



TOP 10 BEST PRACTICES FOR PROTÉGÉS

- 1. Take responsibility for your own growth.
 - There is a direct correlation between your engagement and how much you will benefit from a mentor.
 - You navigate the mentorship process. Do not expect your mentor to figure out or drive your needs.
 - Be prepared for meetings, ask questions, and be clear on what you hope to achieve/obtain/be during the program.
 - Propose an agenda or discussion points for your meetings.

2. Build trust with your mentor.

- Maintain confidentiality. The mentorship process is personal; do not compromise the relationship by inappropriately disclosing conversations with your mentor.
- Keep your commitments. Demonstrate to your mentor the character you possess and of what you are capable by following through on what you say you will.
- Listen to and remember the wisdom your mentor imparts.
 Consider keeping a journal of what you learn, not only to benefit you but also to demonstrate that you take the mentoring relationship seriously.

3. Set goals to achieve as you meet with your mentor.

- Consider what you seek to accomplish, and set goals and milestones along the way. For example, you may wish to improve your skills in a particular area, or perhaps you seek guidance on a major decision or change you face.
- Goals help to see beyond the day-to-day demands of your work, as well as provide clarity on the benefit to the mentoring relationship.
- Ensure your goals are SMART (specific, measurable, attainable, relevant, and time-bound) and that you are able to articulate the value of achieving these goals.

4. Keep your expectations realistic.

 Understand what you realistically can and cannot achieve in the timeframe you have with your mentor. Unrealistic expectations may include swift career advancement, quick fixes to challenges, and immediate integration of new skills, among others. Your mentor may help you determine what is feasible.

5. Learn from your mentor.

- Appreciate similarities and differences between you and your mentor. You may find that your mentor has a different approach to management, leadership, career development, or outlook than you do. Do not undermine diversity by trying to become someone you are not, but learn from and leverage your mentor's perspective and experience that you may incorporate into your life and work.
- Think of your mentor as a learning facilitator, rather than an expert. Seek discussion and input rather than advice.
 Remember that your mentor may not have all of the answers, but may be able to point you to additional resources.
- Show respect to your mentor by seeing your mentor as just that – a mentor – despite his/her title, tenure, style, etc.
 You may be surprised at what you may learn from someone in a different part of the University or position. The quality of the relationship may be just as important as the content covered.

- 6. Communicate with your mentor.
 - Let your mentor know specifically what has been especially useful to you. Your mentor wants to be helpful to you and will appreciate knowing what is working well.
 - Also let your mentor know if there is something that may be adjusted, or if you have a need that is not yet met.
 - Ask your mentor his/her satisfaction on the content, pace, focus, relationship, etc. to gain additional insight on progress made.

Over time, I've learned this meaningful lesson: The people closest to me determine my level of success or failure. The better they are, the better I am. And if I want to go to the highest level, I can do it only with the help of other people. We have to take each other higher.

– John C. Maxwell

- Demonstrate an active commitment to your own professional development.
 - Ask questions to clarify what your mentor teaches or suggests. Demonstrate your commitment to professional development by letting your mentor know what you seek to gain during your time together.
 - Be open to constructive feedback. Seek to learn rather than defend what you do or why you do it.
 - Pursue learning opportunities and resources on your own, and share your findings with your mentor.

- 8. Express appreciation to your mentor.
 - Consider what you can offer to your mentor to show your gratitude for the time and energy he/she is investing in you.
- 9. Show results for your time together.
 - Regularly share with your mentor any progress made, milestones achieved, changes you see in yourself, or the way you approach your work. Demonstrate the benefit your mentor has given you through achieving goals, initiating new projects, and participating in new endeavors.
 - Apply information or strategies you learn to your work, and report back on their successes and challenges. Go beyond the suggestions of your mentor and think of creative applications of what you learn.
- 10. Determine what you will do when time with your mentor concludes.
 - How will you continue your growth trajectory?
 - What has your learning enabled you to do or be?
 - How are you better equipped to:
 - Lead others?
 - Accomplish your duties and goals?
 - Gain additional responsibility in your role?
 - Maximize contributions to your area/school and the University?
 - How will you help others succeed with what you learned?

