



BLACKS

IN

I/O PSYCHOLOGY

# Mentorship Program Tool-kit

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2022 - 2023 Cohort

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# Table of Contents

03		Mentorship Program Overview
04		Suggested Program Phases
05		Mentor Guide
09		Mentee Guide
14		A Guide to Effective Communication
17		Suggested Developmental Activities
20		Setting Expectations & Mentorship Agreement
22		Sample Mentorship Agreement
23		Suggested Monthly Dialogue Topics
28		Resources
29		Contact Us

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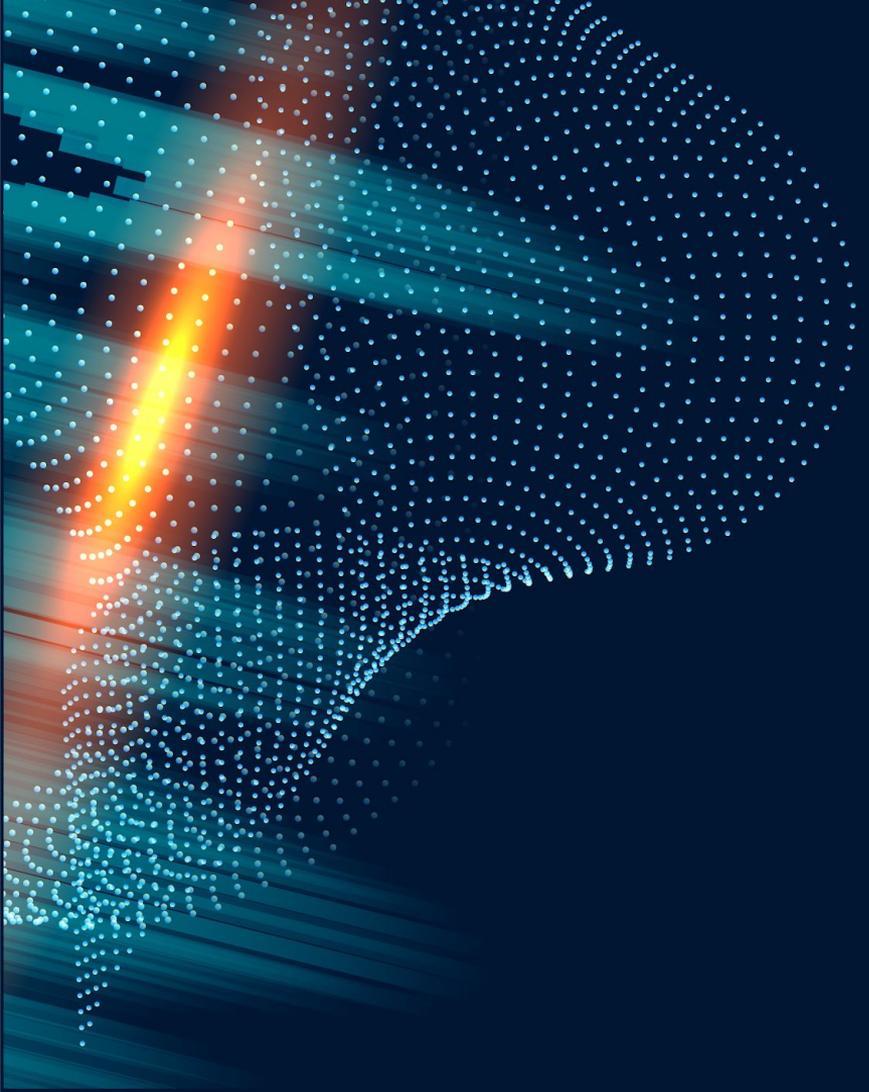
# Mentorship Program Overview

The Blacks in I/O Psychology (BIOP) mentorship program was created to facilitate the professional development of both mentors and mentees. The purpose is to provide a platform in which the BIOP membership base can develop meaningful relationships and build their I/O network.

Connection is the core of the BIOP Mentorship Program. It is our hope that mentees/mentors can build on their connection in four phases. During each phase, we will provide supporting elements to help maintain a thriving and rewarding mentoring relationship.

