

A Guide to Mentoring

A Tool To Sharpen The Skills Of Women In Construction

Women In Construction Operations

WiOPS



Introduction

The literature and studies published on the advancement of individuals in the work place have many common themes

- Mentors and/or sponsors are mandatory
- Women and men need different approaches to mentoring
- Gender bias remains in the corporate world and society
- Each individual needs to take control of their destiny

The discussion on diversity and challenge has hit new heights throughout Corporate America. LEAN In was launched at the same time WiOPS was getting organized, and has given us a lot to think about and a new way to think about our choices. This past has given me new insights into how each of our experiences are unique, but through sharing of these experiences we can all work toward the solution that fits our goals and needs. There is an Article in the Harvard Business review titled The Relationship you need to get right- I think we all can recognize that. Further it states:

“Sponsorship can help catapult junior talent into top management while also greatly expanding the reach and impact of senior leadership—but only when both sponsor and protégé recognize that it’s a mutually beneficial alliance.”

Most professionals have a concept of what is the meaning of “mentor”. The benefit you gain, or the approach you take to maximize a mentor may be based on your understating of what a mentor is. And based on these varied definitions WiOPS has set out to help guide the women in construction operations in taking full advantage of Mentoring to advance ones career.

In this mentoring guidebook we provide a strategy that we feel works for the construction field and specifically is aimed at women. There are references and a reading list aimed to start your questioning and thinking of how you achieve all of your goals in both work and life. We do not set out to provide you with answers, but direct you on questions you may ask that will lead to achieving your goals.

This handbook, combined with our list of WiOPS members provides an established platform for each of us to grow. It is also a dynamic document and one that we hope will be expanded by our membership.

Let’s start our journey of growth and development, let’s share our knowledge and let’s great the opportunities for the advancement of women in construction operations.

Enjoy!



The Fundamental of Being a Mentor

WHAT IS MENTORING?

Mentoring is most often defined as a professional relationship in which a more experienced person (the mentor) assists another (the mentee) in developing specific skills and knowledge that will enhance the less-experienced person's professional and personal growth.



What are the Mentor's Responsibilities?

- Teach a mentee about a specific issue
- Coach a mentee on a particular skill
- Facilitate a mentee's growth by Providing resources / networks
- Challenge a mentee to move beyond his or her comfort zone
- Create a safe learning environment for Taking risks

What are the Mentee's Responsibilities?

- Willing to Learn
- Able to Accept Feedback
- Willing to "Stretch"



Managerial Role vs. Mentoring Role

MANAGERIAL ROLE

Fundamentally, a manager-employee relationship focuses on achieving the objective of the department and the company. A manager assigns task, evaluates the outcome, conducts performance reviews and recommends possible salary increases and promotions.

MENTORING ROLE

Fundamentally, the mentor-mentee relationship focuses on developing the mentee professionally and personally. As such, a mentor does not evaluate the mentee with respect to his or her current job, does not conduct performance reviews of this mentee and does not provide input about salary increases and promotions.

This increases a “safe learning environment” where the mentee feels free to discuss openly and honestly, without worrying about negative consequences on the job.

As you can see, the Managerial and mentoring roles are fundamentally different.



Mentoring Obligations

Earn the right to offer advice and to be a mentor.

- Lead by example: work hard and smart.
- Practice what you preach.
- Be sincere: show that you genuinely care.

Be willing to help others.

- Mentoring is based on a willingness to help someone else without the expectation of something in return (except gratification).
- Tell them you are there when they need you.
- Make time and offer it freely.

Finish what you start.

- If you commit to a mentoring relationship, it is imperative that you adhere to that commitment.
- Follow up regularly on all advice and guidance that you give.
- If you have made promises or conveyed expectations, ensure that they are kept and met. If they are not, those you are mentoring will feel betrayed and lied to.

Work hard to build the mentor/mentee relationship.

- Once established, the mentor/mentee relationship will only continue with constant effort.
- At least at the beginning, you must take responsibility for initiating contact. Once the “working relationship” is understood, you can pull back a bit as your mentee becomes more willing to approach you.

