



# She Runs It.

**Mentoring Program  
Guidelines and Best Practices  
June 2019**

# 2019 Mentoring Program Overview

The **She Runs It Mentoring Program** is a fundamental expression of our commitment to each member's professional development and personal growth.

The **She Runs It Mentoring Program** connects experienced professionals with aspiring talent in a supportive, one-to-one environment. Working together mentors and their mentees gain real-life wisdom, and the benefits of new perspectives on career development and work-life balance. Regardless of age or career tenure, **She Runs It** believes that all members have something to offer each other.

We offer two nine-month programs:

- January through September
- June through February

Invitations to participate are extended to all members in October and April; applications are accepted on a rolling basis.

# Mentoring Program: Guidelines & Expectations

The professional relationship between a mentor and a mentee is a special one. While it is important to consider the needs of both participants, the priority is to support the mentee in establishing and attaining her goals. The program is designed to enable the **mentee to proactively guide and manage the partnership.**

The time investment is one meeting per month, either in-person or by phone. It is important for both participants to clearly define their expectations during the first few meetings. Creating a shared commitment to the goals and outcomes early will help ensure a successful partnership.

The **She Runs It Mentoring Committee** is a resource for all program participants. Mentors and Mentees have access to a team of Advisors dedicated to supporting their participation. We encourage you to leverage your committee resource for advice and recommendations to address any challenges that may arise in your partnership. **All feedback provided to committee members should be confidential.**

# Tips for Mentees

- Leverage your time with your mentor. Be respectful of this relationship.
- Keep in mind, this is a nine-month program, which will go by quickly!
- Take the Initiative to set up meetings and keep those commitments once scheduled.
- Come to meetings prepared with a plan of action and follow-up with next steps.
- Be curious and open. Your mentor will present you with new perspectives and advice based on life experience - take advantage of it!
- Be flexible. Renegotiate your mentorship when your personal or professional needs change.
- Be in communication. It's your role to be in proactive communication with your mentor about scheduling.
- Respect and value each other and the ways you're alike and different.
- Listen to each other's viewpoints.
- This relationship is about candor, trust and honesty so keep your meetings and discussions confidential.

# Tips for Mentors

- Commit to focused time. Expectation is one-hour per month for the nine-month program. Be clear about your availability and avoid multi-tasking.
- Set expectations and boundaries. Define the roles, expectations and goals for each of you.
- Be a resource for information and skill building. Suggest appropriate skills training and opportunities for professional growth.
- Be accountable and flexible. Hold your mentee accountable for her commitments to your shared goals.
- Be open to renegotiating the relationship if personal or professional needs change.
- Also be aware of the significant role you are taking on. Own it.
- Be curious and in communication. Serve as a confidante to your mentee by providing objective, appropriate and timely professional advice.
- Respect and value each other and the ways you're alike and different.
- Listen. Try to understand the other person's perspective.
- This relationship is about candor, trust and honesty so keep your meetings and discussions confidential.

# Mentoring Program: Roadmap & Best Practices

## Meeting 1: Break the Ice and Establish a Rapport

**This first meeting should establish a foundation for the relationship. The mentee should assume the responsibility for scheduling the first meeting.**

- Share why each of you are participating in this program.
- Take time to review LinkedIn profiles in advance, come prepared! Assess each other's skills as an exercise to keep in mind for a "Reverse Mentoring" month! More on that later.
- Mentors share three areas of expertise as defined in the application. Mentees share why they're participating.
- Mentors especially should share acquired business relationships (broader context) and their growth path to help build candid picture, insight, and eventual trust.
- Use the last 10 minutes of your time together to schedule upcoming meetings, at least the next three, or all of them! It's ok if dates change later along with time preferences, the key is to have the time commitment in place. Phone or video conference are good options if you can't make an in-person meeting work.

