

Mentoring Program

Protégé Handbook

Weigand Center for Professional Excellence



 **Elmhurst University**

RUSSELL G. WEIGAND
Center for Professional Excellence



WCPE Mission Statement

The mission of the Weigand Center for Professional Excellence is to prepare our students and alumni for an ever-changing world, igniting their professional curiosity, competencies, and purpose.



Elmhurst
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Introduction

Simply stated, mentoring is a helping relationship in which an experienced professional (the Mentor) contributes to the professional development of the protégé. This includes training, coaching, motivating, supporting, and advising the protégé in order to help them reach their professional goals. It is the Protégé's responsibility to drive their own success in this relationship by setting up meetings and topics to discuss to drive professional and personal growth. The relationship may focus on a particular career or profession as the Protégé is ready to consider these specifics. It always addresses the Protégé's personal development to shed light on the question, "What sort of professional would I like to become?"

To assist the Protégé in navigating the mentoring process, the protégé attends an orientation designed to give them an understanding of their responsibilities as a protégé; become familiar with the Mentoring Program Policies and Procedures; understand and appreciate the importance of establishing the mentoring relationship; understand the 8 NACE competencies; and discover how to become an active participant in their personal and professional development.

The material in this section is designed:

- to provide protégés with practical, workable ideas and suggestions; and
- to provide protégés with the information needed to completely utilize their educational opportunities at Elmhurst University.

The practice of mentoring has been around for a very long time and in all, a mentor is a guide, a friend, a listener, and a responsive professional.

Research has shown that people can and have benefited from mentoring relationships. It is also known that mentoring relationships can be designed and structured to benefit particular groups of people.

Mentors in this program are professionals willing to share their knowledge, skills, and talents with their protégé. They identify and address issues of character and competency development within their protégé to facilitate personal and professional growth.

The protégés in this Program are Elmhurst University students who are committed to self-formation and early professional preparation through enriching their academic experience, identifying necessary character and skill development, and accepting responsibility for their personal and professional growth.

Design and Goals of the Program

The program is designed to assist students in developing their character, academic and professional skills and social responsibilities. Protégés play an important role in this process by seeking the following:

- Encouragement and support in striving for academic and professional excellence
- The development of knowledge, skills and attitudes necessary for successful completion of their academic goals
- Encouragement to develop supportive relationships with peers, faculty and staff personnel
- Establishing a positive “one-on-one” relationship to promote and enhance protégé self-confidence
- Development of their leadership skills which will enhance the potential to become a “true professional”
- Identification of appropriate professional resources with assistance from mentor
- Encouragement from the mentor in formulating plans, goals, and strategies for professional and personal development
- Guidance in learning how to acquire the skills for success in their field
- Understand the 8 NACE competencies
 - **Professionalism** (The ability to behave responsibly in a work setting, showing dependability, integrity, and respect for others.)
 - **Communication** (The skill of clearly conveying information and ideas through a variety of media to individuals and groups.)
 - **Critical Thinking** (The capacity to analyze facts, generate and organize ideas, defend opinions, make comparisons, draw inferences, evaluate arguments and solve problems.)
 - **Teamwork** (The talent for working effectively and respectfully within diverse groups, contributing to a collective goal.)
 - **Technology** (Competence in understanding and utilizing digital tools and platforms relevant to one’s field.)
 - **Leadership** (The ability to guide, motivate, and manage others to achieve a common goal, often by example and through effective decision-making.)
 - **Equity & Inclusion** (The commitment to creating fair opportunities for all individuals, recognizing and valuing diverse perspectives and backgrounds.)
 - **Career & Self-Development** (The proactive pursuit of personal and professional growth by developing skills and knowledge to achieve career goals.)

The Protégé's Role

The protégé's role in the program is to:

- Seek the mentor's guidance in learning how to acquire the skills of successful networking in today's society;
- Be open to exploring ways to enhance their own professional and personal development;
- Take responsibility for meeting regularly with the mentor (once a month is recommended);
- Learn the skills necessary to be a contributing member of society; and
- Take responsibility for creating a healthy relationship with the mentor.

