

## ***MIAMI UNIVERSITY NROTC MENTORING PROGRAM***

### ***Mentor guidelines:***

This information is designed to be a reference guide, containing information that you will need throughout the time of the mentorship process. The objective is to have the mentorship program be an enriching and rewarding experience for both you and the student.

### ***Purpose:***

The purpose and goal of the mentorship program is to provide an opportunity for the midshipmen to develop a mentoring relationship with Miami University NROTC alumni who can offer advice, provide a window into today's current event realities; share experiences and provide career guidance.

### ***What is Mentoring?***

Mentoring is a relationship built in a series of one-on-one meetings to develop in the mentee one or more of the following:

- Technical and professional skills, knowledge, and understanding
- Improved competence in leadership or management or self management
- More awareness of potential and any self-limiting beliefs that undermine the use of potential
- Helpful attitudes and habits (e.g. confidence, self-reliance, questioning assumptions, punctuality)
- Clarity about personal values and goals in life
- A sense of belonging / induction to an organization or community

Mentoring also provides learning opportunities for the mentor.

### ***Guidelines:***

1. Entering mentoring relationships is voluntary
2. Either party has the right to withdraw from the mentoring process after genuinely trying the relationship is unsatisfactory
3. While often the mentor has the greater experience of life and work, the relationship is one of partners who jointly make decisions
4. Meetings should be held in a quiet environment where both parties can feel they can speak freely with out interruption
5. Meetings should be long enough and paced to allow the two parties to get to know one another and feel comfortable with each other
6. Information shared in mentoring should be held in the strictest professional confidence
7. Any notes made in the mentoring process should be kept in strict confidence.

8. Commitments made should be honored. If meetings are cancelled or delayed adequate warning of non-availability or delay should be given. Postponed meetings should be rebooked immediately
9. Either party has the right to ask for a review of how the mentoring is progressing or for agreements or plans made at an earlier stage to be reviewed.
10. If either party feels unclear about the course of the mentoring process, that party should seek to clarify the views and wishes of the other party
11. Mentees should not expect mentors to deal with long standing issues or major emotional events that are more properly handled by professional help and expertise.

***Your role as the mentor:***

Plan to share with your protégé your experiences, perspectives, and approaches to developing your career and gaining the skills and qualifications to become successful in your Navy/Marine Corps career and beyond. An exploration of critical incidents can be particularly valuable. Consider sharing some of the key challenges you were confronted with in terms of acquiring and developing your skills, important decisions, surprises not taught or anticipated, the options you identified for resolving the problem(s), your decision making strategy, the actions you took, the outcomes you obtained and your analysis of your results.

***Assist your Protégé in Clarifying Interests and Needs:***

Your protégé will be asked to identify carefully his/her personal and professional goals for this mentoring relationship before meeting with you. Prepare to assist the protégé by giving some advance thought to what your own lessons of experience has taught you. Think about key learning experiences and important insights you have gained. What aspects of your Navy/Marine career were especially challenging for you? What support were you given and by whom that you can now pass on to your protégé. What discoveries did you make on your own and how can you ease the path for your protégé.

***Recognize the Value and Limits of the Relationship:***

Like any relationship, this match involves an active process in which the uniqueness, individuality and expertise of each member of the pair needs to be respected. You are not expected to respond to all of a protégé's needs. Be thoughtful in how you spend your time together and clarify the ways in which you will choose to be of support. ***While sharing your expertise, refrain from telling your counterpart what to do.***

Recognize that one size does not fit all and that personalities, gender, background, culture and style may preclude him/her from achieving the results you obtained using your particular approach and techniques. Assist your protégé in recognizing the options available for action and selecting the one that will work the best for him/her. Recognize that some advice you offer may seem irrelevant to your protégé now but may prove useful at a later time. It will ultimately be your protégé's choice as to how he/she will integrate the insights gained into his/her own evolving style, methods, or approach. Your guidance and wisdom

will nevertheless be invaluable. Look for opportunities for your own enrichment, as mentors often find value in the questions or fresh perspectives of protégés.

It can be beneficial to structure the first meeting because both partners often begin not knowing each other and with high expectations and some uncertainty as how to proceed. Give some thought as to how you want the meeting to go. Consider the following the following suggestions to ensure the success of the first meeting:

- Show genuine interest in the mentee
- Share your professional background along with personal background and your interest in participating in the mentoring relationship. Do not steal the show, remembering you are only part of the relationship.
- Review the aspects of your professional role and identify ways you feel this can benefit the relationship in a helpful manner
- As the relationship develops, clarify which of your experiences can benefit the mentee the greatest.
- Help the protégé develop a focus and agenda for the next meeting
- Suggest other resources as appropriate in preparation for the next meeting

### ***Setting the Goals of Your Mentoring Relationship:***

Your mentee will be prepared to outline his/her professional accomplishments and experience prior to the first meeting for your review prior to the first meeting. The protégé should be encouraged to bring a list of questions or prospective goals to the first meeting. After learning more about your counterpart, work together to finalize a course of action that you feel can be adequately accomplished during this experience.

### ***Checklist for the First Meeting;***

- Set aside an hour for the first meeting. Review his/her resume prior to this meeting so that you already know pertinent professional information. Use this hour to get acquainted with your mentee. Be sensitive to personal information and right of privacy in questions. Remember you are two strangers at this time. Be professional.
- Either set a regular time to meet or set the next meeting at the conclusion of this meeting. Plan to meet once a month at the minimum.

### ***Managing the Mentoring Relationship***

- You are encouraged to meet with your protégé at least once a month for a maximum of one hour. If it takes less than an hour, that's acceptable. If you have not heard from your mentee for over a month, please initiate contact to ensure the relationship remains viable. Use e-mail, phone and letters.

### ***Confidentiality:***

Some mentors and mentee pairs will feel a need of complete confidentiality in their relationship; others will not. It is critical that you and your counterpart clarify the limits of the confidentiality in your relationship and respect that agreement.

### ***Commitment:***

- One hour per month. Details (date, time etc.) mutually agreed to.
- It is the Midshipmen's responsibility to maintain contact with you, take the initiative to contact your mentee if you have not heard from them after a month's time.
- Either party may ask to be rematched with a new partner if the current partnership is not working or progressing to the satisfaction to either party. The mentee must first discuss this with you prior to concluding the relationship.

### ***Bringing Closure to the Relationship***

This program is specifically time-limited to allow you to support your protégé's needs without long term obligations from either party. At the same time, after the programs conclusion, you may continue your relationship informally if you wish. Support your mentee in recognizing his or her accomplishments and encourage your mentee to use resources inside and outside Miami University to continue developing his/her career. Be aware that as time passes, the mentee path may take him/her in a different direction from your viewpoint and experience. Remember that this is a good thing and demonstrates the individuality in each and every one of us.