents, career insights, and skills that can contribute to life-long success. Having a mentor can provide you with countless opportunities, expand your mind and perspectives, and challenge you to grow in your career.

The mentors in our database have each volunteered to serve as a mentor, and they represent a variety of industries, career levels, and backgrounds. These community members, alumni, and friends of the University have dedicated time and effort to this program because they see the value in the education and experiences offered through the School of Business, especially through the Mentorship Program, and they are excited to connect with you and participate in your professional development. Your mentors will challenge you, learn from you, teach you, and act as a coach, motivator, advisor, facilitator, guide, and teacher.

Business Career Services is here to facilitate the mentorship relationship, but ultimately it will be up to YOU and your mentor to decide what type of relationship will work best for you. The following handbook offers tips and guidelines for developing your mentorship and I encourage you to make the most of your relationship with your mentor! Now is the time to ask questions, challenge your thinking, and reach outside your comfort zone.

I hope that you enjoy your experience in the Mentorship Program! If you have any questions or comments, please do not hesitate to contact me or Business Career Services.

Sincerely,



**Ashley Kruger**

Program Coordinator, School of Business Mentorship Program  
Business Career Services, School of Business, University of Kansas  
785-864-5590, akruger1@ku.edu

# Program Overview



# Program Overview

## *Overview*

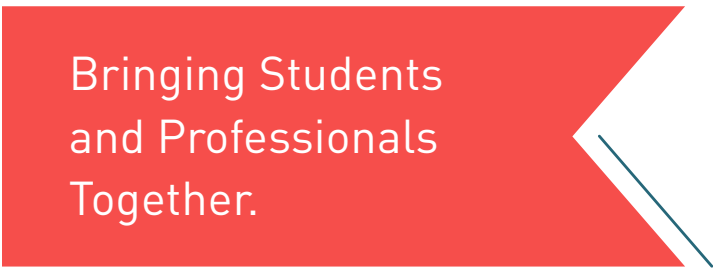
The School of Business Mentorship Program is designed to bring together students and professionals that share common professional interests. This mentoring relationship will enable business students to be better supported as they explore varied career opportunities and assist them as they navigate those early years of professional life. The matching process for this program is based on rolling applications, typically during the academic year. Mentees and mentors are formally “matched” through an online platform and will be un-matched after 9 months. While the Mentorship Program has no year or time limit, students are welcome to receive more than one mentor, and each fall mentors may be matched with a new student mentee. Please note that a match is not always possible, and that a student may not be selected to be a mentee if a suitable match is not found.

The program coordinator will conduct follow-up emails and send online evaluation surveys to program participants following the matching process. The results of the evaluation survey will be used to assess and improve the Mentorship Program. We welcome any feedback and comments regarding the program.

## *Eligibility*

Eligibility--All students enrolled in Business programs are eligible for the School of Business Mentorship Program. Pre-Business students and students with a Business minor are also eligible to apply if their career goals are business-related.

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Bringing Students  
and Professionals  
Together.



# What is Mentoring?





# What is Mentoring?

## *Definitions*

Most individuals can think of people in their lives, more experienced than themselves, who taught them something new or simply expressed an interest in their development as a person and professional. They helped them negotiate an uphill path or find an entirely new path to a goal in their academic, career or personal lives. They pointed out talents that individuals hadn't noticed in themselves and stimulated ideas about what they might be able to accomplish. They nudged them when they needed a nudge, challenged them, and asked the hard questions. While they may not have been called mentors, these individuals played an important role in facilitating career growth, and the School of Business Mentorship Program offers an engaging opportunity to be challenged and supported in your own career development. Overall, an effective mentorship can provide career assistance to mentees by enhancing a sense of professional competence and career identity.

It is hard to provide a formal definition of mentoring since it can take on a variety of formats and serve a variety of purposes. However, to the right are a couple definitions that seem to align well with the basic goals of this program:

Mentoring is the pairing of an individual (mentor) who has expert knowledge or skill with someone (mentee) desiring to gain that knowledge or skill in order to further develop professional expertise.