# Mentoring Program: Roadmap & Best Practices

## Meeting 1: Break the Ice and Establish a Rapport (cont'd)

- Ensure any boundaries are laid out up front, such as no phones at home after 7:00 p.m. due to toddler (etc.).
  - Also, set your expectations (so you avoid correcting later). You want to avoid the awkward moment of sharing great tips mid-story and having them say, “So sorry, didn’t have a pen, can you repeat that”. Note taking is important and something good to refresh every new meeting to quickly get on same page and remind each-other their words are heard and their time is respected.
- Mentees commit to come to next meetings with goals outlined and a draft Development Plan.
- After the initial meeting, the mentee is responsible for taking the lead in setting a schedule and determining the issues she wants to discuss in the meetings.
- Don’t forget to join the [She Runs It Mentoring Meet Up Facebook Group](https://www.facebook.com/groups/sherunsitmentoring/)  
<https://www.facebook.com/groups/sherunsitmentoring/>





# Mentoring Program: Roadmap & Best Practices

## Meeting 2: Agree to Goals and Development Plan

- Mentee comes prepared with **SMART** goals (**S.M.A.R.T. = Specific, Measurable, Achievable, Relevant/Realistic and Tangible/Time-Based**) documented and potential outcomes, ideally with the Development Plan populated.
- Mentor should be prepared to coach the mentee on making the outcomes SMART.
- What are the strategic steps the mentee should be taking to achieve the goals?  
For example, if an outcome you're seeking is a promotion, your goals should be designed to develop the skills and relationships you need to make that happen.
- The Mentoring Committee will conduct training webinars for mentors and mentees to better define what SMART goals are so both are on the same page.

# Mentoring Program: Roadmap & Best Practices

## Meeting 2: Agree to Goals and Development Plan

### Development Plan Example #1

- **Goal:** Over the next 6 months I would like to improve my poise, clarity and confidence when presenting to a group. (S.M.A.R.T. = Specific, Measurable, Achievable, Relevant/Realistic and Tangible/Time-Based). Here are some resources: [SMART Goals – How to Make Your Goals Achievable](#) [The Essential Guide to Writing S.M.A.R.T Goals](#)
- **Outcome:** Successfully lead Client presentations with decision makers that close deals.
- **Actionable steps to work on with mentor:**
  - Commit to attending a [Toastmasters](#)\* meeting at least once per month.
  - Plan to present to mentor (make sure presentation is recorded) so she can help identify the key areas of improvement (remove space-filler words or phrases, posture and body language, command of material, enunciation, etc.).
  - Discuss one area of focus for improvement each month and track progress - keep a diary
  - Role-play with co-workers, family members, mentor - practice makes perfect.
  - 3 month check-in - Meet and present to Mentor (record) and review progress and continued areas of improvement (Keep, Stop, Start evaluation quarterly).
  - Repeat these steps quarterly until Mentee feels they achieved the desirable outcome.

\*Toastmasters is a world leader in communication and leadership development.

# Mentoring Program: Roadmap & Best Practices

## Meeting 2: Agree to Goals and Development Plan

### Development Plan Example #2:

- **Goal:** Over the next 3-6 months month, I hope to establish a better work/life balance.
- **Outcome:** I will be a happier and more effective employee without sacrificing essential time with my family and friends.
- **Actionable steps to work on with mentor:**
  - Evaluate current state of work/life balance. Identify areas where improvements can be made.
  - Create a schedule for mandatory personal time (exercise, dropping kids at school, family dinner twice a week, etc.).
  - If your current work situation isn't accommodating, discuss how to approach the challenge.
  - Conversation with boss or HR.
  - Evaluate new opportunities based on your circumstances.
  - Track progress each month to see what incremental positive changes have been made. Also track any setbacks.
  - Have a quarterly review with mentor (Keep, Stop, Start) as progress is being made.
  - Evaluate if your expectations are meeting your actions. Pivot accordingly until you get closer to achieving your goal.