# Suggested Program Phases



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# Mentor Guide

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# Mentor Roles and Responsibilities

An important part of establishing a successful mentoring partnership is to discuss role responsibilities and expectations. The following information will help you get started in those discussions and outline your responsibilities:

**Being a mentor is a responsibility and a privilege, therefore it is important to remember the following:**

- You are supporting the most important asset Blacks in I/O has - its members
- You are making a commitment of time and demonstrating the skills of being in a successful mentorship relationship
- Mentoring is an opportunity to improve your coaching, planning and other leadership skills
- Mentors often learn as much as their mentees, from their mentees
- Effective mentoring relationships are founded on observing respectful behaviors, maintaining confidences and building trust and psychological safety between parties

**Mentor Roles and Behaviors to Keep in Mind:**

- Help the mentee clarify career aspirations and develop attainable professional development goals
- Help the mentee assess their own strengths, weaknesses and developmental opportunities; provide guidance and resources, as needed and appropriate.
- Consider creating a mentoring agreement and/or plan (see sample agreement in this guide).
- Listen actively and share your knowledge and personal experiences, as appropriate.

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# Addressing Areas of Improvement / Opportunity

The following areas will present themselves during your partnership, and thinking about these beforehand may make them easier to discuss:



Coaching and  
inspiring



Providing  
teachable  
moments



Opening doors  
to new insights

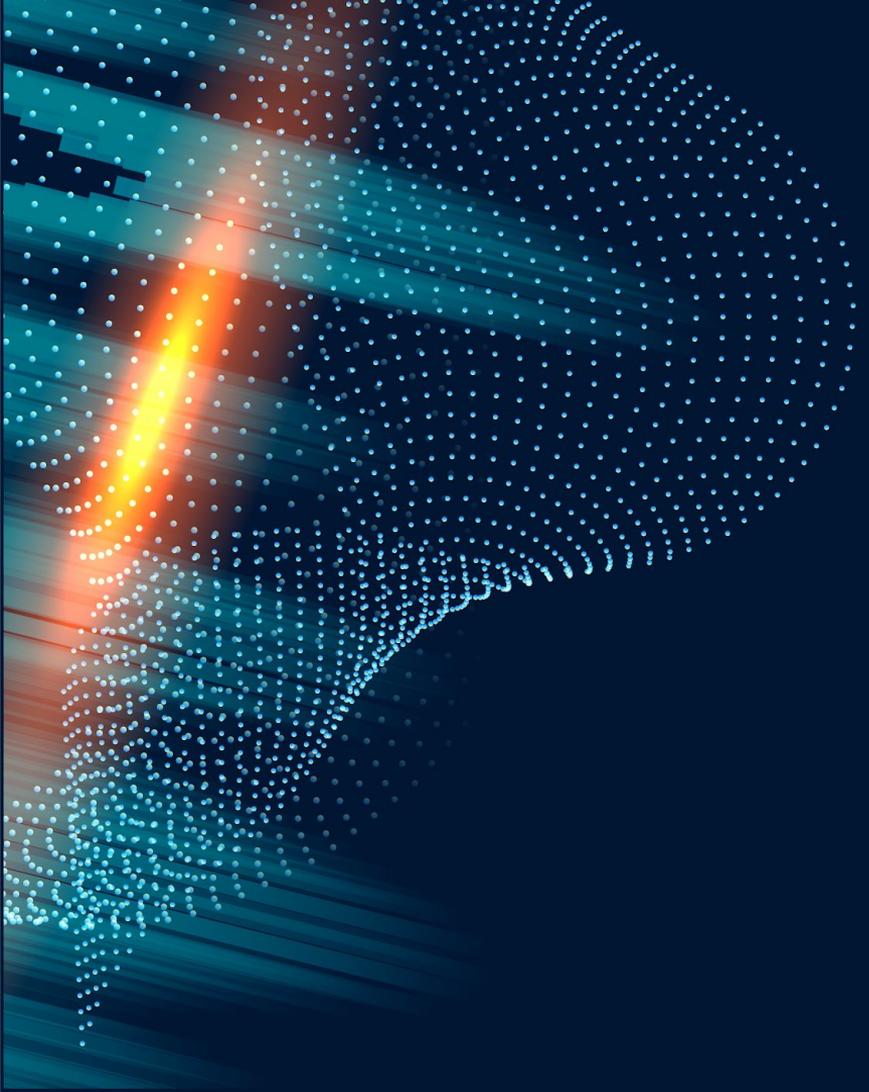


Dealing with  
fears and  
failures with  
empathy

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# Qualities of a Good Mentor

