



Mentorship Guide

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Mentor Benefits

Mentor benefits are numerous. By allowing members to get involved in helping a Mentee grow professionally, Mentors may find both professional and personal satisfaction. By helping the CMC become a sought after and valued designation, Mentors can be directly involved in growing the profession. Mentors also learn from Mentees and can develop new relationships/contacts.

Being a guide to a potential Mentee, Mentors are able to pass along experience, insights, or act as a sounding board in an advisory capacity, by giving Mentees context for their experience. Mentors will be able to provide Mentees with honest feedback. Understanding how a Mentor can impart their knowledge or career path may be of value for a Mentee/Mentor relationship.

Specific benefits include:

- Personal satisfaction in helping someone grow professionally
 - Develop your skill as a teacher, an adviser
- Ability to share experiences, both positive and negative
 - Overcoming setbacks and how difficulties could addressed
- Challenge a Mentee in making workable decisions
 - Work with a Mentee to become a critical thinker and create independent problem-solving skills
- Facilitate networking and opportunities
 - Build new and future professional relationships
- Access resources
- Reverse mentoring
 - A Mentor may find they're learning from a Mentee!
- Ability to claim CPD credits for the hours (up to 15 hours) a Mentor works with a Mentee as per the CMC CPD Activities Guidelines

Mentee Benefits

Benefits for individuals who are seeking a Mentor are numerous. Whether a CMC member is a student or a young professional at the start of their work path or a mid-career individual transitioning to management consulting, a Mentor can provide support, direction, and advice along the way. Mentees can learn about the application of theories/assignments, if a student or young professional, through discussions with a seasoned CMC. As mid-career individuals, Mentees can work with a Mentor to see how their past work experience can be translated into future management consulting competencies/skills.

Mentees can obtain a sharper focus on what's needed to grow professionally. Mentees can set their own objectives and goals for the relationship. Perhaps working on communication skills is important. Or upward-mobility is important, so understanding what would be involved may be the focus.

Mentees can learn valuable knowledge from a Mentor's expertise and past mistakes. Focusing on increasing competencies in specific areas, can give Mentees valuable skills and confidence. Working with a Mentor also allows Mentees to understand the value of connections and how effective networking will benefit their careers as management consultants.

Mentee benefits include:

- Having an objective ear to share triumphs and frustrations
- Developing a sharper focus on what's needed to grow professionally
- Developing skills as a "learner" by understanding various ways to acquire new skills
- Improving the ability to communicate expectations, goals
- Developing/enhancing networking capabilities

Mentor Responsibilities

Development of Mentees depends on having qualified CMCs who are willing to work with individuals in exploring career aspirations; strengths and weaknesses; collaborating on the means to “get there”; implementing strategies; and assessing along the way. A Mentor needs to share wisdom and past experiences. This is often what a Mentee looks for from a Mentor.

Consider also, who the Mentee could be and how a Mentor would work with them including:

- Does the Mentor want someone who seems to be following a similar career path as themselves?
- Does the Mentor want someone who has skills which the Mentor has strengths in?
- Does the Mentor want someone who has different or similar skills to themselves?
- Does the Mentor want someone who has interest in similar areas and knowledge as themselves, but does not possess those competencies now?
- How important is the motivation of the Mentee (e.g., upward mobility)?

Mentor responsibilities include:

- Being a CMC with 5 years or more active management consulting experience
- Current and active membership with CMC
- Commitment to meet with the Mentee at least 1 hour/month, or as agreed to with the Mentee
- Actively listening, through strategic questioning, goal setting and planning
 - Openly and honestly share “lessons learned” from the Mentor’s own experience
- Holding all information shared as private and confidential; a cornerstone to building trust with the Mentee
- Giving genuine constructive feedback by sharing observations rather than “what the Mentor thought” of something
 - Serve as a positive role model
- Openness about the level of commitment and time involved/available for the Mentee; make time for the Mentee and stay accessible, committed
- Keep discussions on track
- Seek assistance if questions arise that the Mentor cannot answer

Mentee Responsibilities

Mentees need to be willing to work with a Mentor in exploring what career aspirations; skill strengths and weaknesses; and figuring out the best paths to take. A Mentee needs to want to learn from a Mentor's experience and knowledge. Mentees need to consider how they would work with a Mentor, including:

