



2021

Mentorship

Guide

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## CTRN 2021 Mentorship Program

### Overview

The Calgary Total Rewards Network (CTRN) strives to promote interaction, support professional growth, build connections, and to share knowledge and best practices about Total Rewards with our members and the greater HR community. In furthering this aim, the CTRN Mentorship Program is designed to enhance the learning and development opportunities our association provides. The program supports the promotion of the Total Rewards profession and helps to advocate for more post-secondary students and HR professionals to become interested in a career in Total Rewards.

We encourage our members to participate in the Mentorship Program, as a mentor or mentee. In addition, post-secondary students who are curious about the total rewards profession are encouraged to participate as mentees.

### Objectives

The 2021 Mentorship Program is focused on delivering one-on-one mentoring sessions in which mentors and mentees will **connect** with each other to explore the field of Total Rewards and relevant HR trends, **commit** to the mentoring relationship by discussing career and/or skill development goals, and **celebrate** achievements with each other during and after the mentorship program concludes.

For the first time, the CTRN has developed the mantra of **CONNECT. COMMIT. CELEBRATE.** to align the individual and collective growth that mentors and mentees will embark on during the four month mentoring relationship. As described on the next page, the CTRN has incorporated this mantra into the three phases of the mentorship program. This mantra ensures that mentors and mentees have guidance and structure to the mentoring relationship so that growth can be easily measured.

## Framework

The CTRN aims to guide mentors and mentees through three key phases by following the mantra of CONNECT. COMMIT. CELEBRATE.

### *Phase One: Igniting the Relationship (CONNECT)*

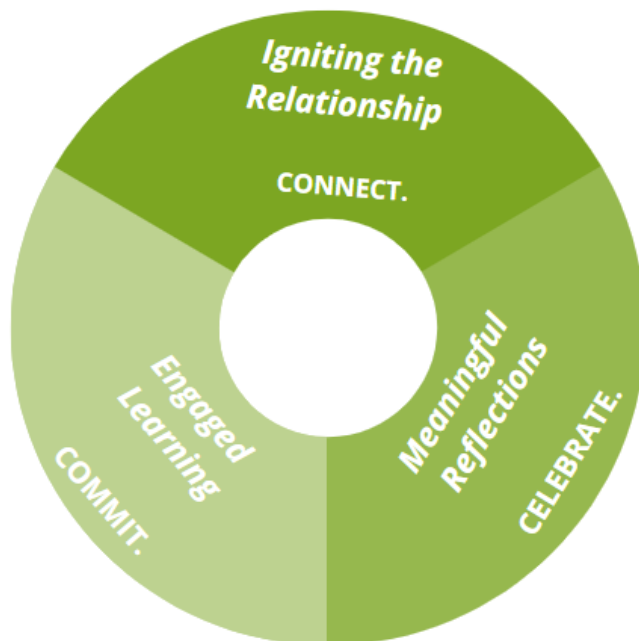
Mentors and mentees will attend a formal event for brief training and for an opportunity to meet other participants in the program. After the event, mentors and mentees will begin the mentoring relationship.

### *Phase Two: Engaged Learning (COMMIT)*

During the second month of the mentoring relationship, a mid-program evaluation will be conducted to elicit feedback from mentors and mentees through an informal interview. Evaluations will be collected and analyzed through initial program feedback to ensure objectives are steadily progressing.

### *Phase Three: Meaningful Reflections (CELEBRATE)*

A final program evaluation will be conducted in the last month of the mentorship program to elicit final feedback from mentors and mentees. Information will be collected to ensure continuous improvement for future sessions. By the end of the mentoring relationship, mentors and mentees will have developed new skills, enhanced personal and professional aptitude and gained a meaningful colleague and friend.



## Mentorship Benefits

Through the three phases of a mentoring relationship, the CTRN Mentorship Program aims to provide the following program benefits for mentors and mentees.