Establishing the Mentoring Relationship

The mentoring relationship should be viewed as a process that passes through various developmental stages. To help establish the mentoring relationship for your protégé we urge you to fill out the "Defining Your Relationship Together" worksheet we have created with your protégé to help establish this newfound relationship. Click [HERE](#) for a stand-alone version of the worksheet.

Developing the Mentoring Relationship

What do we talk about when we meet?

It is normal for a protégé to feel a bit nervous, eager, anxious and excited. Protégés generally have questions such as: What does it mean to be a protégé? How does one go about it? What do you say and do? How do you get started? Below we have provided guidelines to assist you as you embark on your mentoring relationship.

The protégé should come to meetings prepared to discuss:

- decisions about which the mentor can give perspective;
- issues in reaching their priorities that the mentor can help them with;
- progress points for the mentor's update since their last meeting; and
- personal roadblocks, blind spots, and other concerns the mentor can help explore.

It is important to remember that the problems, decisions, and plans are directed by the protégé's priorities. Before meetings, the protégé should make a list of questions, issues, or concerns they hope to address and at the end of each meeting, the protégé should schedule the next meeting date and topic they want to discuss with the mentor. This will help facilitate productive meetings each time you meet.

It is important that both you and your mentor agree to boundaries surrounding the mentoring relationship. You may want to use the following as a guideline when setting boundaries with your mentor:

- How much time do you plan to be together?
- What are the specific needs I feel at the moment?
- Are there any limits we want to initially establish?
- Are there any assumptions about the relationship that need to be discussed?
- Are there issues that may have caused previous mentoring relationships to be disappointing that we would like to discuss before we start?
- How will we approach standards of feedback and expectations?

Setting limits and boundaries early in the mentoring relationship makes it possible for both the mentor and the protégé to build a strong mentoring relationship.

How to be a Great Protégé

Be open and honest

You will get the most out of your mentoring relationship by opening yourself up and speaking in a way that is authentic to you. Lay out your background, hopes, fears, and goals for the future. Being honest and openly sharing will allow your mentor insight into what's really going on and what your challenges and weaknesses are so that they are then able to help you overcome them.

Be accepting of feedback

Remember that your needs are and be open and receptive to any constructive criticism or feedback from your mentor. Remember that what's best for you. Accept their advice as a gift and view it as an opportunity to learn and grow. Be willing to learn new things and new perspectives. Remember, a good mentoring relationship is a two-way street, you are both in this together co-creating your future career goals.

Be respectful of your mentor's time

A solid mentoring relationship and one that thrives is built on mutual trust and respect. Show your professionalism by arriving on time for all your scheduled meetings. Establish a consistent schedule and regular times to meet. Find what is the best mode of communication and keep the communication lines open. Responding to your mentor's requests promptly. If your mentor gives you a task to complete, be clear on when they would like it completed and be sure you get it done within the deadline. In the event you have to cancel a meeting or aren't able to complete a given task in time, always reach out to your mentor as soon as possible to let them know.

Take Responsibility

It is important to listen, take notes, ask questions and follow up. Keep in mind that your mentor will help with providing advice in choosing the right path, but ultimately it's up to you to take responsibility for making decisions and putting things into action. Discuss your expectations and make sure you are both on the same page with your goals and objectives. Decide early on what your schedule will be and when your meetings and check-ins will happen. Do your research ahead of time to get to know your mentor. Looking at their LinkedIn profile and company website.

Take initiative and be prepared

Be sure to plan in advance before every meeting with your mentor. Put together an agenda and insightful and thoughtful open-ended questions. You can also send your agenda ahead of time to give your mentor time to look over what you are planning on discussing. All of this will ensure the meetings are productive and will help you with staying on task and making the most of your time spent together. It also shows that you are engaged and committed to the process.

Show gratitude

Whether it's in person, email or a written note, make time to express gratitude to your mentor on how they helped you learn and grow. You can also mention how appreciative you are of the valuable time spent together. Once your formal mentoring ends, keep in touch with your mentor and reach out with a note of gratitude if the advice you've received has proven successful or when you've reached your goals or milestones and let them know how they contributed to your success.

