

**WOMEN'S**  
INITIATIVE *in* LOTTERY  
**LEADERSHIP**



**Mentorship Program**  
**Participant Guide**

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# Purpose of this Participant Guide

- Gain an overview of this mentoring program and its goals
- Understand the mentoring process and your role in it
- Align expectations between mentoring parties
- Learn more about successful mentoring relationships
- Understand next steps
- Keep things on track
- Q&A

# Mentoring Program Overview

The purpose of this program is to establish mentoring relationships that will provide women with the opportunity to realize both professional and personal development, as well as enable our industry to strengthen women in leadership capabilities.



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# MENTORING vs. COACHING

A **MENTOR** is someone who is normally more experienced and qualified than the “mentee.” Often she or he will be a senior person in the organization who can pass on knowledge and experience, while providing guidance for your career.

## **Purpose:**

- Increase knowledge and understanding of a particular subject, market unit, product, sector, role, customer, etc.
- Focus is on skill and knowledge development.

A **COACH** is someone who helps you to learn through asking “powerful” questions, and not offering or giving advice or “teaching” you. A coach provides guidance for your performance.

## **Purpose:**

- Improve performance related to people and personal development.
- Focus is on increasing self-awareness and interpersonal effectiveness.

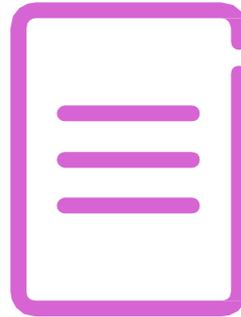
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# The Mentoring Process



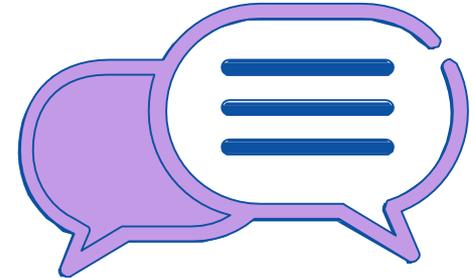
## 1. Establish the Relationship

Defining expectations and building rapport



## 2. Document Action Plan

Key development areas on which to focus during discussions



## 3. Conduct Discussions

Regular, structured discussions about a defined subject, topic, product, trend, etc.

**The mentee and mentor have a joint responsibility to define the action plan and the discussion structure for the duration of the program.**

# 1. Establishing the Relationship

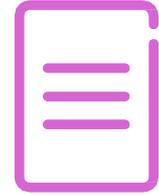


Building rapport and establishing trust early on is key to an effective mentoring relationship.

	Mentor	Mentee
<b>What to do</b>	<ul style="list-style-type: none"><li>▪ Provide feedback on ability to help mentee achieve learning objectives</li><li>▪ Provide structure for discussions</li></ul>	<ul style="list-style-type: none"><li>▪ Define 1-3 learning objectives</li><li>▪ Document the learning objectives</li><li>▪ Share the learning objectives with your mentor</li></ul>
<b>What not to do</b>	<ul style="list-style-type: none"><li>▪ Commit to a mentoring relationship in an area you feel you cannot support</li></ul>	<ul style="list-style-type: none"><li>▪ Ask the mentor to define the learning objectives</li><li>▪ Have unclear learning objectives</li></ul>

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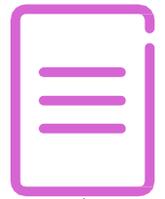
## 2. Building the Action Plan



- Creating and mutually committing to a mentoring action plan is key to guiding successful discussions.
- Ensures mutual agreement and accountability
  - Summarize learning objectives – use an action plan or template
  - List actions to take to execute on learning objectives
  - Define success
  - Target completion date
- Progress and effectiveness of discussions can be tracked against the action plan.

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# Setting Goals



- Determining goals for the relationship may seem challenging at first; here are some tips to help you get started:
  - Discuss **what you want to learn** from this experience
  - Determine where your **strengths and weaknesses** lie
  - Know **what skills will help you** be successful in a particular role
  - Discuss what **expertise your mentor has** that can support your development
- It is essential that you set **clear goals!** Everyone has different goals – **develop an action plan** for reaching your goals.

## Examples:

- Gain a greater understanding of the business
- Strengthen leaderships skills and perspective
- Learn how to better engage a team
- Develop communication/feedback skills, conflict resolution skills, etc.

