



Strategies for mentees to improve their career plus areas; and create, develop and maintain mentoring relationship with their mentors

# Mentees Handbook

By

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**Certified Career Mentor**



Career Development Mentoring  
Guide for aspiring Mentees,  
Guides and Coaches



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## The Author

Muhammad Iqbal, a doctoral research fellow, is a certified career mentor, master trainer, and specialist in adult development and learning, is the President, Association of Professional Mentors that offers Career Mentoring, Leadership Coaching, Education, and Training for corporate and not-for-profit organizations across Pakistan. He is an Executive Member of American Management Association besides being member of similar professional Associations.

Iqbal's workshops, consultations, and retreats integrate adult development and learning theory with methods to improve leadership development and organizational effectiveness. He mentors and coaches the leaders and their organizations in designing, implementing, and evaluating learner-centred mentoring programmes.

Published in Daily Dawn, CILT Journal, Writer-Editor for professional magazines and newsletters, Mr. Iqbal has contributed for Pakistan Observer, Islamabad in captioned title "**Career Management Clinic**".

Currently the author is associated with an autonomous corporate body as General Manager Human Resource (Career Planning and Development).

# Dedication

**“Most people don’t know that there are  
angels whose only job is to make sure  
you don’t get too comfortable and fall  
asleep and miss your life”**

I write this dedication to my “ANGELS”, Hamida - a very special lady in my life whom I am lucky to call my gorgeous wife; Jamshed - my brilliant son, and Riffat, Ayesha and Sidra - my adorable daughters, who I can always count as to make sure I don’t get too comfortable, fall asleep, and miss my life. I know my angels would be very proud

**Muhammad Iqbal  
Career Doctor**

## **Welcome**

We are very excited to have you as a participant in the programme. By choosing a mentor, you are accepting the guidance of a more experienced individual who can teach you life and career skills to succeed and beyond. As a mentee you are making a commitment to your professional, academic and personal development.

The Mentee Handbook has been created to serve as a guide for mentees engaged in one-to-one relationships APM Mentorship Programme. It includes mentee roles, responsibilities, successful strategies and helpful tips for communicating with your mentor. The handbook has been designed to assist you in developing a positive and successful mentoring relationship.

Thank you, and Welcome to the APM Mentorship Programme!

## **Mission Statement**

The mission of the Association of Professional Mentors Mentorship Programme is to provide positive one-on-one mentoring relationships between undergraduates and alumni in areas that focus on:

- ✓ Personal, cultural, academic and daily life issues.
- ✓ Career planning, networking, advising and development.
- ✓ Academics, study skills and daily life.

## **Programme Objectives**

- ✓ To recruit and effectively match mentors with mentees in mentoring relationship.
- ✓ To establish positive individual mentoring relationships between mentors and mentees, so that programme participants can reAPM their experience as significant to their experiences.
- ✓ To prepare students for a successful graduation and life beyond.
- ✓ To develop activities and events that assist in facilitating the relationship among all participants while exploring topics of interests and issues of concern in a safe and comfortable environment.
- ✓ To increase participants' knowledge of graduate/professional schools as well as professional life and career settings.

## **What Is A Mentor?**

The word "Mentor" comes from the Greek language and has its roots in the terms "steadfast" and "enduring." The term mentor has become synonymous in Western thought with one who is a teacher, a guide, and a friend, typically a wise and experienced person helping a younger one with the transition to adulthood.

Mentors are helpers. They do not, however, guarantee success. Mentors play contradictory roles - at times offering friendship and support, while at other times posing tough challenges and sharing critical insights. To be productive, this delicate balance requires a reciprocal, trusting relationship. This relationship takes time to achieve and is rare, but when it occurs, it is the third most powerful personal relationship influencing human behavior (after family and love relationships). The relationship between the mentee and mentor changes over time and, in fact, the roles of mentor and mentee may reverse at times over the course of their involvement.

