



# THE MENTORSHIP PROGRAM

## SCHOOL OF BUSINESS

University of Kansas



School of Business



Mentor Handbook



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*\*In 2015-2016, 95 students were matched with mentors who share their career interests.*

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## 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 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, in addition to personally contributing to the professional development of a KU Business student. Being a mentor to a KU Business student can provide countless opportunities, allow you to share your insight and perspectives, and empower you to challenge others.

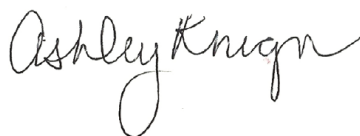
J. Loren Norris once said, "If you cannot see where you are going, ask someone who has been there before." This quote exemplifies the heart of the Mentorship Program, and the program could not exist without mentors like yourself. The mentors in our database have each volunteered to serve in this position, 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. A mentor is meant to challenge, teach, and act as a coach, motivator, advisor, facilitator, and guide, and the School of Business is so appreciative of your support for this program.

Business Career Services is here to facilitate the mentorship relationship, but ultimately it will be up to you and your mentee to decide what type of relationship will work best for you. Each mentorship is unique, and mentors and students may connect in a variety of settings. The following handbook offers tips and guidelines for developing your mentorship. We are so grateful for the dedication, time, and effort you have given to become a mentor, and we look forward to working together in the future to make this a rewarding experience for all parties involved.

I truly 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.

Good luck, and have fun!

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

## *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. A main objective for the Mentorship Program is to provide a forum for mentors to share their knowledge and life experiences with KU Business students. Although a student's participation and networking may lead to an internship or full-time experience, this is not an expectation of the program.

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 and mentors may also take on new mentoring relationships each year if schedules and other responsibilities allow. Please note that a match is not always possible, and that a mentor's information may remain in the database for future matching processes if a suitable match is not found.

Mentors and students will be paired based on a variety of factors, including common career interests and geographic preferences. 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. Currently there are no formal requirements regarding the frequency and structure of these meetings, as we hope to allow each mentoring relationship to develop in a way that best suits the individuals involved.

**\*\*It is the responsibility of the STUDENT to reach out to the mentor and initiate the conversation.**

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*

This program is open to any Alumni from the University of Kansas, as well as any other professionals that are looking for an opportunity to connect with KU and provide assistance to our Business students. We accept mentors from all levels of career, no matter the levels or years of experience. Our program also includes mentors who are located not only in the local Lawrence/Kansas City area, but from across the nation and even abroad! E-mentoring over email, phone, video chat, text message, or social media is very common, and welcomed!

# 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 for professionals to contribute to the professional development of a KU Business student. 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, below 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*

*Above all, mentoring begins from a place of care, and it plays a crucial role in the career development of KU Business students. By acting as a resource in which students can ask questions regarding career paths and industry information, mentors can help provide students with the confidence and knowledge to make informed professional decisions.*

Our mentor database includes 184 professionals from various industries, including Accounting, Consulting, Finance, Energy, Entrepreneurship, Healthcare, Human Resources, Information Technology, Investment Banking, Management, Marketing, Pharmaceuticals, Technology Start-ups, and many more!

# Benefits of Being a Mentor

## *Benefits of Being a Mentor*

The potential benefits for a professional involved in a mentoring relationship can often be immeasurable. The opportunity to provide professional insights via a formal and organized structure is valuable, but mentors 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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- Share personal and professional best practices
  - Build your professional network
  - Contribute to your profession by helping to develop future leaders
  - Develop leadership, communication, and interpersonal skills
  - Grow and learn from the experience by sharing your insight with a committed mentee
  - Stay connected to alma mater and “give back” to KU
  - Acquire mutual feelings of respect and professional validation
  - Learn from future generations
  - Identify a potential future employee pipeline
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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.



# Mentor Responsibilities and Expectations:

## *Responsibilities*

As a mentor, you are a valuable resource to your mentee and can inspire and facilitate career and personal achievements. The developmental transitions students face in each of these areas are enriched by your experience, wisdom, and guidance. Responsibilities of a mentor can include:

- Providing career direction and insight to students
- Acting as a professional resource to students
- Facilitating networking by introducing your mentee to professional contacts
- Sharing knowledge and experiences
- Serving as a coach and advocate for the mentee
- Being a positive role model

Relationships developed with your mentee 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 your own personal style for sharing the special strengths and skills you have to offer.