- **Challenges You** - A great mentor always pushes you to be better
- **Experience** - Relevant experience and wisdom to draw from
- **Role Model** - Shares a similar vision of success
- **Available** - Will make the time to provide help and advice
- **Good Listener** - Listen to more than just their own opinion
- **Respect** - Sees their mentee as an equal
- **Invested** - Happy to see you succeed
- **Feedback** - Praise when you do right and help you figure things out when they go wrong
- **Supportive** - Will support you when you stumble
- **Guidance** - Should give you the tools to figure things out for yourself

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# Mentee Guide

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# Mentee Roles and Responsibilities

An important element in a successful mentoring partnership is for both parties to be active participants in the relationship. While both mentors and mentees benefit from mentoring, it is the mentee's responsibility to manage and drive the partnership. The following information will help you get started in those discussions and further outline the responsibilities and behaviors you will hold.

## **Becoming a mentee is a privilege and a responsibility, therefore it is important to remember:**

- Take a proactive role in the mentoring partnership - you must own and drive the process
- Honestly assess your own strengths and developmental opportunities
- Be open to input and solicit feedback; be willing to change behavior
- Identify your true career aspirations and potential barriers
- Engage support of your mentor through a development plan

## **Mentee Roles and Behaviors to Keep in Mind:**

- Document expectations and discuss with mentor
- Initiate and schedule routine interactions with mentor
- Share job experiences to help mentor gauge what would be the most helpful
- Candidly share perceived strengths, weaknesses, and developmental needs
- Create a development plan in concert with your mentor and document progress
- Attend BIOP workshops and events
- Listen actively and contribute to dialogue

**As a mentee, it is up to you to determine your game plan, focus and priorities. Your mentor is there to help you as you determine your path, but the ultimate decisions are up to you. This is your development opportunity-- take full advantage!**

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## Suggested Mentee Action Items:

You get out of this what you put into it! Here is a list of actions to assist you and your mentor:

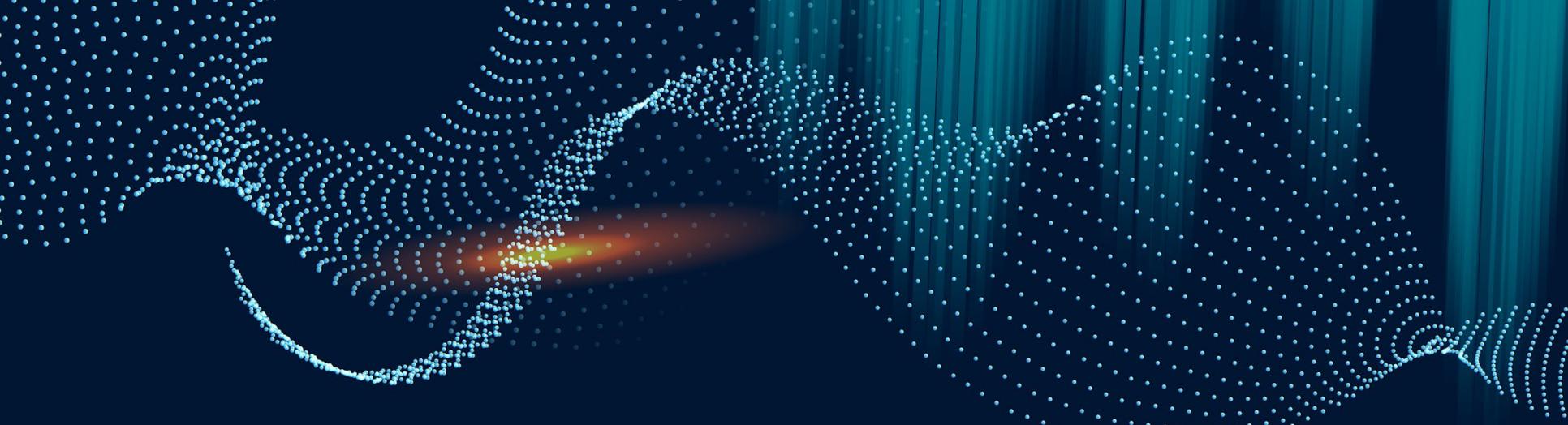
- Spend the first few meetings you need to know each other; include a discussion about what you hope to gain from this partnership
- Discuss the major areas where you want to focus your goals and development plan over the next year and then focus in on those particular areas
- Provide your mentor with a biography resume or other background sketch and ask your mentor to do the same
- Talk about previous experience with mentoring, focusing on what worked in the past and what can be improved to determine your mentee style
- Take notes of your initial agreement and periodically review them to make sure you're on track
- Discuss expectations about meeting times:
  - Determine if you would rather break up meetings such as smaller time frames and have them more often or use larger blocks of time.
  - Agree that both parties will try to hold to the agreed-upon schedule, but will be flexible as necessary
- Take this partnership seriously-- your mentor is making an effort to help you, so make sure you do what you can to help them