Possible Mentoring Topics

As the mentor and protégé seek to build their working relationship, the following suggested topics can be helpful. The protégé can request guidance from the mentor concerning:

- Professional behavior and responsibility.
- The importance of balancing work with other responsibilities in their lives.
- The importance of being part of a professional network.
- Building a foundation for future success.
- Social networking and the professional world.
- Professional communication methods.
- Appropriate professional appearance.
- Career development issues.
- Preparing for your post-college career and/or graduate school.

Managing the Mentoring Relationship

The materials in this section are designed to assist in the development of a mutually rewarding, effective mentoring relationship. Use the following materials as a resource to prepare yourself for a successful working relationship with your mentor.

Mentor and Protégé Initial Activities

After arranging the initial meeting and having an introduction with your Mentor, the following is a list of suggested activities that can be used to guide you through the session. You are strongly encouraged to use the "Defining Your Relationship Together" handout provided in this section. Click [HERE](#) for a stand-alone version of the worksheet.

Discuss protégé and mentor needs and expectations

- Discuss goal-setting activities to assist in the achievement of protégé's personal, academic, and professional objectives
- Identify and share resource information beneficial to the protégé
- Determine the location, dates, platform, and times for future meetings that work for both the mentor and the protégé
- Identify preferred method of communication to be used between meetings as needed

Protégé Preparation Worksheet

The following questions are designed to stimulate your thinking and to help you prepare for your mentoring experience. Think about your personal, professional, and academic development plan. It is recommended that you complete these questions and use them as an outline for your first meeting with your mentor.

1. What do I consider the most important areas of my personal, professional, and academic life that I want to work on with my mentor this year?

2. What are some areas in which I excel and currently enjoy? What are some areas I am struggling with and don't necessarily like?

3. What are some of my major accomplishments since entering Elmhurst University?

4. What areas do I want to improve over the next three to six months?

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hat have done in the past to ard m personal, professional, and academic development

Defining Your Relationship Together Worksheet

This worksheet is designed to help you and your Mentor define your relationship. Use this worksheet as a helpful tool during your introduction meeting with your Mentor to guide you in establishing a solid foundation for your mentoring relationship.

1. Together, discuss your reasons for becoming a part of this program.

Protégé:

Mentor:

2. Together, discuss your goals and expectations for this relationship.

Protégé

Mentor:

List the contributions you can each make in order to meet your expectations and goals.

Protege:

Mentor:

4. Discuss and jointly agree on the “purpose” of your relationship.

5. Discuss and determine how you and your mentor will establish and monitor tasks.

6. Determine how you and your mentor will measure your progress (i.e.: evaluate your relationship from time to time):

7. Discuss and share your perceptions of the roles and responsibilities of yourself and your mentor. Define those roles:

Protege:

Mentor:

8. Discuss and determine how frequently you and your mentor will meet (once per month is recommended). Where and when will those meetings take place?

9. Discuss and determine how you and your mentor will keep the lines of communication open. How do you plan to communicate between meetings?

10. Sometimes it is difficult to receive feedback. Discuss ways in which your mentor could deliver feedback and how you plan to respond to that feedback.

11. How will you and your mentor determine when the mentoring relationship has come to a conclusion? How will you provide yourselves closure?

12. What are some items that you and your mentor would like to address for your next meeting?

Mentor/Protégé Procedures

Complete and submit the appropriate paperwork by filling out the links below and sending copies of the completed documents to julien@elmhurst.edu.

- Fill out the [Protégé Profile](#)
- Sign-Up/Join the [Bluejay Network](#)

Mentor/Protégé matching

- The mentoring director facilitates appropriate mentoring matches utilizing Protégé and Professional Profiles
- The mentoring director contacts Protégé and Mentor with a match and provides contact information
 - Attend appropriate workshops - workshops are provided at no cost
 - Protégé Workshops.
 - Protégé workshop
 - Understand your role and responsibilities as a Protégé
 - Become familiar with program procedures
 - Understand and appreciate the importance and process of establishing the mentoring relationship
 - Understand the NACE competencies
 - Developmental Workshops
 - Various skill-building workshops for students and professionals
 - Networking Events
- Mentor/Protégé introduction
 - Protégé takes responsibility for scheduling the introduction session with their Mentor
 - Follow the guidelines provided in the handbook
 - Complete protégé preparation forms before the introduction session
 - Complete the “Defining the Relationship” form at the introduction session
- Mentor/Protégé meetings
 - Meet during the times you have determined and on the platform you have decided.
 - Follow goals and guidelines previously established during the introduction session identified on the “Defining the Relationship” form
 - May use SMART Goals and Action Plan handout, or other source material, to measure relationship progress
- Miscellaneous
 - Communicate issues or concerns impacting the mentoring relationship to the Program Director in a timely manner
 - Notify Julie Nosal, Program Director of any changes to contact information using the Mentor/Protégé profile forms, via email or by telephone.