### *Mentors will:*

- Obtain exposure to new perspectives and experiences from a different generation of mentees.
- Expand professional contacts by increasing visibility within the CTRN community.
- Enhance leadership skills by actively listening, role modeling, and counseling mentees during the mentoring relationship.
- Increase personal gratification by supporting mentees with learning outcomes and career development.
- Reflect on their career successes and challenges to inspire their mentees short term and long term aspirations.

### *Mentees will:*

- Accelerate their understanding of the total rewards profession and the CTRN community by engaging in different learning opportunities featured during the year.
- Receive vital career knowledge and perspectives from their mentors through honest feedback and guidance.
- Establish or expand professional contacts by increasing visibility within the CTRN community through new interactions
- Become empowered towards their professional and personal development by increasing social and academic confidence.
- Cultivate their individual growth through the duration of the mentoring relationship resulting in higher self-esteem.
- Acquire new knowledge and skills pertaining to the personal goals established at the beginning of the mentoring relationship.
- Develop positive principles and values from their mentors which can then be transferred into their careers or personal lives.

## Appendix A: Mentorship Agreement

The CTRN is committed to creating a safe and respectful environment for all mentorship participants. This ensures that mentors and mentees can fulfil their roles and responsibilities during the mentoring relationship, so that the experience can be rewarding for both individuals. While this agreement is optional, CTRN encourages mentors and mentees to read and sign this form before starting the mentoring relationship.

### *Agreement terms:*

1. We agree that the mentoring relationship is centred around learning and is intended to assist us with career development and/or skill development during the mentoring relationship.
2. Information and experiences discussed during the mentoring relationship are to enhance our knowledge, but will be kept in confidence among ourselves, unless otherwise agreed upon.
3. Consistent communication will be a key driver in our mentoring relationship:
  - a. **As a mentee**, I agree to organize and coordinate meetings with my mentor in a timely and respectful manner.
  - b. **As a mentor**, I agree to work with my mentee to establish a meeting date and time that is mutually beneficial.
4. We agree to commit a minimum of two hours each month to achieve our goals during the four-month program.
5. Should the mentoring relationship end prior to July, we will then email the **Director, Membership Development, Tamara Vavan** at [contactus@calgarytotalrewards.com](mailto:contactus@calgarytotalrewards.com) for guidance and next steps.
6. To measure the effectiveness of our mentoring relationship and the Mentorship Program, we agree to engage in two evaluations that will be distributed via email during specified intervals duration the four-month program.

**First and Last Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Appendix B: Traditional Mentorship

### Overview

#### *Introduction to Mentoring*

Mentoring is a modern training method that is used for the establishment of rapport between two individuals. Within this relationship, a highly experienced professional (mentor) will aid a less experienced individual (mentee) with career development in either the same organization or industry as the professional.<sup>1</sup> This relationship is established on the foundation that knowledge, skills and experience will be shared through informal networks and interactions in which the professional has developed.<sup>2</sup>

#### *Participant Identification*

Through senior positions or advanced experience, a mentor can be identified because they have the competencies to provide professional support and learning opportunities to inexperienced individuals.<sup>2</sup> On the contrary, mentees are identified as individuals seeking learning and development support and career guidance because of the limited knowledge and skills they currently encompass.

#### *Roles and Responsibilities*

In a mentoring relationship, the main activity conducted is advising. The mentor will provide guidance pertaining to career development and assist the mentee with the best route to take in order to achieve their aspirations.<sup>2</sup> The mentor will facilitate the exploration of needs, desires, motivations, and thought processes to support their mentees personal decisions.<sup>3</sup> As for mentees, they are encouraged to take control of the mentoring relationship by asking their mentors insightful questions that reflect their career interests and goals.<sup>3</sup>

#### *Learning Involved in a Mentoring Relationship*

Mentors will work closely with mentees to develop new perspectives as they engage in the mentoring relationship.<sup>3</sup> Mentors will provide business insights and share invaluable experiences, so they will learn how to lead mentees to achieve their personal aspirations.