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# Seven Tips on Being a Great Mentee

In order to get the full benefits of an excellent mentor-mentee relationship, you have to put in the effort. Here are a few tips on being a great mentee:

- 1. Think about what you want out of the relationship.** *Do you need knowledge about different career fields in I/O? Do you want to improve your communication skills? The more specific you are in your goals, the greater value you will get out of the relationship.*
- 2. As a mentee, it is your job to keep up the relationship.** *You should be the one who is reaching out, asking for meetings and you should always go with the time that is convenient for your mentor.*
- 3. Keep expectations realistic.** *Unstated assumptions or expectations can easily derail a relationship. To avoid this, you and your mentor should both discuss your expectations of each other. When there is a change in expectations, discuss this as well. Relationships grow and change and so do expectations. Have periodic conversations to determine mutual expectations.*
- 4. Build trust.** *Always follow through on what you say you are going to do and always do your very best work. When you are consistent over time, you build trust with your mentor.*
- 5. Come prepared** *with good questions for your mentor. Knowing exactly what you want out of each meeting will help you make the most out of your time together.*
- 6. Always be appreciative.** *Did you receive some great advice? Send along a thank you note. Even a little gestures will go a long way in keeping your relationship with positive one.*
- 7. Pass it along** *and gives back by becoming a mentor to someone else. Whether it's a peer or a family member, share with others so that what your mentor has shared with you gets passed along.*



# **A Guide to Effective Communication**

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# Essentials

Communication is the exchange of information between individuals. Effective communication between a mentor and mentee is essential to establishing a successful partnership. As you build a partnership, consider the following information to improve your interactions and gain the most from your time spent together.

1. **Become an active listener.** this is the process of saying back to the speaker what you think the speaker meant in content and in feeling. This can be accomplished through several techniques:
  - Paraphrase by repeating the speakers' thoughts and feelings, as you understood them
  - Ask follow-up questions to expand understanding or stimulate the speaker to continue exploring ideas
2. **Communication problems arise from the mistaken belief that listening does not require effort:**
  - Speaker is responsible for speaking clearly and accurately
  - Listener is responsible for making a conscious effort to collect and effectively interpret information from the speaker.
3. **Practice techniques** for both giving and receiving feedback effectively:
  - Best in an environment that promotes honest and confidential sharing of information
  - Effective two way feedback is vital to the development process, providing the means by which guidance and counseling are received and experience and knowledge are shared
4. **Effective feedback** has the following characteristics:
  - Descriptive, not judgemental
  - Positive and constructive
  - Specific and timely
  - Directed at work or controllable behaviors, not at the person
  - Communicated clearly

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# A Successful Environment for Communication:



**Respectful**



**Fair**



**Understanding**



**Supportive**



**Candid**



# **Suggested Developmental Activities**

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# Developmental Activities

One of the the key elements of an effective mentoring relationship is the identification of meaningful developmental activities to enhance the mentee's professional development. The following are some suggestions for activities that may assist mentors in this process.

- Discuss your professional history, share your career choice and review the process you went through to make those choices
- Share articles you find in industry publications that may be helpful to your mentee
- Review a list of volunteer organizations you are participating in and the role you play and discuss how involvement in those groups have helped your career
- Let your mentee shadow you or someone you know in an area they have interest in
- Introduce them to colleagues in the industry that they should know
- Involve them in efforts to gain their experiences including task, certifications or community leadership activities

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# Using Stories to Teach

The following questions are designed to help both the mentor and mentee better share their knowledge and experiences:

- What career experience broadened your knowledge and capabilities and how was that accomplished?
- What events (such as relocation and stretch assignments) have contributed most to your success. How are those related to expanding one's opportunities for career progression
- Describe some of your experiences leading projects. What unique skills are exposure did those assignments provide you?
- What expertise, skills and knowledge must one demonstrate to be in your current position?
- What leadership or management attributes have most contributed to your career advancement?
- What is your personal philosophy regarding the development of talent?
- What was the most difficult process that you managed and what made it difficult? How did you overcome those obstacles?
- How do you stay up with current events in the I/O field?
- What role has community involvement played in your career success?