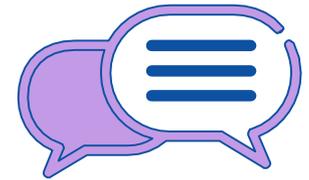
# Mentoring Action Plan: Example



<b>Mentee Name:</b>		<b>Mentor Name:</b>		<b>Date:</b>
<b>Objective</b>	<b>Expected Outcome</b>	<b>Actions</b>	<b>Success Measures</b>	<b>Target Completion Date</b>
<b>1: Leadership Skills</b>	Strengthen Leadership Skills and Perspective	<ul style="list-style-type: none"><li>▪ Discuss approaches to motivate high performance</li><li>▪ Practice approaches and share feedback</li></ul>	Improved confidence/ effectiveness	July 2022
<b>2: Relationship Skills</b>	Enhance relationship skills through increased networking	<ul style="list-style-type: none"><li>▪ Discuss suitable approaches for building network</li><li>▪ Define with whom to build network</li></ul>	Commence strengthening network	March 2022
<b>3: Conflict Resolution</b>	Enhance conflict resolution	<ul style="list-style-type: none"><li>▪ Share approaches to conflict resolution</li><li>▪ Practice approaches and share outcome</li></ul>	Improved conflict resolution skills	October 2022

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## 3. Conducting Discussions



- The first meeting presents the opportunity to build that relationship and set expectations, so take the time to get to know each other.
- Agree and commit to how often you will meet - recommend **at least 1 meeting per month**.
- The focus of mentoring discussions will vary depending on the goals set, but here are some questions to get you started:
  - What are you expecting from this mentoring program?
  - What would make the investment of your time worthwhile?
  - What are your fears or concerns?
  - What is the greatest “gift” a mentor (mentee) could give you?
- When talking to your mentee/mentor, there are a number of topics to discuss. Some examples include:

Career journey, building networks, qualities of a good leader, understanding the business, diversity issues, increasing visibility in the organization, influencing others, or work/life balance.

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# Expectations of Mentees

## Mentees are expected to:

- Initiate and drive relationship
- Identify goals
- Take active role in own learning
- Initiate discussions and activities
- Seek feedback
- Allocate appropriate time and energy
- Follow through on commitments and renegotiate as needed
- **Respect confidentiality**

## Mentees are not expected to:

- Be an expert
- Know all questions to be asked
- Get things right the first time
- Fit all learning into one mentoring relationship
- Look to mentor for all answers about work
- Be submissive in relationship

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# Expectations of Mentors

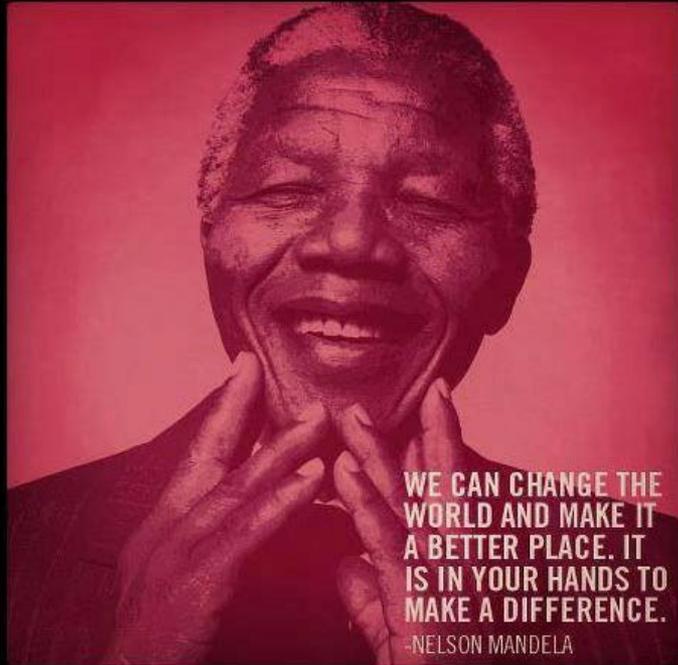
## Mentors are expected to:

- Be a resource
- Provide constructive feedback
- Have reasonable expectations of mentee
- Help mentee develop appropriate learning plan
- Follow through on commitments
- Be a resource
- Provide constructive feedback
- Selectively advocate
- Respect confidentiality

## Mentors are not expected to:

- Drive the relationship
- Do the work for mentee
- Manage the mentee as their supervisor
- Seek out the mentee
- Be an expert in every development area

# Responsibilities



## Mentee

- Initiate first meeting.
- Schedule all mentoring meetings.
- Identify and share your needs.
- Set realistic goals with your mentor, and work on them.
- Contribute ideas, ask questions, communicate.



## Mentor

- Make time to attend the meetings.
- Be present.
- Expand the mentee's network of contacts.
- Be committed to helping each mentee formulate and reach his/her goals.
- Give advice and guidance, share ideas, provide feedback and support
- Be a role model.

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# Things to Avoid

## As a **MENTEE**, be sure to avoid:

- Soliciting new roles/jobs from the mentor.
- Becoming dependent on the mentor for job tasks.
- Expecting your mentor to be available for you all the time.

## As a **MENTOR**, be sure you avoid:

- Taking over the mentee's problems and trying to solve them.
- Giving too much unsolicited advice/solutions. Instead, lead the mentee to come to the solution.
- Actively exerting influence to get a mentee a specific assignment.
- Replacing solid coaching from the mentee's manager.
- Letting the mentee become overly dependent, or less confident of acting independently.