— *Michael Zey, The Mentor Connection*

Mentoring begins when a person strategically affects the professional life of someone else by fostering insight, identifying needed knowledge and expanding the other person's horizons.

— *Larry Ambrose, Mentor's Companion*

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# Benefits of Mentoring



# Benefits of Being a Mentor

## *Benefits of Being a Mentor*

The benefits for a student involved in a mentoring relationship can often be immeasurable. The opportunity to gain professional insights via a formal and organized structure is valuable, but students may also be surprised to learn of the potential for personal development as well. Strong mentoring relationships can offer many benefits and below is a list of just a few of the ways mentors can impact a student. Research has found that mentoring relationships can be significant factors in positive career development and satisfaction, and are key to exploring career opportunities.

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- Benefit from their knowledge, experiences, and wisdom
  - Access their valuable academic, career, and personal contacts
  - Develop curiosity and confidence by being presented with new ideas, opportunities, and challenges
  - Grow and achieve by being offered an open and supportive environment
  - Explore talents and interests that will assist with reaching academic, career, and personal goals
  - Gain a role model that is committed your development
  - Acquire organizational knowledge of your mentor's employer, associated companies, and industry
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Mentors can also use this mentorship experience as an opportunity to re-enforce professional connections with their network, and evaluate their own professional development

## Mentee Responsibilities and Expectations





# Mentee Responsibilities and Expectations

## *Responsibilities and Expectations*

There will be an expectation for both individuals to engage each other on a regular basis to ensure the relationship grows and benefits both the student and the professional. It is the responsibility of the mentee to initiate the conversation and reach out to the mentor. Relationships developed with your mentor become channels for the passage of information, advice, challenges, opportunities, and support, with the ultimate goals of facilitating achievement and having fun. How is this accomplished?

There are probably as many mentoring styles as there are personality types, and no one can be everything to one person. The challenge and fun of mentoring is developing a customized style for sharing and learning the special strengths and skills your mentor has to offer you.

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### **Tips for Mentees:**

Be honest with your mentor and allow them to be an active participant in the relationship.

# Do's and Don'ts of Mentoring



# The Do's and Don'ts of Mentoring

## DO's

- Be committed to the mentoring relationship
- Be prepared—look up your mentor on LinkedIn and know their background, industry, and company
- Have an agenda—consider your goals and what you would like to learn before meeting your mentor
- Ask thoughtful questions and reflect on feedback and answers. Accept feedback and learn from it!!
- Communicate openly with your mentor
- Be open-minded to opportunities, new experiences and different ideas
- Show professionalism!
- Be respectful of your mentor's time and generosity
- Be careful of having unrealistic expectations (e.g. such as acquiring work experience, job offer, etc.)
- Contact the Program Coordinator if you have any questions about mentoring, networking, or getting in contact with your mentor. If you have ANY concerns about your mentor, contact the **Program Coordinator immediately (785-864-5590, akruger1@ku.edu)**.
- Remember personal safety. Don't meet your mentor in places that make you uncomfortable. Face to face meetings should take place in public places.

## DON'Ts

- Neglect agreed commitments without explanation. If you are unable to make a meeting, let your mentor know and suggest a new time to meet!
  - Hesitate to contact your mentor if you have not heard from him/her for a while.
  - Expect your mentor to identify your goals for you.
  - Ask for a job from your mentor or other business contacts
  - Share mentor contact information without their permission
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# Communication Expectations





# Communication Expectations

## *Expectations*

As mentoring relationships can take many forms, we encourage mentors and mentees to develop a communication strategy that best fits the relationship. This being said, we expect that students and mentors will be in touch as least every 6 weeks via email, phone, Skype, Google Hangouts or meeting in-person. I encourage you to find what communication method is most appropriate for your situation and go with it! No matter the method, know that you might not get immediate responses all of the time, but that you should reply as quickly as possible. As this is a professional relationship, professional communication regarding topics and language is expected; when talking to mentors, make sure that you are in an environment where a phone conversation is appropriate! Please do not use text-style language or reply in one-line emails, and always make sure that you show up for a scheduled meeting or phone call.