## **Mentoring**

"Mentoring" refers to a recognized set of behaviors that people practice to achieve success through a relationship with a more experienced facilitator, coach, or guide. It is based on the well documented phenomenon that people who are just starting out need three things to succeed: a dream (goal, vision, plan), determination (ambition, perseverance, ability), and someone who believes in them and can help them shape their dream into reality.

“The two types of mentoring are natural mentoring and planned mentoring. Natural mentoring occurs through friendship, collegiality, teaching, coaching, and counseling. In contrast, planned mentoring occurs through structured programmes in which mentors and participants are selected and matched through formal processes” The Association of Professional Mentors Programme provides the best of both processes. While we assist with the planned mentoring process by matching mentors and mentees, participants develop their own relationships in a natural process. APM staff feels that mentors and mentees are in the best position to determine how their relationship should develop and, therefore, there are many types of mentoring relationships within the programme.

### **What Is The Purpose Of Mentoring**

The basic objective of mentoring is to encourage and assist in the development and growth of a student. Each mentoring relationship will be different because of the student’s development level, the student’s needs, and his or her personal interests. A mentor can provide a wide variety of assistance to students. It is critiAPM that as a mentor you let your mentee know the areas in which you can provide guidance.

### **What May I Expect From The Mentorship Programme?**

- ✓ A special friendship with an alumnus/alumna.
- ✓ Someone to help you clarify personal and professional goals.
- ✓ Someone to help you develop the personal and academic skills required to remain at APM as you progress to graduation.
- ✓ A sense of comfort from having someone in the university community who cares especially about you and your progress.

### **What Is Expected Of Me As A Mentee?**

- ✓ Sincere interest developing a personal and professional relationship that supports your efforts toward graduation.
- ✓ Commitment to have regular contact with your mentor.
- ✓ Commitment to carry out agreed upon goals and action plans.
- ✓ Willingness to attend APM events and/or plan recommended activities, which could enhance your mentoring relationship.

### **How Can A Mentor Help?**

A mentor can provide a wide variety of assistance to students. It is critiAPM that you let your mentor know the areas in which he/she can be of assistance to you. The outline below is provided to make you aware of some of the areas in which a mentor can help. Mentors are not expected to assist in all the areas and this is not an exhaustive list. The outline is only a guide.

#### **Social and Emotional Support**

- ✓ Provide friendship and guidance.
- ✓ Offer him or herself as a person you can talk to.
- ✓ Introduce you to positive role models who have gone through similar experiences.

#### **Academic Support**

- ✓ Improving your study skills and habits.
- ✓ Improving your time and stress management skills.
- ✓ Teaching you how to approach faculty and staff about course work, letters of recommendation, etc.
- ✓ Discussing with you graduate school options and his or her experiences of attending graduate and/or professional schools.
- ✓ Demonstrating to you the benefits of a graduate education/degree.
- ✓ Guiding and supporting you during the processes of:

- Selecting and enrolling in courses that meet requirements for your major.
- Deciding on research opportunities and/or internships, fellowships and financial aid.
- Preparing for entrance exams and timelines for taking examinations.
- Assisting with selection of, and application to, graduate schools.

### **Personal Development**

- ✓ Assistance with teaching you effective problem-solving skills.
- ✓ Assistance with identifying your strengths and areas of improvement.
- ✓ Encouragement of your goal setting and achievement of those goals.

### **Career Development**

- ✓ Advising you on career options.
- ✓ Discussing with you particular fields of interest.
- ✓ Sharing with you experiences of working in the “real world”--what it looks like and feels like to work in a particular field.
- ✓ Taking you to work and having you “shadow” him or her for a day so that you can learn about a particular field.
- ✓ Guiding and supporting you through the process of:
  - Researching internships and summer positions with specific companies.
  - Selecting specific companies to work for.
  - Developing resumes and cover letters.
  - Preparing for interviews.
  - Introducing you to a variety of information and resources to assist you in preparing for specific careers/jobs.