## *General Expectations*

Most of these students have never had a mentor before and therefore may not fully understand how to appropriately interact with you. By listening actively and asking the right questions, you may help alleviate much of their anxiety as well as establish rapport with your mentee. Feel free to coach the student when you see areas that need improvement. Many mentees are young and may not have had many professional experiences. Furthermore, mentors can provide valuable advice on the importance of professionalism, networking, and being active in career development; while we in the Business Career Services work diligently to promote these themes to students, it means more and will be more powerful coming from a mentor!

Additionally, be open and flexible. This mentoring opportunity will ultimately only be as beneficial as you and your mentee want it to be. Be honest with your mentee and help them be an active participant in the relationship. This is not merely a chance for them to listen to a lecture or presentation. You should be asking them questions, soliciting their feedback, challenging them while supporting them, and having an impact on your mentee as much as he or she may be impacting you. This is not just a chance to better your mentee, but also a chance to develop a new friendship, learn from them, and have some fun! By staying flexible and open to new things, you can be ready for whatever your mentorship may bring.

## *Time Commitment and Communication Expectations:*

The amount of time given to this program by the mentor can depend on the mentorship. Involvement can range from a quick discussion over email to an in-person visit to the mentor's company or organization. As mentoring relationships can take many forms, we encourage mentors and mentees to develop a communication and engagement 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! Selected mentees have been instructed to communicate professionally and in a timely manner.

The length of the relationship is up to you and your mentee. We hope that it will last throughout the student's college career, but we also know student career goals can change over time and so if appropriate, the relationship can cease at any time you both feel is right. If you do not feel like your personalities are meshing well enough to create a mutually beneficial mentoring relationship (which can happen!), please feel free to contact me at [akruger1@ku.edu](mailto:akruger1@ku.edu).



# The Do's and Don'ts of Mentoring

## *DO's*

Motivate, inspire and encourage your mentee. Develop a balance between challenging and supporting your mentee. Each student will be different, and a larger amount of support may be necessary for younger students.

Be patient and build trust (uphold the core values of privacy and confidentiality).

Ask questions and give feedback.

Be a coach and focus not only on strengths but on areas that your mentee can grow.

Encourage goal setting and achievement of those goals. Reflect on your own goals for the program. What do you want to achieve as a mentor?

Offer alternative perspectives.

Encourage self-directed reflection, analysis and problem solving.

Establish boundaries with your mentee.

Remember personal safety. Face to face meetings should take place in public places.

Take the time to familiarize yourself with career resources relevant to your industry. These resources can supplement your personal resources.

## *DON'Ts*

Simply provide solutions, but instead advise or identify resources to assist the student to make their own decisions.

Assume responsibility for the student's academic or career success. Rather, provide feedback on job search tactics, tips on networking successfully and comments on various strategies to succeed.

Offer "personal" counseling or life coaching that is not related to professional or personal development.

Neglect agreed commitments without explanation.

Hesitate to contact your mentee if you have not heard from him/her for a while.



# The First Conversation

## Overview

**The first conversation with your mentee 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 you 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?

### Tips for Mentors:

Help the students understand your background.



- 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 being 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 Mentee:

### *Career Development*

All KU Business undergraduate and Master of Accounting students have access to Business Career Services, which provides one-on-one career appointments on resumes/cover letters, interviewing, networking, job and internship search, general career advising, and many more career topics. We also offer career-oriented workshops and programs during the fall and spring semesters. MBA students can visit the MBA Career Services to learn more about career-oriented services and programs for their needs. Encourage your mentee to connect with our offices to supplement their mentorship experience.

### *Other Activities*

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

Discuss industry topics such as technology, globalization, competition and marketing, workplace ethics, professional attire, and diversity.

If possible, provide your mentee with job shadowing opportunities or an on-site company visit. Debrief with your mentee afterward.