*“All great achievements
require time.”*

- Maya Angelou



Mentoring Obstacles

Below are some of the mentoring obstacles:

- Mentee does not know how to approach you for such a relationship and vice-versa
- Mentee is new and you know little about each other.
- Mentee will not accept such a relationship.
- Mentee feels threatened that you may learn the he/she is not as knowledgeable as you may have thought
- Mentee does not realize what he/she is capable of
- Mentee does not know what the next step is for career development
- Mentee is not seeing immediate results



Are Mentoring and Coaching Identical?

Mentoring and Coaching are not identical. People often confuse mentoring and coaching. Though related, they are not the same. A mentor may be a coach, but a coach is not a mentor. There are significant differences:

Coaching:

- Managers coach all of their staff, as a required part of the job
- Takes place within the confines of a formal line manager-employee relationship
- Focuses on developing an individual within his or her current job
- Interest is functional-arising out of the need to ensure that an individual can perform the tasks required to the best of his or her ability

Mentoring:

- Takes place outside of reporting line, manager-employee relationship, at the mutual consent of a mentor and mentee
- Is career-focused or focused on professional development that may be outside a mentee's area of work
- Relationship is personal - a mentor provides both professional and personal support
- Relationship may be initiated by a mentor and/or matched by the organization
- Relationship crosses job boundaries
- Relationship may last for a specific period of time in a formal program at which point the pair may opt to transition to an informal relationship



Importance of the Mentor/Mentee Relationship

A positive and effective mentoring relationship is similar to any valued human relationship. Both partners enter the mentoring relationship with a desire to develop personally and professionally. There must be respect for the values and expectations of the other person. Mentoring relationships are evolutionary. They change as the mentee (and mentor) acquire new knowledge, skills and standards of professional competence.

Benefits of the Relationship to the Mentee

- Better understanding of their role
- Career path guidance
- Learn best practices
- Efficiency / effectiveness
- Job satisfaction
- Personal and professional growth
- Self –actualization

Benefits of the Relationship to the Mentor

- Develop management skills
- Career path development
- Mutual learning
- Personal satisfaction
- Job satisfaction
- Self –actualization



How Mentors Can Work with Their Mentee

1. The Guide

- Helps mentee in their learning by showing them different paths and by warning of potential pitfalls
- Shares strategic views of the organization
- Helps mentee reflect on their attitudes, skills and patterns of behaviors and whether they help or hinder their success
- Asks questions that challenge mentee to think, analyze and probe for meaning

2. The Ally

- Provides a risk-free environment in which mentee can vent frustrations, share difficulties and seek other perspectives
- Appraises behaviors and helps mentee see how others perceive them
- Talks straight: neither critic nor judge, but candid and honest
- Provides specific feedback and impressions- favorable and unfavorable – to support mentee’s personal growth

3. The Catalyst

- Motivates mentee’s enthusiasm and initiative
- Helps mentee see their future in the organization with a new insight and vision
- Sees unanticipated possibilities that mentee might make happen
- Focuses on encouraging mentee to discuss ideas, visions and create concepts that might not find a forum elsewhere

4. The Advocate

- Champions the ideas and interests of mentee so visibility and exposure are gained
- Helps mentee to opening opportunities for specific learning and experiences

“Everyone has a transferable commodity-knowledge. Sharing your unique expertise and making introductions for someone creates a lasting legacy.”

- Marsha Blackburn



Getting Started

YOUR FIRST MEETING

This session may take place in person or on the telephone and should include the following topics of discussion:

- Discuss mentee's expectations
- Choose a neutral setting without distractions or interruptions, if you're meeting face-to-face
- Discuss when and how often you will meet
- Discuss when it is okay to call
- Agree on confidentiality

CONVERSATION STARTERS FOR MENTORS

- Which assignments in the past have been the most challenging? The least challenging? Why?
- Tell me about an accomplishment of which you are particularly proud.
- What are your most important values? Which values are met and not met at work?
- What makes you unique? Talk about your values, interests, competencies and skills, personal traits and style.
- What part of your education or work experience has been the most valuable to you over the years?
- What actions have you taken to manage your career? What assistance may I provide you?



Expectations/Evaluation Activities

Instructions

Work through this checklist over the next few months on your own and then share your answers with your mentee/mentor each time you meet. Use this list to choose activities you might like to discuss and think about what purposes they might serve. Talk about the choices you each made and together compile a list of the activities you would like to pursue – balancing both working toward the mentee’s goals and having fun.

