



Mentoring - FAQ's

Q: What is the role of a mentor?

A: Mentors are asked to:

- help ensure that their Mentee has a successful transition into Hill Holliday,
- act as a confidential and trusted advisor,
- be a teacher and coach to the Mentee,
- serve as a resource and repository of information,
- partner with HR and the Mentee's supervisor to problem-solve challenges and questions that may arise including performance pitfalls,
- assist in purposeful networking, and
- provide thought and guidance on leading through change

Q: What's in this for me, as a mentor?

A: You will grow as a manager and coach. You will likely obtain additional experience as an Agency leader, helping you in your day to day interactions with your teams and possibly your clients. You will build a relationship with an interesting individual who is looking to learn from you. You will also be helping the Agency continue to groom the next generation of leaders and managers, retain talent, and preserve our culture.

Q: How will I be matched with a mentee?

A: You will have an opportunity to meet with HR to discuss your personal and professional goals as a mentor. That information will then be evaluated and matched with the information being received from mentees. Other factors taken into consideration are client assignments, reporting structures, relevant backgrounds and interests. Mentors may have more than one but not more than two mentees.

Q: How often should I meet with my mentee?

A: You should schedule and keep at least one meeting with your mentee each month for the first six months. Plan each meeting for a minimum of one hour. After six months meetings should become less regimented and should occur as needed. It may be easiest to set monthly meetings for the same time each month for ease of scheduling. Never leave a meeting without confirming your next meeting.

Q: My schedule does not allow this to work...what can I do?

A: Everyone is in the office at some point. Identify a time when you're in the office simultaneously with your mentee. Given that much of the value of the relationship will be achieved through consistent conversation and dialog, you may find that scheduling phone calls can prove equally valuable to in person meetings. The mentoring relationship is a monthly commitment to the mentee. If your schedule will not permit you to meet with your mentee monthly either in person or via telephone you should consider postponing participation until your schedule becomes more manageable.

Q: Where is the best location to meet with my mentee?

A: An informal setting is best for your meetings. Lunch or coffee outside the office makes for a nice change from the daily grind. If it's not possible to get outside of the office, move to a conference room or someplace confidential outside of your office to provide a feeling of neutrality and to avoid any distractions. If it is not possible to meet in person, schedule a phone meeting.

Q: What should we discuss during our monthly meetings?

A: You and your mentee should articulate initial goals for the relationship. The mentoring relationship can focus on several different areas including skill development, career guidance and professional growth. Using these themes, you may choose to talk about the business as a whole, functional or client department projects or networking and business relationships. Additional discussion topics have been provided in your mentoring kit.



Q: What types of questions should I ask my mentee?

A: The questions you ask your mentee should be centered on the goals for the relationship and include any relevant topics. Some illustrative questions to ask your mentee are listed below. These questions should provide a good start in beginning conversations with your mentee:

Professional Development

- What successes do you feel you've had recently in your job? Why were they a success?
- What important issues have you been addressing?
- In what ways do you feel you motivate others on your team?
- Do you have a strategy for influencing others?
- Have you had a recent circumstance at work that required you to manage conflict? How did you handle it?
- Which relationships are particularly difficult for you at work?
- Where and how could you improve the effectiveness of your team?
- What tough decisions have you had to make in your job recently?
- What changes have taken place in your department recently? What opportunities or challenges do you feel they create for you?
- What decisions are easiest for you to make and which ones are the most difficult? Why?
- In what ways are you soliciting feedback about your performance?

Career Guidance

- What prompted you to take your current job?
- What areas of your career would you like to develop?
- What do you see as the next logical step for your career? What doubts do you have that you may be able to reach the next step?
- What is your long term vision for your career?
- What are your educational goals?

Personal Development

- What are your current strengths and developmental areas?
- What steps would you like to take to improve in these areas?
- What individuals/books/events have most impacted who you are?
- Do you feel that your work life balance is effective?
- What are you passionate about?

Q: Will I formally evaluate my mentee?

A: The mentor/mentee relationship is very different from the manager/employee relationship. Managers are responsible for the day to day management of the employee's performance while mentors provide guidance to the mentee on their own development but do not participate in any formal evaluation of the mentee. Furthermore, Mentors do not provide feedback to their mentee's manager. Successful Mentor/mentee relationships are founded in trust and confidentiality.

Q: Can I continue my relationship longer than one year?

A: Of course! Beyond the one year mark, mentor/mentee relationships continue based on the mutual interest of both parties. Officially, the program winds down after twelve months, but some of the best mentoring relationships continue well past the end of any formal, organizationally sanctioned timeframe.