



MENTORSHIP RESOURCES

Templates for establishing a mentorship program

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Women's Advisory Group 2023

Mentorship Overview

Why Mentorship?

The [PSIA-AASI survey](#) of female-identifying members in 2020 found that **41% of respondents did not have a mentor and want one**. In fact, an overwhelming number of comments specifically requested a mentorship program.

“It would be great if a mentor community were developed.”

“Finding the right mentor seems based on luck.”

“We need a mentoring system when instructors fail certification.”

Respondents ranked the following individual benefits of mentorship:

BENEFITS DERIVED FROM MENTORS	OVERALL RANKING
Expertise	85%
Feedback	80%
General support	74%
Inspiration, goals, motivation	70%

The benefits of mentorship to the organization have been recognized in several reports outside of the snow industry. Based on the report [“What is Gender Bias in the Workplace?”](#) from BuiltIn.com, **strengthening mentoring programs improves communication, encourages development, enhances retention, and ensures resiliency**. Specifically:

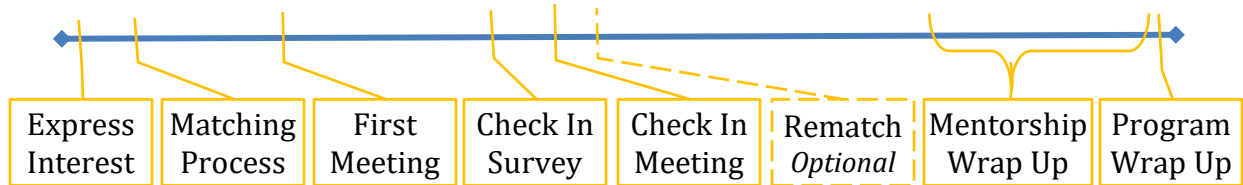
- In order to achieve upper-level positions, it is highly beneficial for individuals to have a mentor supporting them throughout their career. Companies that have mentorship programs are found to boost promotion and retention rates for women by 15 to 38%.
- 67% of women view mentorship as a highly important factor contributing to their career advancement, yet only 10% of women actually have a mentor during their career.
- Women, however, aren't exactly helping younger generations progress – only 54% of women consider being a mentor. The time commitment alone dissuades 3 out of 4 women from mentoring a younger colleague. The second

most common reason women don't mentor is because they don't believe they have subject-matter expertise. But at the same time, 71% of women say they would become a formal mentor if someone asked them.

Introduction to This Guide

While evidence points to the importance of mentorship, getting started may seem like a daunting project. The Women's Advisory Group has created this resource as a starting point to kick off formal mentorship programs at the local level. The templates in this guide serve as suggestions for how to structure the process in a way that benefits both the mentor and mentee while minimizing ambiguity in a timebound format.

Program Timeline



Matching Process

When starting the process, it is important to communicate impact of and commitment to mentorship at the local level to encourage participation. Include in the program launch announcement a link to a form capturing the following information to help facilitate the mentor/ mentee matching process:

Mentors:

- Share background and why you're interested in mentoring
- What are you passionate about/ area of expertise
- What would make you feel this program was worth your effort?
- What are you willing to commit to the mentee(s):
 - How much time can you commit per month
 - What days/ times can you never meet
 - What are your ideal start/ stop dates
- How many mentees can you support
- Your gender

Mentees:

- What do you hope to achieve as a result of the mentorship program? (short and long term goals)
- What challenges do you anticipate you'll need support to overcome?
- List top 3 preferred mentors (or no preference)
- What characteristics of the above people are you most inspired by
- What experience would you want your mentor to have
- What would make you feel this program was worth your effort?
- What are you willing to commit to the mentor:
 - How much time can you commit per month
 - What days/ times can you never meet
 - What are your ideal start/ stop dates
- Preference for male/ female/no preference

Match mentors and mentees based on interest and availability

Mentorship Agreement

Use this agreement as a guide in the first meeting to set expectations and agree on commitments.

Mentee's Name:

Mentor's Name:

Date:

Common vision of partnership:

Timeline - Length of mentorship

** Start with a limited time mentorship commitment in which your formal relationship will last until for example, the end of the winter season - maximum.*

Start Date: _____ End Date: _____

Frequency of meetings Weekly Bi-weekly Monthly

** Mentors are asked to meet with their mentors a minimum of once a month either in person or virtually.*

Communication preferences Communication by email Communication by phone

Mentor email address:

Mentor phone number:

Mentee email address:

Mentee phone number:

Meeting preferences - Mornings Afternoon Evenings

- Preferred day/time?