- End of term survey

Tips for Protégés

Protégé Articles

- [7 Powerful Tips For Mentees That Really Works](https://mentoringgroup.com/mentees.html) ((Phillips-Jones, L. (n.d.). *7 powerful tips for mentees that really works*. International Mentoring Group site. <https://mentoringgroup.com/mentees.html>)
- [5 Ways to Get the Most out of a Mentor–Protégé Relationship](https://insight.kellogg.northwestern.edu/article/5-ways-to-get-the-most-out-of-a-mentor-protége-relationship) (Podcast Time: 9 Minutes) ((Diane BrinkSenior Fellow and Adjunct Professor of Marketing. (2022, April 21). *5 ways to get the most out of a mentor–protégé relationship*. Kellogg Insight. <https://insight.kellogg.northwestern.edu/article/5-ways-to-get-the-most-out-of-a-mentor-protége-relationship>)
- [How To Be A Great Protege](https://ivyexec.com/career-advice/2014/how-to-be-a-great-protege/) ((*How to be a great protege*. How to Be a Great Protege | Ivy Exec. (n.d.). <https://ivyexec.com/career-advice/2014/how-to-be-a-great-protege/>)
- [Dos & Don'ts of Being a Protégé: How mentees can get the most out of a mentorship opportunity](https://medium.com/ringcentral-ux/dos-donts-of-being-a-prot%C3%A9g%C3%A9-b9b053dfa7b1) ((Shaw, P. E. (2021, April 12). *Dos & Don'ts of being a protégé*. Medium. <https://medium.com/ringcentral-ux/dos-donts-of-being-a-prot%C3%A9g%C3%A9-b9b053dfa7b1>)
- [Healthy Boundaries For Mentors And Protégés](https://www.forbes.com/sites/robasghar/2015/04/08/healthy-boundaries-for-mentors-and-proteges/?sh=75d77be35475) ((Asghar, R. (2015, April 9). *Healthy boundaries for mentors and protégés*. Forbes. <https://www.forbes.com/sites/robasghar/2015/04/08/healthy-boundaries-for-mentors-and-proteges/?sh=75d77be35475>)
- [How You Can Be a Great Protégé](https://www.strategy-business.com/blog/How-You-Can-Be-a-Great-Mentor-and-a-Great-Protege#:~:text=Your%20prot%C3%A9g%C3%A9%20will%20learn%20more,authentic%2C%20open%2C%20and%20sincere.&text=Your%20rank%20or%20position%20is,a%20friend%20than%20a%20boss.&text=Great%20listening%20comes%20from%20gen uine%20curiosity%20and%20obvious%20attentiveness.) ((Kinni, T. (2013, August 7). *How you can be a great mentor, and a great protégé*. Strategy+business. <https://www.strategy-business.com/blog/How-You-Can-Be-a-Great-Mentor-and-a-Great-Protege#:~:text=Your%20prot%C3%A9g%C3%A9%20will%20learn%20more,authentic%2C%20open%2C%20and%20sincere.&text=Your%20rank%20or%20position%20is,a%20friend%20than%20a%20boss.&text=Great%20listening%20comes%20from%20gen uine%20curiosity%20and%20obvious%20attentiveness.>)

Non-Discrimination and Non-Harassment Policy

The Non-Discrimination and Non-Harassment Policy can be found by clicking the link [HERE](https://www.elmhurst.edu/wp-content/uploads/2022/08/elmhurst-university-2022-2023-non-discrimination-harassment-ndnh-policy.pdf).
<https://www.elmhurst.edu/wp-content/uploads/2022/08/elmhurst-university-2022-2023-non-discrimination-harassment-ndnh-policy.pdf>