Mandatory

ACTIVITY	Meeting 1	Meeting 2	Meeting 3	Meeting 4	Meeting 5	Meeting 6
Professional & Personal Debrief						
Discuss Goals & Aspirations/Strengths & Developmental Needs						
Discuss Potential Obstacles: Proficiency, Personal Life, etc.						
Provide Insight or Recommendations for Items Identified Above						
Check Progress						
Evaluate Meeting(s)						



Expectations

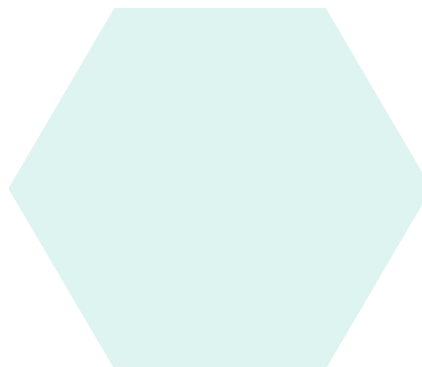
What are some questions I could ask my mentor/mentee to get to know him/her? (Write some possible open-ended questions below. Note: there are questions that cannot be answered with a 'yes' or 'no'.)

1. _____
2. _____
3. _____
4. _____
5. _____

What do I want out of the mentoring relationship – What are my hopes?

How can I find out what my mentor/mentee hopes to get out of the relationship – what questions might I ask?

1. _____
2. _____
3. _____
4. _____
5. _____



Sustaining the Partnership

Identify Goals

- Identify the mentee's short-term, medium and long range goals and plot an action plan. The mentor should be careful not to decide the mentee's goals for them, no matter how much the mentor thinks they know what the mentee should do.

Fill in the Gaps

- Discuss what need to be done to fill in the gaps between the present state and the future state.

Expand Available Options

- Use the mentor's experiences, ideas and guidance to expand the options open to the mentee.

Explore Referral Resources

- Explore the mentor's referral resources to expand the opportunities for the mentee. Who could the mentee be introduced to who works in their desired career field? Does the mentor know of training that may aid the mentee?

Build Self-Esteem

- Work to build the mentee's self-esteem and confidence and encourage them to stretch, perhaps taking a risk and aiming high. The mentor should be understanding if the mentee is hesitant and not yet ready to reach.

Evaluate Each Meeting

- Discuss the progress of each meeting, experience shared and next steps.

10 TIPS FOR EFFECTIVE MENTORING

1. Strong relationships breed empowerment and growth
2. Bring expectations out into the open from the beginning
3. Commit to regular interaction
4. Recognize the importance of mutual responsibility
5. Determine the most successful method of communication
6. Maintaining confidentiality is key to promoting trust
7. Be flexible with your time, especially when meeting one-on-one
8. Realize that no mentoring relationship is perfect
9. Keep your promises and finish what you start
10. Give the feedback person-to-person, not through messengers of technology



Mentoring Articles

[Women Rising: The Unseen Barriers– Harvard Business Review](#)

[Keeping Great People with Three Kinds of Mentors – Harvard Business Review](#)

[Five Questions Every Mentor Must Ask – Harvard Business Review](#)

[Demistifying Mentoring – Harvard Business Review](#)

[Reverse Mentoring – Wall Street Journal](#)

[Mentoring Millennials – Harvard Business Review](#)

[The Relationship you need to get right- Harvard Business Review](#)

Reasons to get a Mentor

[5 Reasons to Get a Mentor – Better Life Coaching](#)

[11 Reasons to Get a Mentor – Persistence Unlimited](#)

[Get a Mentor – 3 Reasons Why You Need a Mentor - Ezine](#)

[10 Good Reasons to Get a Mentor – Rajesh Setty's Blog](#)

Sponsorship vs Mentoring

[Why Men Still Get More Promotions Than Women](#)

Women

[Industry by Industry: How to Move Forward](#)

[Unlocking the Full Potential of Women in the US Economy](#)

[Here's to the Next Half-Century](#)

[Tyranny of the Queen Bee](#)

[Understanding Issues with Diversity in the Work Place Eliminating Bias](#)

[Bias and Organization](#)

[Building the Future: Women in Construction](#)

[Why a chocolate bar is keeping women out of construction](#)

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