Guidelines for Partnership

Expected Behaviors of Mentor:

-
-
-
-

Expected Behaviors of Mentee:

-
-
-
-

Roles and Responsibilities of Mentor:

- Guide, support and develop the Mentee
- Attend all meetings set by the Mentee
- Observe, listen, and ask questions to understand the Mentee's situation
- Provide resources, feedback, and advice based on your wealth of experience
- Create a relationship of trust with your Mentee by being reliable and responsive to their needs
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Roles and Responsibilities of Mentee:

- Schedule meetings each month.
- Take responsibility for identifying own needs and goals
- Give and receive feedback with Mentor
- Commit to and prioritize the work taken on with Mentor
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Strategies for Managing Conflict if it Arises. Examples include disagreement, not a good match, unexpected time constraints or conflicts:

Key Goals of Mentorship Experience

Include target date of completion and actions necessary to achieve each goal. You may have one goal or a few.

Goal:

Indicators of Success/Measurement Criteria:

Potential Roadblocks to Progress & Suggested Actions to Prevent and Manage Roadblocks:

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Indicators of Success/Measurement Criteria:

Potential Roadblocks to Progress & Suggested Actions to Prevent and Manage Roadblocks:

Planning and Organization:

Preparation of Meeting Agenda - Mentor/Mentee?

Progress Report Prior to Each Meeting - Yes/No?

Additional Comments:

Signatures of Agreement:

Signature indicates you agree to commitments as noted

Mentee

Mentor

Initial Mentorship Meeting Resources

The content of this document is intended to be used as a resource to assist you in creating a mentorship plan with your mentee. This information should be used in conjunction with the Mentorship Plan Worksheet which should be printed out and completed.

We anticipate that each mentorship will be unique so please feel free to adapt this content to fit your own needs and the needs of your mentee.

Questions to Build Rapport with Your Mentor/Mentee

- Why did you get into instructing?
- What do you enjoy most about instructing?
- What are your goals as an instructor?
- What experiences and people have influenced your interests and aspirations as an instructor?
- How do you spend your time when you are not instructing?
- What do we have in common personally?
- What do we have in common professionally?
- What vision do we share for my development as an instructor?
- What vision do we share for our mentorship relationship?
- How do you learn best?
- What are your strengths and weaknesses?
- What will make you feel this experience was worthwhile for you as a mentee?
- What experiences and other information would be helpful for me (your mentor/mentee) to know about you?

Develop a Common Vision

Refine a collaborative vision based on where your mentee sees herself in the future. This vision will help to focus the work you will be doing together within the mentorship relationship. Explore reasons for each other's interests, values, and aspirations

Setting Goals to Achieve Your Vision

TYPES OF GOALS

Outcome goals

- Long term. Dream goal. Motivation. Provides direction or a destination for shorter term goals. Can be snow or non-snow related
- Emphasis on results in relation to oneself or others, such as achieving a new certification to gaining a new position

Performance goals

- Short term. Updated regularly. e.g., ski xyz line
- Enhancement of specific performance targets (e.g., ski technique/teaching skills)
- Emphasis on application and performance-based outcomes
- Performance Goals build up to or get one closer to Outcome Goal(s)

Process goals

- Short term. Actions you'll take e.g., practice xyz drills to build skills
- Emphasis on behaviors, actions, and strategies used to achieve Performance Goals (e.g., steps to learn the new technique)

Note: it's advisable to review these goals throughout the program and revise as needs change

There are several tools and guidelines that are useful for developing and achieving your goals. Guidelines including SMART goals and ten principles for goal setting are detailed below.

The SMART acronym highlights the five essential aspects that should be incorporated when creating a new goal:

- S** – specific
- M** – measurable
- A** – adjustable
- R** – realistic
- T** – timely

Ten principles for goal setting:

1. Determine whether a learning goal or performance goal is more suitable for the particular behavior, action, or outcome desired
2. Ensure the goal is clear and specific
3. Integrate a reasonable level of difficulty
4. Include relevant members in the goal-setting process (e.g., mentor)
5. Ensure there is a clear rationale for each goal, particularly in cases where a goal is assigned (e.g., mentor to mentee)
6. Seek consistent feedback and/or regularly assess progress towards goals
7. Set smaller sub-goals to encourage progress, if necessary

Be aware of potential barriers to progress and address immediately if they arise
Evaluate the potential behaviors or actions that are facilitating or hindering progress on goals
Alter the type of goal (e.g., learning or performance) or level of difficulty if progress is being hindered by ability (e.g., do not have the requisite skill set to complete performance goal) or is not challenging (e.g., already have the requisite skill set detailed in learning goal)

Weekly Action Plan:

Consider using a weekly action plan to assist in determining the behaviors, attitudes, and actions necessary to complete mentee goals.