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## *Things to Keep in Mind:*

Your mentor may be located outside the Kansas City or Lawrence area. That's okay! Mentoring over email, phone, or text is very common and encouraged!

Mentoring is a two-way street; mentoring is not asking for a job or internship, and often your mentor may not even be in a place to hire students. Your mentor may look to you to learn more about what is happening currently at KU or to learn about new industry information you may be learning in your coursework. Know that you can often teach them as much as they teach you.

Understand that your mentor's time is valuable (and so is yours even if they don't recognize that!)

Be sure to thank your mentor for his/her time and effort; mentors are volunteers!

You WILL be seen as a representative of the KU School of Business, so treat this relationship as a professional opportunity!



**Before the Mentoring Relationship**

# Before the Mentoring Relationship

## *Before the Mentoring Relationship*

**Before meeting with your mentor, it is important to do some self-reflection and prepare in order to make the most out of your time with your mentor. This can be easy to do by asking yourself a few simple questions:**

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*What are my goals and what do I hope to learn from my mentor? (Be sure to make your goals SMART: Specific, Measurable, Achievable, Realistic, & Timely)*

*What are my career plans?*

*What are my interests and hobbies?*

*How would I like to step outside my comfort zone? Are there areas in which I could grow?*

*What are my strengths?*

*What are my weaknesses?*

*What does success/leadership mean to me, and how can my mentor help me accomplish my goals?*

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**After considering these questions, write down your thoughts on a notepad. Be sure to also complete research on your mentor, their company, and their industry.**

# The First Conversation

## Overview

**The first conversation with your mentor can set the tone for the rest of your relationship. What should you talk about during your first meeting? Here are a few suggestions:**

- Clarify expectations about the extent to which your mentor will offer guidance concerning personal as well as professional issues as you work together to define learning objectives.
- Discuss and define common goals and focus.
- Discuss what you can offer: information, skills, experience.
- Decide how you will interact in the future.
- Discuss any questions or concerns.

**Getting to know each other and establishing expectations for how you both plan to build your partnership are two critical activities that begin at your first meeting. You may wish to use the following Mentoring Questions for First Meeting questions to guide your initial conversation.**

## Get Acquainted

- How long have you been with the company?
- What do you enjoy most about your current position?
- How long have you worked in this industry?
- Where did you go to school?
- Where did you grow up?



- Where do you currently live?
- How do you spend your time away from work?
- What are your interests and hobbies?

### *Review Goals*

- Please tell me about your goals for participating in this program?
- May I tell you about my personal and professional development goals? Discuss your interest in obtaining a mentor.

### *Establish Partnership Guidelines*

- When, where, how long, and how frequently will we meet/talk/correspond?
- How will we schedule our meetings?
- What happens if one of us cancels or postpones a meeting?
- Will we create a written agenda and document action items?
- What permanent discussion items will be part of every meeting?
- How will we evaluate our meetings?
- How will we measure the success of our partnership?
- How often will we communicate between meetings?
- Will we communicate via phone, e-mail, or voice mail? Are these communication tools confidential?

### *Confirm Next Steps:*

- When and where is our next meeting?
- When and how will we reconfirm the meeting date, time, and place?
- What do we need to prepare for the next meeting?

# Potential Activities to Do and Topics to Discuss With Your Mentor:

## *Activities*

**Discuss industry relevant books, web resources, articles, or other resources. Resources on career development, especially ones that focus on skills you may want to develop (such as cross-cultural communication, conflict resolution, creativity, organization, etc.) or professional goals you may have can be great too!**

*Ask your mentor about job shadowing opportunities or an on-site company visit.*

*Discuss training and educational opportunities. For instance, would an advanced degree be helpful in your industry?*

*Invite your mentor or mentee to attend a campus or other related activity.*

KU Calendar: <http://calendar.ku.edu/>

BCS Calendar: <http://business.ku.edu/bcsc-events>

School of Business Calendar: <http://business.ku.edu/calendar/events>

**Share your resume and ask your mentor for feedback. What are “power” phrases or key words to use in your resume? Does your mentor notice any ways to supplement your education? Can they identify potential gap areas in your experience?**