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# What Could Get a Relationship Off Track?

## Here are some common pitfalls:

- Not enough time to meet
- Personality mismatch
- Failure to set clear goals
- Allowing meetings to run out of steam

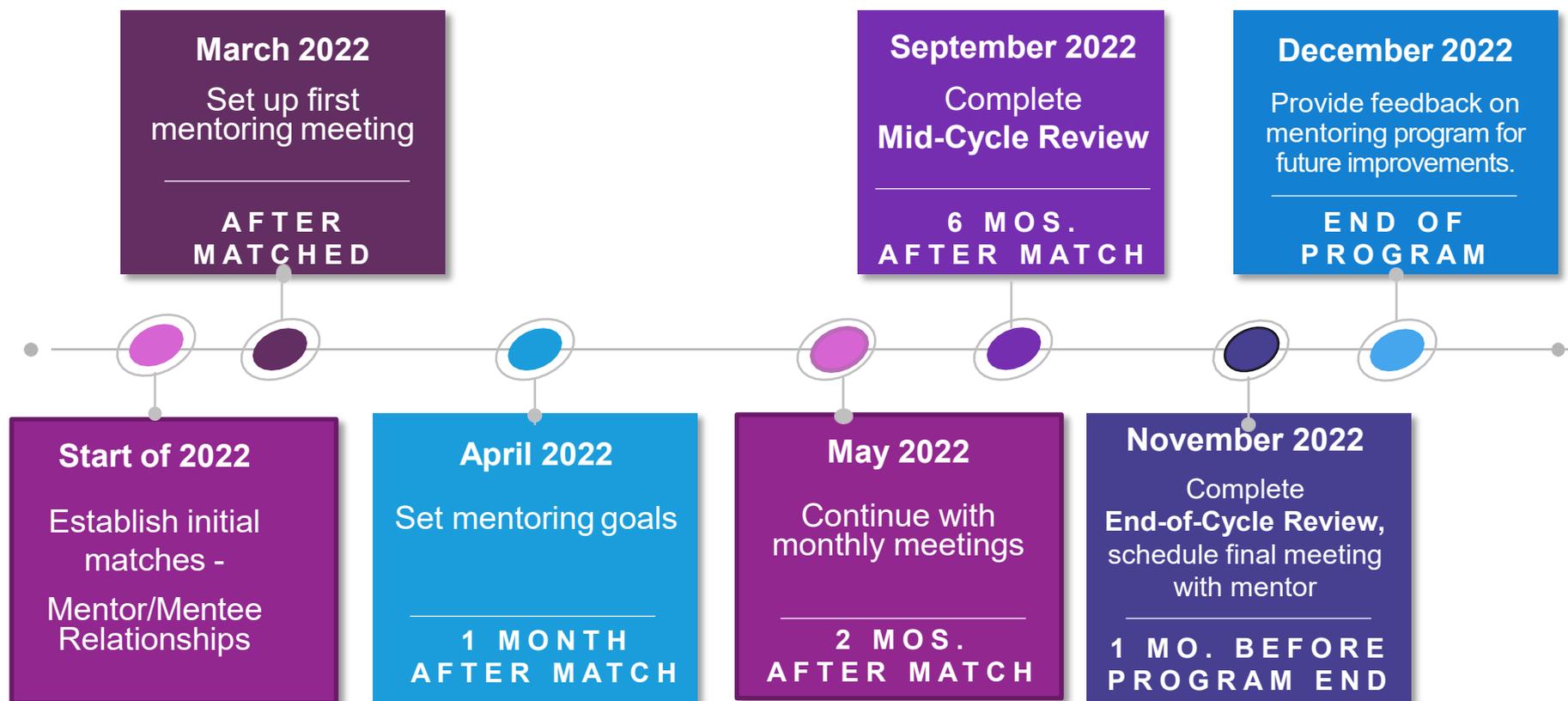


# Program Timeline

**Start:** January 1

**Duration:** 10 months

**Time Commitment:** A Mentee should expect to spend a minimum of 1-2 hours per month with the Mentor. Additional preparation and follow-through time should be expected of the Mentee.

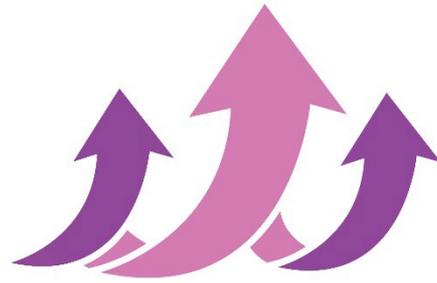


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**A mentor is someone who sees more talent and ability within you, than you see in yourself, and helps bring it out of you.**

*- Bob Proctor*

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Questions?