Gain Checklist:

Create a GAIN checklist with your mentee. Highlight the goals, actions, success indicators, and expected personal learning for each of your mentorship experiences.

- **Goals for mentorship experience:**
- **Actions needed to achieve goals:**
- **Indicators of goal achievement:**
- **New personal or professional learning through goal achievement:**

Mentorship Roles

Mentor Role

- Guide, support, and develop your mentee
- Attend all meetings set by your mentee
- Observe, listen, and ask questions to understand the Mentee's situation.
- Provide resources, feedback, and advice based on your wealth of experience
- Create a relationship of trust with your mentee by being reliable and responsive to their needs.

Mentee Role

- Schedule meetings each month.
- Take responsibility for identifying own needs and goals
- Give and receive feedback from your mentor
- Commit to and prioritize the work taken on with your mentor

Boundary Setting

Identifying appropriate relationship boundaries is also an important task to complete in setting the stage for your mentorship relationship. Boundaries function as appropriate behavioral guidelines to follow during interactions throughout your professional mentee/mentor relationship.

Questions for discussing boundaries:

- What personal boundaries have been successful for you in your past mentor-mentee partnerships?
- What is your personal perspective or practice for engagement with mentees outside of the professional environment?
- Do you have any personal perspectives or practices about work-life balance or engaging in work-related activities after you leave the workplace?

Potential boundaries that you may establish include:

- Guidelines about the location of your meetings, timing of contact (e.g., specific hours, or avoid evenings and weekends)
- Method of contact (e.g., text message, telephone, e-mail)
- Discussion of personal issues outside professional setting (e.g., allowed or not allowed)
- Social activities outside of professional mentorship, and the degree to which each person is integrated into the other's work environment.

Most importantly, it is critical to engage your mentee/mentor in a continuous, open, and honest discussion about your personal boundaries within your partnership.

Program Check In

Survey

Distribute online survey to solicit feedback from mentors and mentees. Allow for the option to request follow up meetings to discuss concerns. Following survey questions can be used to initiate the dialogue:

- Is this relationship going as expected? Please provide details
- Are you on track to meet your objectives? Please provide details
- If you answered no to the above questions, would you like a follow up call or meeting with **[INSERT NAME]**?
- Is there anything we should change for the remainder of the program?
- Would you like a new mentor/ mentee?
- [mentors only] Are you able to take on another mentee if needed?

Meeting

After reviewing the survey responses, set a meeting to review feedback and provide a forum for mentors and mentees to meet as separate groups

Discussion topics for Mid-season check in:

- What is going well?
- What has been challenging? How are you managing it?
- How can you create a better mentor/ mentee relationship for the remainder of the program?
- What else can you learn from each other?

Rematch mentors and mentees if the existing pairing is not a good fit

Mentor/ Mentee Wrap Up

At the end of the agreed upon mentorship relationship, each pair should schedule time to debrief and capture feedback for improvements.

- Did you achieve your objectives?
- How satisfied are you with the mentorship?
- Would you recommend this to a friend?
- What was the most rewarding part of the program?
- What was the most challenging part of the program?
- What would you do to improve this program?
- Please provide additional color commentary on your experience
- Will you continue this relationship informally?

Program Wrap Up

At the end of the program, celebrate all your achievements! Capture feedback for improvements and content for future campaigns to drive awareness. Debrief around the following topics for both mentors and mentees. This could be done via survey and/ or live discussion:

- Did you achieve your objectives?
- How satisfied are you with the mentorship program?
- Would you recommend this to a friend?
- What was the most rewarding part of the program?
- What was the most challenging part of the program?
- How would you improve the mentorship experience?
- Please provide additional color commentary on your experience
- What advice would you give to next year's participants?

Closing

We hope you found this guide useful. Feel free to use only the pieces that suit your school's needs. Just like our snow sports journey, we are constantly iterating: please provide feedback on how this resource can be improved.

- What parts did you like?
- What did you add?
- What could be better?

Share feedback with xxx

Good luck and thank you for your support in developing the next generation of leaders!