# **Setting Expectations & Mentorship Agreement**

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# Setting Expectations

In order to have a successful mentoring experience, expectations must be clearly expressed. Unmet expectations can lead to dissatisfaction and serve as a demotivator for both mentor and mentee. Failure to communicate expectations can result in unmet needs and a failed partnership.

Each person can have a vastly different view of what mentoring is and what they expect. Assumptions must be disclosed in order to create meaningful dialogue.

To avoid these pitfalls, it is helpful to check your expectations by asking these questions:

- What are your expected outcomes from the mentoring partnership
- What do you need or want from the partnership and what are your objectives?
- List three basic wants that you feel are important to you

Both mentee and mentor should consider these questions and share their responses. After considering these questions, you will want to discuss the terms of the partnership. Check in on expectations quarterly.

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# Sample Mentorship Agreement

An agreement is a good idea because it established the goals and expectations or the mentoring relationship between mentee and mentor. The agreement may also serve as a plan for activities throughout the mentor relationship. This sample may be used as a model for your own mentoring agreement. Modify it as needed by checking all items that apply. Add/edit items as you deem necessary. Keep the agreement handy for periodic review as you meet with your mentoring partner.

Click Here: [Sample Mentoring Agreement](#)



# **Suggested Monthly Dialogue Topics**

# Dialogue Topics - By Month

The following ideas provide suggested topics / questions for both parties to engage in to support constructive dialogue, coaching, and education for career progression.

Month 1	Month 2	Month 3
Describe your education and professional background. Why did you chose I/O? (Both)	Describe some of your experiences leading projects. What unique skills or exposure did those assignments provide you? (Both)	Who is in your network and why are they in it? (Both)
What do you like most about your work / studies? What do you like least? (Both)	What career experiences most contributed to your ability to compete for positions you have had? (Both)	Who is in your trust network? What have they done to earn a spot there? (Both)
What are your career aspirations and where would you like to be in 5 years? (Mentee)	What were your biggest failures/accomplishments? (Both)	Tell me more about your involvement in community organizations? (Both)

# Dialogue Topics - By Month

Month 4	Month 5	Month 6
What career experience most contributed to your ability to compete for positions you have had? (Both)	Practice giving a presentation to your mentor before giving it at work or in class. (Mentee)	Check in time! Discuss goals agreed upon at the outset of the program. Are you on track or are any adjustments necessary? (Both)
Describe an experience that conveys your ability to lead or strategically think through projects? (Both)	Ask for tough questions and feedback of the presentation style and format. (Mentee)	From your perspective, how is this mentorship going? How can I better assist you in your development? (Mentor)
	Ask your mentor to review a document, slide deck, infographic or memo you have prepared. (Mentee)	

# Dialogue Topics - By Month

Month 7	Month 8	Month 9
Identify a project or certification that can enhance your professional development. (Mentee)	Have you had an opportunity to network? If so, how did it go? (Both)	How has your industry and position changed in the past 3 years? (Mentor)
Discuss the importance of networking. (Both)		Share information about current trends or emerging issues in your field. (Both)
Identify one or two networking opportunities that the mentee can participate in to expand their horizon. (Mentor)		Give tips or suggestions for working in a virtual environment. (Mentor)

# Dialogue Topics - By Month

Month 10	Month 11	Month 12
Share tips on how to succeed in interviews. (Mentor)	Discuss how goals have been met and plan for new goals. (Both)	Review the action plan and finalize. (Both)
Share information on lateral movements. (Mentor)	Discuss how the mentoring program has impacted your career / development. (Both)	
	Discuss how the mentee will move forward from this program. Discuss an action plan. (Both)	

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## Resources:

- [Breaking Down Goals into Tasks](#)
- [Mentor/Mentee Training and Relationship Support Resources](#)
- [Why Mentoring Matters in a Hypercompetitive World](#): A Harvard Business Review article addresses how professional service firms can reinvent the traditional mentoring model.
- [Center for Mentoring Excellence](#): This website focuses on individual and organizational mentoring excellence through the offering of tools, resources and expert advice.
- [How Mentoring Will Help You Perform](#): An article from the Huffington Post recognizes the multi-faceted advantages of having a mentor, and provides tips for finding a mentor and for working with a mentor.

# Get in touch!

*Questions, comments or concerns  
regarding the mentorship program can  
be sent to:*

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