### **Tips For Mentees: Communicating With Your Mentor**

- ✓ Be clear and specific about your respective needs.
- ✓ Be open and honest about your feelings.
- ✓ Recognize that each individual sees things from a different point of view.
- ✓ Accept and respect the difference in opinions.
- ✓ Maintain eye contact when meeting in person.
- ✓ Listen and learn.
- ✓ Allow time to talk with your mentor without interruptions.
- ✓ Show an interest in what he or she has to say.
- ✓ Ask questions!
- ✓ Listen for feeling and tone in speech, not just the words.
- ✓ Do not cancel appointments without notice.

### **Relationship Building Activities**

The Association of Professional Mentors will host events to assist in the facilitation of your relationship. The purpose of these events is to provide a forum for mentor-mentee interaction, to develop a sense of community among the participants, and to establish a positive connection with the APM. These events are usually held once or twice a month on weeknights and weekends, generally lasting two to three hours. The group activities include workshops for personal and academic improvement, social events, and career forums.

While part of the program is to plan activities as a way to aid mentor-mentee interaction, APM activities should not be the sole contact between the mentor and mentee. Mentors and mentees should not underestimate the importance of planning their own casual, social activities, which give mentor-mentee pairs the opportunity to connect with each other, and learn from and about each other on a different level. Without the personal and social interaction, the relationship becomes similar to a faculty-student or supervisor-employee association. APM highly encourages

mentors and mentees to meet outside of APM coordinated sessions and form the essential personal bond that will endure over time.

### **Responsibilities of Mentees**

- ✓ Identify and articulate some specific career goals.
- ✓ With mentor's help, identify resources to aid your career development.
- ✓ Ask for specific advice on your skills, issues, and goals.
- ✓ Ask if you can accompany your mentor to client meetings, business development lunches, etc. Offer to help prepare for a meeting or take notes if appropriate. Discuss your observations afterward.
- ✓ Ask for feedback. Be receptive to constructive feedback.
- ✓ Show interest in your mentor's work and clients.
- ✓ Practice reciprocal mentoring—explain your work and life experiences to your mentor. Share your expertise with your mentor.
- ✓ Meet with mentor regularly. Initiate and schedule meetings with mentor. Set agendas and be prepared for meetings.
- ✓ Return phone calls and emails promptly.
- ✓ Attend scheduled mentoring events with your mentor and other mentors/mentees.
- ✓ Share books, articles, research links, trade press, etc. about the practice of law, Firm clients, career development, or other topics of interest.
- ✓ Read the Mentoring Core Competencies.
- ✓ Respond to requests for mentoring progress reports from the sponsors
- ✓ Let the sponsors know of any concerns or problems with the mentoring relationship.

### **Career Goal Focus Responsibilities**

- ✓ With mentor's help, identify a specific focus area related to a career goal. In selecting the area on which to focus, keep in mind the following.
- ✓ Where you are motivated to take some risks, i.e., where you will be challenged professionally;
- ✓ That may have been identified in your annual evaluation as an area to address;
- ✓ Where you may have felt uncomfortable in handling certain types of situations;
- ✓ Where you have some ideas as to how you might develop;
- ✓ Where you are motivated to learn;
- ✓ That you feel will help you to advance in your career; and
- ✓ That you feel will have a significant impact on your career satisfaction.
- ✓ With mentor's help, identify specific action steps in the chosen focus area.
- ✓ With mentor's help, identify and use the resources the organization provides to work on action steps and attain goals.
- ✓ With mentor, determine if action steps have been successfully completed.

## *About Writer*

M. Iqbal, a doctoral research fellow, is a certified career doctor, master trainer, and specialist in adult development. He is an Executive Member of American Management Association apart from many professional Associations. Iqbal's workshops, and consultations improve leadership development and organizational effectiveness. Authored 'Learn Mentoring' book, he is published in Daily Dawn, CILT Journal, Writer-Editor for professional magazines and newsletters, Mr. Iqbal has contributed for Pakistan Observer, Islamabad in captioned title "**Career Management Clinic**".

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