# Mentoring Program: Roadmap and Best Practices

## Meeting 2: Agree to Goals and Development Plan

### Mentee Development Plan:

- Goal: \_\_\_\_\_
- Outcome: \_\_\_\_\_
- Actionable steps to work on with mentor:

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- Schedule a quarterly review with mentor: \_\_\_\_\_
- Evaluate your own progress:

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# Mentoring Program: Roadmap and Best Practices

## Meetings 3 - 4: Workshop / Monthly Action Plan

- This is the most tactical time frame of the program and the type of tactics will vary, dependent on the goals. Could be as straightforward as:
  - Updating the resume
  - Role playing (e.g.; interviewing, salary negotiation conversations, etc.)
  - Tips on becoming a first-time manager
  - Share annual review feedback
  - Learning how to navigate difficult conversations, etc.
- Be open to having a continuous dialogue on longer ranging situations such as office observations, changes, progress (theirs, the company, their boss, their team, etc.). This will help develop good material for ongoing discussion.
- Be prepared to pivot as mentee job or boss or culture of company can change affecting their needs or plan.

# Mentoring Program: Roadmap & Best Practices

## Meeting 5: Evaluate and Assess

- Halfway point: check-in with one another by reviewing the goals set in second meeting and share constructive feedback about how the sessions may or may not be tracking against the goals.
- Do a KSS (Keep - Stop - Start) exercise.
- Re-establish final six month goals based on any changes occurring in business or professional life of mentee.

## Meetings 6-7: Workshop and Monthly Action Plan

- Similar to Meetings 3-4, likely tactical from re-evaluation or year long plan. Practice learnings and have mentee verbalize them which heightens learning versus just listening and taking notes.
- Lastly for your own growth, ask what you could have done better for the year (for your own truth and improvement).

# Program Update: Reverse Mentoring

## Meetings 8: Reverse Mentoring and Community Outreach

### Reverse Mentoring

One of the most fulfilling aspects of the mentoring experience is when the Mentor learns from his or her Mentee. The mentor-mentee relationship is an equal value exchange where both Mentor and Mentee experience personal and professional growth.

This month we encourage the Mentor and Mentee to switch roles with the Mentee guiding Mentor. This can be business-related, skill-set improvement, even personal interest based. Try it and have fun!

A few real-life examples of reverse mentoring include:

- A Mentor didn't "get" Snapchat so her Mentee showed her how to download the app, create stories, add friends, etc. It was a lot of fun for both and the Mentor noted that without the training session she never would have considered trying out the new technology.
- A Mentor was considering rolling out a new type of content marketing program which neither she nor anyone on her team had much experience with. The Mentee had a lot of experience in this area so she shared her knowledge and even conducted a best practices sessions with the Mentor's team.
- Some Mentors learned more about their mentees love of travel, sports, and where to dine in the cities they travel! Share what you've both explored and learned!

# Mentoring Program: Roadmap and Best Practices

## Meetings 8: Reverse Mentoring and Community Outreach

### Community Outreach

- Schedule informal/mini meet-ups with other pairs in the program via She Runs It Facebook group and/or attend She Runs It event together.
- Reach out to your **Mentoring Committee Liaison** to organize a meet-up.



# Mentoring Program: Roadmap and Best Practices

## Meetings 9: Wrap-up

- Ensure that mentee can look back, recognize and recreate 'lessons learned'.
- What are the outcomes I got, what was truly valuable.
- On last meeting, if mentee is continuing the next year in program as mentee and/or mentor, prepare plan for their first meeting for the new year.
- Also, discuss their potential time-table (if applicable) to transition to a mentor. If they are interested, provide your feedback to committee/org on their readiness.
- Lastly for your own growth, ask what you could have done better for the year (for your own truth and improvement). I suggest doing this at 6-7 month mark as well, so anything that is off can be repaired before year-end. (Should also be noted on the 6-7 month page).