QUESTIONS AND TOPICS

Introduction: Prepare for the First Meeting

- Introduce yourself and describe your background.
- Discuss and confirm the purpose of your work together.
- Agree upon expectations for the mentorship relationship (how often you will meet, what objectives are for the relationship, confidentiality, etc.).
- Set clear goals, identify milestones, and create an action plan to use throughout the duration of your time together.
 Determine how you will measure success in achieving these goals.
- Plan what you will discuss in or prepare for any subsequent meetings.

Personal

- Describe the life you want (personally, professionally, and spiritually). What must you do to achieve the life you want?
- What is your purpose?
- What person has been most influential in your life to make you who you are today? In what ways was that person significant to you?
- How have past mentors you impacted you?
- Whom do you admire most? In what ways does that person inspire you?
- What is the greatest accomplishment of your life? Is there anything you hope to do that is even better?
- What is your greatest success in business, personal, and family life?
- When have you failed to be the person you desire to be? What did you learn?
- Which items on your values list might surprise others who know you?

- Is there something you have dreamed of doing for a long time?
- Where do you find inspiration?
- How do you balance your personal, professional, and spiritual lives?
- How do you spend your time outside of work?
- What do you like to do during your personal time?
- Identify your strengths: What was the best day you have had at work in the past three months? Why? (Strengths may not be something you are good at, but something you find inherently satisfying and look forward to.)
- Identify your weaknesses: What was the worst day you have had at work in the past three months? Why? (Weaknesses may not be something you are bad at, but something that drains you of energy and is boring/frustrating to do.)

Current Work

- Why do you choose to work at Pepperdine?
- Describe your current role.
- What is the culture of your current workplace? What are the benefits and challenges of this culture? How can you best navigate this culture?
- Describe the different work environments in which you have been.
- What accomplishments do you want to achieve in your current role?
- What are you working to accomplish this quarter?
- Describe challenges you have faced. How did you overcome them? How will you overcome current challenges?
- What do you wish you had known when you began your career?
- How have you overcome challenges/conflict?

- How do you spend your time at work?
- With what one thing do you still struggle?
- What would you do if you were me? How would you handle this scenario?
- What book has been most helpful to you professionally? Which books do you recommend I read, and why?

Career Development

- What career aspirations do you have?
- How do you set and achieve goals?
- What interpersonal skills have you found most useful?
- What are some unwritten rules you have observed that help people succeed?
- With whom else do you recommend I connect?
- Is this where you thought you would end up?
- With what professional organizations are you associated? In what ways? Which professional organizations may benefit you?
- What publications may benefit you?
- What qualities do you seek in the people you hire?
- What do you wish you knew at my career stage?
- If you could do it all again, what would you do differently?

Leadership

- In what ways do you consider yourself a good leader?
- Who follows you? In what ways?
- What leadership skill(s) do you think you most need to develop to be successful?
- How can your department be the best that it can be? What can you do to help advance your department?
- How do you influence others?

- How do you inspire others to be better than they think they can be?
- How do you give credit where credit is due?
- How do you approach the unknown?
- What have you found to be the most important aspect of leadership?
- Describe a time when you felt you were at your best. What made it so?
- For what do you want to be remembered? What can you do today to help build this legacy?
- What three words would others use to describe you? Which three words do you want them to use?

Iron sharpens iron, so one person sharpens another.