- Treat the mentoring relationship professionally; commitment to self-development
- Willingness to discuss individual development planning with a Mentor
- Mentees' willingness to discuss individual development planning with a Mentor
- Ability to be open and honest on their goals, expectations, challenges, and concerns
- Actively listen and ask questions
- Seek advice, opinions, feedback, and direction from a Mentor
- Be open, and ask for, constructive criticism/feedback
- Comfortably give feedback to their Mentor on what is working or not working in the mentoring relationship
- Be prepared for meetings, focused on key topics to discuss/address during the time
 - Respect the Mentor's time
 - Keep to agreed to meeting schedule
- Consider if Mentor who has a career path the Mentee would like to follow
- Does the Mentee want someone who has skills they currently do not have but would like to acquire
- Is the Mentee looking for someone who will be a good sounding board?
 - Help identify/define/refine their professional goals
- **Do not expect a Mentor to “get a job for a Mentee”**
 - A Mentor will provide a Mentee with insight, background, resources, tips, techniques

Tips for Mentors to Work with a Mentee

Shadowing Events:

- “Take a Mentee to work”- meetings- include them in any when possible, presentations, etc.
- Look for opportunities to include a Mentee in what a Mentor does.
- Allow a Mentee to observe a Mentor and how a Mentor demonstrates their strong competencies.

Work Sharing:

- Look for or design learning assignments, where a Mentee can assist a Mentor with projects to better understand what’s involved in being a management consultant

Hands-On Training:

- Find opportunities to share specific knowledge

Introducing:

- Look for opportunities to introduce a Mentee to broaden their prospective and focus on networking skills

Listen more than talk.

- Be aware of what works best with a Mentee (e.g., open questions; more focused discussions)

Effective Questioning Tips

Part of the role as a Mentor is to work with the Mentee to think for her/himself. Asking thought-provoking questions helps the Mentee self-discover. Get the Mentee to reflect on their own experiences and learn from the Mentor's.

Effective questioning allows the Mentor to uncover additional facts/information about the Mentee as well as confirm their goals, aspirations and needs. The Mentor could also define problems and possible solutions, together.

Exploratory questions could be:

- Why did the Mentee pick this to concentrate on?
- What does the Mentee want to gain?
- What are the skills the Mentee wants to develop?
- What does the Mentee understand the issue to be?
 - How long has this been as issue?
 - What are the reasons behind an issue?
- What assumptions are being made here by the Mentee?
- What other ideas does the Mentee have?
- What did the Mentee learn from past experiences that the Mentee didn't expect to learn?
- What choices does the Mentee have?
- What progress has the Mentee made?
- What other ideas do you have?
- How are is the Mentee using the things/ideas discussed with the Mentor?
- What outcomes is the Mentee after here? How reasonable are they?
- What resources are available to help the Mentee move forward?
- What other information does the Mentee need to arrive at a solution?
- How will the Mentee know they have mastered or successfully enhanced a competency?
- How will the Mentee apply their new skill?

Giving Feedback to Mentees – Tips

Think of feedback as an opportunity:

- Ensure feedback is specific
- Give the other person an opportunity to ask questions or share their viewpoint
- Practice Active Listening – listen carefully not only to the words but to the feelings and body language of the speaker
- Allow time and privacy for feedback – avoid/minimize distractions or interruptions
- Help the Mentee plan for next steps. Ask questions such as:
 - What is a step the Mentee can do to reach their desired outcome?
 - What are some ways the Mentee can think of to resolve this challenge?
 - What additional resources are available to the Mentee?
 - What can the Mentor do to help the Mentee?

Reverse Mentoring – How to Give Feedback– Tips

Think of feedback as a learning opportunity for Mentors too. In particular, a Mentee may:

- If a Mentee needs to understand more fully, ask the Mentor for clarification
- Be an active listener, without interrupting the explanation
- Paraphrase and repeat back, Mentees can demonstrate if they understood what was said
- Be honest – provide relevant background information and explanations – no excuses
- Listen carefully – don't be defensive
- Discuss strategies, possible solutions and next steps
- Is there an area of expertise that a Mentee holds, where they could also be supportive to the Mentor; this could be worth exploring if both are open to