*Attend a business related or networking event together.*

*Discuss current business cases or new stories.*

*Share your career plans with your mentor and discuss your skills, interests, strengths, and experiences and how those may fit into your career plan. Request long-term career guidance and ask for feedback on your career goals.*

*Discuss possible areas of weaknesses and how you may develop in that area.*

*Conduct a mock interview with your mentor to practice interviewing skills and explore interviewing types.*

*Discuss the recruitment timelines and processes for your mentor’s industry/organization.*

*Conduct informational interviews with contacts from your mentor*

*Participate in informal outings, such as sporting events, volunteering, KU-affiliated events, or meeting up for coffee, lunch, or dinner.*

*Ask your mentor to evaluate your LinkedIn profile.*

*Team up to attend a business function with your mentor.*

*Problem solve together. Have there been recent professional situations where you have struggled and needed some advice? Talk it out with your mentor!*

*If your mentor is in the local area, consider inviting them to a class or extracurricular presentation that is important to you (or even one that you may be facilitating!), and debrief afterward! This can help them get to know your communication and interpersonal skills.*



## Other Questions

### *Other Questions*

- Can you tell me more about your career path? What led you to your current position?
- What can I do now as a student to prepare for a career in \_\_\_\_?
- What qualities or personality characteristics are present in individuals who succeed in your industry?
- What have been some challenges you have faced in your career?
- What trends have you been seeing in your industry?
- Are there ways to become involved in professional associations?
- What are types of professional development I can consider?
- Do you have any tips or advice about the internship/job search?
- How did you identify and choose this career path?
- What keeps you up at night?
- Do you have any advice on courses I can pursue to help me become more marketable?
- What are the top companies in your industry?
- How would you describe your leadership style?
- How do you balance work and life?
- Can you tell me more about your office's norms, culture, and practices?
- Are there "unwritten" rules you have observed in your workplace regarding professionalism?
- What does success look like to you?
- How would your competitors describe your work?
- Do you use LinkedIn? How is this tool used in your industry? How do other social media tools play a part in your industry?

## References and Contact Information

### References

Chronicle of Higher Education, How to Be a Better Mentee,  
<http://chronicle.com/blogs/onhiring/how-to-be-a-better-mentee/31973>

Emory Career Services, Rollins School of Public Health,  
[http://www.sph.emory.edu/current\\_students/career\\_services/featuredevents/mentoring\\_prog.html](http://www.sph.emory.edu/current_students/career_services/featuredevents/mentoring_prog.html)

Financial Planning Association:  
[http://www.fpamn.org/Outreach\\_View/Basic%20Guidelines.pdf](http://www.fpamn.org/Outreach_View/Basic%20Guidelines.pdf)

Florida State University:  
[https://hrapps.fsu.edu/mentor/mentoring\\_guidelines.pdf](https://hrapps.fsu.edu/mentor/mentoring_guidelines.pdf)

Forbes, 5 Ways to Make the Most Out of Having a Mentor  
<http://www.forbes.com/sites/gaygaddis/2013/11/05/5-ways-to-make-the-most-out-of-having-a-mentor/>

Gallup, Life in College Matters for Life After College,  
[http://www.gallup.com/poll/168848/life-college-matters-life-college.aspx?utm\\_source=email-afriend&utm\\_medium=email&utm\\_campaign=sharing&utm\\_content=morelink](http://www.gallup.com/poll/168848/life-college-matters-life-college.aspx?utm_source=email-afriend&utm_medium=email&utm_campaign=sharing&utm_content=morelink)

Seattle University Redhawk Network Mentor Program  
<http://www.seattleu.edu/albers/programs/mentor/>

University of Denver, Daniels Executive Mentor Program  
<http://daniels.du.edu/current-students/career-management/become-a-mentor/>

University of Washington  
<http://www.washington.edu/doit/Mentor/mentor.html>

### Contact Information:

**Ashley Kruger, Coordinator,**  
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Mentorship Program website: <https://mentoring.ku.edu>