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

Discuss any generational differences that may come into play in the workplace.

Ask your mentee to create a vision statement that captures where he or she would like to be in five or ten years. Review and discuss together. Consider assigning them a “stretch” goal that gets them outside their comfort zone and challenges them to try something new.

**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 be willing to review your mentee’s resume. What are “power” phrases or key words can they use in their resume? Do you notice any ways your mentee can supplement their education? Can you identify potential gap areas in their experience? Consider showing your mentee examples of resumes that are effective in your field of work.

## Potential Activities to Do and Topics to Discuss With Your Mentee Cont.

Compare and contrast your company/organization's mission, goals, products, and strategic plans with those of peer companies/organizations.

Discuss current business cases/news stories and problem solve together. Consider asking your mentee to diagnose and/or suggest solutions to problems.

Discuss any concerns your mentee may have. Have there been recent professional situations where your mentee has struggled and needed some advice? Talk it out with them.

Share your career path with your mentee and discuss valuable skills, interests, strengths, and experiences and how those may fit into a successful career. Provide long-term career guidance and feedback on their career goals.

Share your personal stories. Students are deeply interested in you and your career, not just your company and your industry. Let them know about your struggles and successes.

Identify possible areas of weaknesses and how your mentee may develop in that area.

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

Discuss the recruitment timelines and processes for your industry/organization.

If possible, invite your mentee to a key meeting in your office and debrief with them afterward.

Suggest professional contacts with which your mentee can conduct informational interviews.

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

Evaluate your mentee's LinkedIn profile. If you are willing, invite your mentee to connect on LinkedIn.

Team up to attend a business function or networking event with your mentee. Debrief afterward.

Discuss what qualities you look for when you hire candidates.

Role play how to address challenging situations in the workplace.

Discuss their job/internship search and what type of companies they are interested in.

## Potential Activities to Do and Topics to Discuss With Your Mentee Cont.

Talk to them about their struggles in identifying a career path, if applicable.

Help them to identify other professionals that they could benefit from talking with about their career interests

If you are located in the local area, consider asking your mentee if you could attend a class or extracurricular presentation that is important to them (or even one that they may be facilitating!), and debrief afterward. This can help you get to know their communication and interpersonal skills.

Ask them about their classes and what they are currently learning in the classroom.

Talk to them about where they want to live after their time at KU.

Prepare a business case or bring in real clients. Anything you can do to give students a window on a real-life business situation will increase the impact of the visit.

Invite other executives. Bringing in a partner, colleague, boss or client can give students more exposure and enrich the experience.

Tell them how their School of Business education can help them. How are KU Business graduates employed in your company and industry? What career paths are available? Share what you know.

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 Your Mentee May Ask*

- 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 does success/leadership mean to you? How would you describe your leadership style?
- What are some of the challenges you have encountered in your career?
- What trends have you been seeing in your industry?
- Are there ways to become involved in professional associations?
- What are other 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?
- 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 do you balance work and life?
- Can you tell me more about your office's norms, culture, and practices?
- Do you use LinkedIn? How is this tool used in your industry? How do other social media tools play a part in your industry?
- Are there "unwritten" rules you have observed in your workplace regarding professionalism?
- What keeps you up at night?
- How would your competitors describe your work?

# References and Contact Information

## References

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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-af-riend&utm\\_medium=email&utm\\_campaign=sharing&utm\\_content=morelink](http://www.gallup.com/poll/168848/life-college-matters-life-college.aspx?utm_source=email-af-riend&utm_medium=email&utm_campaign=sharing&utm_content=morelink)

Gonzaga Alumni Mentor Program

<http://www.zagsonline.org/s/829/index.aspx?sid=829&gid=1&pgid=629>

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/doiit/Mentor/mentor.html>

Xavier University Mentor Program

<http://www.xavier.edu/career/mentor/index.cfm>

## Contact Information:

**Ashley Kruger, Coordinator,**

KU School of Business Mentorship Program

Phone: 785-864-5590

Email: [akruger1@ku.edu](mailto:akruger1@ku.edu)

Mentorship Program website: <https://mentoring.ku.edu>