Mentees will acquire the necessary skills to become successful within their industry. This is primarily achieved from the psychosocial support that is developed with their mentor through role modeling, counseling, confirmation, acceptance, and friendship.<sup>4</sup>

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<sup>1</sup> Ridhi and Rangnekar, "Workplace Mentoring and Career Resilience," 205.

<sup>2</sup> Johnson, Geal and Munro, "Essential Skills for L&D," 31.

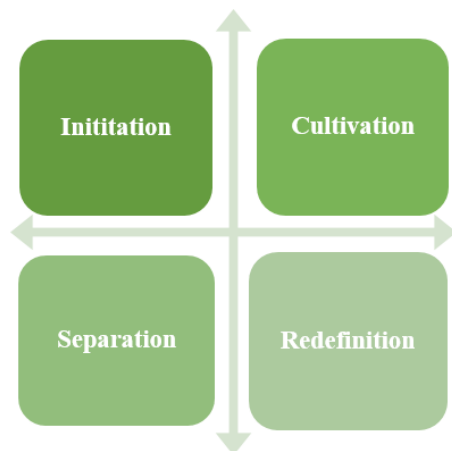
<sup>3</sup> Hutcheson, "Creating a Development Culture Through Mentoring," 26.

<sup>4</sup> Wu, Turban and Cheung, "Social Skill in Workplace Mentoring Relationships," 62.

## Progression

There are four stages of a mentoring relationship as noted by Author and Boston University Professor, Kathy Kram<sup>5</sup>:

- (1) **Initiation.** Mentors and mentees start to interact with each other by sharing experiences and identifying common characteristics and goals they want to achieve in the relationship.
- (2) **Cultivation.** Expectations and goals discussed in the initiation stage are explored within this stage of the mentoring relationship. Mentors and mentees leverage the rapport and trust they have established with each other to achieve personal growth.
- (3) **Separation.** The mentoring relationship undergoes a structural or psychological change between the mentor and mentee which leads to the development of new skills and knowledge. A desire for greater autonomy from the mentee is also experienced during this stage and may lead to the termination of the mentoring relationship.
- (4) **Redefinition.** Changes from the separation stage now define the longevity and success of the mentoring relationship which leads to either a peer-based relationship or a friendship that lasts indefinitely.




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<sup>5</sup> Kathy E. Kram, "Phases of the Mentor Relationship," 614.



## Mentoring Characteristics

The characteristics listed below highlight the common personal attributes that mentors and mentees possess within a mentoring relationship.

### *Mentor Characteristics*

- Values learning and development in their personal career; willingness to invest and create time to develop others.<sup>3</sup>
- Engages with mentees through an educator role by teaching and assisting mentees with specific knowledge and business skills.<sup>6</sup>
- Exemplifies strong relationship qualities as they are accountable leaders to their mentees.<sup>6</sup>
- Demonstrates empathetic listening and consideration towards mentees during emotional support.<sup>6</sup>
- Evaluates mentee strengths and weaknesses through goal setting and career path discussions.<sup>6</sup>
- Communicates current and previous achievements and failures to mentees through personalized storytelling.<sup>6</sup>

### *Mentee Characteristics*

- A mentee's role in the mentoring relationship involves self-disclosure. A mentee that is able to become vulnerable and share personal emotions with their mentor will aid the mentor's role but also their own learning.<sup>7</sup>
- Takes the initiative to develop action plans for their learning and is accountable for completing their plans.<sup>3</sup>
- Openly communicates career aspirations and challenges with mentors.<sup>3</sup>
- Seeks advice and guidance from mentors in a respectful and appropriate manner.<sup>3</sup>

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<sup>3</sup> Hutcheson, "Creating a Development Culture Through Mentoring," 26.

<sup>6</sup> Gunn, Lee, and Madelyn, "Student Perceptions of Benefits and Challenges of Peer Mentoring Programs: Divergent Perspectives from Mentors and Mentees," 17.

<sup>7</sup> Hallam and St-Jean, "Nurturing Entrepreneurial Learning Through Mentoring," 16.