# The She Runs It Mentoring Community

## Facebook

Join our private Facebook Group: [She Runs It Mentoring Meetup](#)

This is where the She Runs It mentoring community comes together to share videos, articles, book recommendations, advice and events.

This is a private group, we give access to those involved in the She Runs It Mentoring Programs!

## The Community Liaison Program – Mentoring Meet-Up Program

An initiative created to encourage community and collaboration amongst our program members. We invite mentors and mentees to lead by organizing meet-ups (live or digital) to share ideas, discuss relevant topics and connect with each other.

**There are a limited number of spots available so please email Kaeisha O'Neal to learn more:**  
[koneal410@gmail.com](mailto:koneal410@gmail.com)

# Resources: Great Reads, Worth Every Minute

## Recommended Books

*7 Habits of Highly Effective People* - by Stephen Covey

*Be Your Own Mentor* - by Sheila Wellington and Catalyst

*Crossing the Chasm* - by Geoffrey Moore

*Discover Your Strengths* – by Marcus Buckingham

*Executive Presence: The Missing Link Between Merit and Success* – by Sylvia Ann Hewlett

*Fierce Conversations* - by Susan Scott

*Forget a Mentor, Find a Sponsor: The New Way to Fast-Track Your Career* – by Sylvia Ann Hewlett

*Hiring for Attitude* – by Mark Murphy

*Lean In* - by Sheryl Sandberg

*One Minute Mentoring* – by Ken Blanchard and Claire Diaz-Ortiz

*Originals* - by Adam Grant

*Pivot* - by Jenny Black

*Playing Big* - by Tara Mohr

*Primed to Perform: How to Build the Highest Performing Cultures Through the Science of Total Motivation* – by Neel Doshi

*S.P.I.N. Selling* - by Neil Rackham

*The 15 Commitments of Conscious Leadership* - by Jim Dethmer

*The Culture Code: The Secrets of Highly Successful Groups* – by Daniel Coyle

*The Magical Art of Tidying Up* - by Marie Kondo

*The Pursuit of Wow* - by Tom Peters

*Winning* - by Jack Welch

# Resources: Great podcasts & Twitter leaders

## Podcasts You Don't Want to Miss

Wake Up and Level Up – [www.wakeupandlevelup.com](http://www.wakeupandlevelup.com)

Mentoring Moments - By Forbes on PodcastOne

Be Free Project: 7 Empowering Women Podcast

How I Built This – Guy Raz on NPR

## Who to Follow on Twitter

**Sheryl Sandberg** - COO at Facebook, dedicated to empowering women / [@LeanInOrg](https://twitter.com/LeanInOrg)

**Mika Brzezinski** - TV host, author, advocate for female empowerment / [@morningmika](https://twitter.com/morningmika)

**Malala** - Advocate for girls' education and women's equality, UN Messenger of Peace / [@Malala](https://twitter.com/Malala)

**Suze Orman** - Motivational speaker and financial expert / [@suzeormanshow](https://twitter.com/suzeormanshow)

**David Pogue** - Technology expert and futurist / [@pogue](https://twitter.com/pogue)

**Gary Vaynerchuk** - Entrepreneur and innovator / [@garyvee](https://twitter.com/garyvee)

**Guy Kawasaki** - Author, brilliant strategist, thinker / [@guykawasaki](https://twitter.com/guykawasaki)

**Arianna Huffington** – Author, columnist, founder of the Huffington Post / [@ariannahuff](https://twitter.com/ariannahuff)

**Ashton Kutcher** - Entrepreneur, actor and cause leader / [@aplus](https://twitter.com/aplus)

**Beth Comstock** - Innovative and inspirational corporate leader / [@bethcomstock](https://twitter.com/bethcomstock)

**Bozoma Saint John** - Chief Marketing Officer at William Morris Endeavor / [@badassbox](https://twitter.com/badassbox)

**Maggie Haberman** - NY Times White House Correspondent / [@maggieNYT](https://twitter.com/maggieNYT)