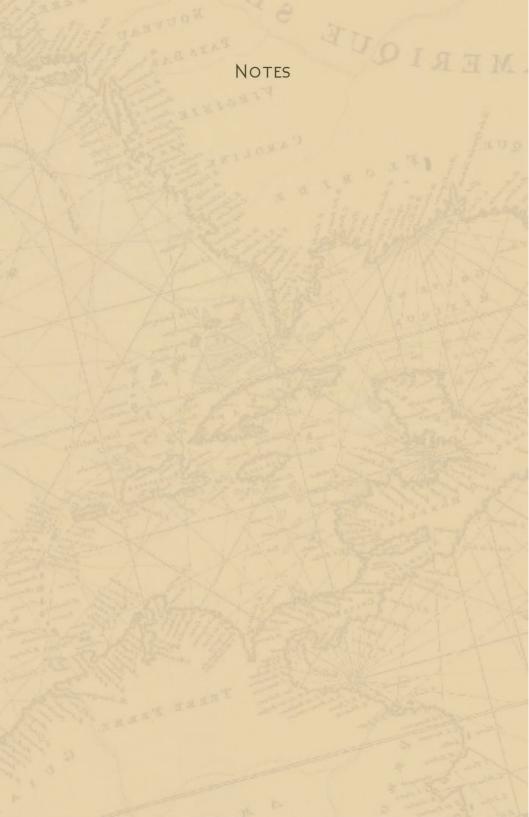
– Proverbs 27:17

Culmination

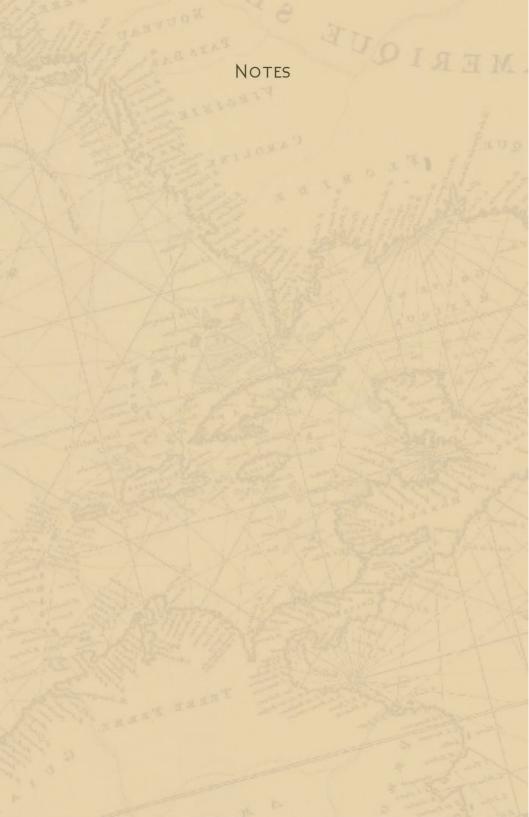
- What have you learned?
- What will you remember most about the relationship?
- What were your accomplishments, challenges, and progress made toward your goals?
- What are your goals for the coming year based on what you know?
- What will you do to keep the momentum of your progress?
- What kind of support may you need in the future?
- How will you share what you have learned with others?

ACTIVITIES

- 1. Outline a plan for the duration of time with your mentor and identify milestones to achieve.
- 2. Set a stretch goal or project to achieve, or identify a committee on which to serve, during the mentorship timeframe.
- 3. Visit each other's workspace to learn more about the work and environment (similar to a Shadow Day).
- 4. Identify books/articles you will read together and discuss.
- 5. Review your resume.
- 6. Develop your portfolio, including work samples, performance evaluations, certificates, awards, transcripts, etc.
- 7. Review and strengthen your "elevator speech" and conversation starters.
- 8. Introduce one another to two colleagues unknown to the other.
- 9. Attend a lecture or learning opportunity together.
- 10. Attend an event (sports event, theatre, volunteer opportunity, etc.) together.
- 11. Observe each other lead a presentation or meeting, as appropriate.
- 12. Identify an opportunity for you to present your work.
- 13. Increase networking skills (by conducting informational interviews; planning lunches/dinners with others in different areas or outside the University; or attending a charity event or gallery opening to meet new people and learn about their work).
- 14. Review the University's organizational chart to understand the distribution of work and key players in each area.
- 15. Discuss the intangibles of success (such as grooming, attire, organization, event participation, planning of free time, etc.).
- 16. Develop 2, 5, and 10 year plans for career development and network growth.
- 17. Consider spending time with other mentor-protégé pairs.









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