HELLO!

Students and Mentors,

Welcome to the NKU Haile/US Bank College of Business’ Mentoring Program! Whether you are a business student looking for relevant career advice or an accomplished business professional interested in paying it forward, this program is designed to provide an enriching experience for both the mentee and mentor.

Launched in the spring of 2016, the program has already matched dozens of business students with mentors in their field. These relations resulted in internship and after-college career opportunities for some of our students!

A successful program requires a commitment from both parties, which will be covered within this handbook. This handbook also serves as a general guide to a mentoring relationship and should be consulted to ensure that both parties are fulfilling their commitments to the program.

If at anytime you have a question, concern, or thought about the program, please do not hesitate to contact us. We look forward to working with you!

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THE HAILE/US BANK COLLEGE OF BUSINESS

PURPOSE
The Haile/US Bank College of Business is committed to providing a top-quality, well-rounded business education that will equip you with the skills and tools necessary to be successful in today’s challenging world. We do this through the promotion of academic excellence; a focus on building a strong community of faculty, staff, students and alumni; partnerships both locally and globally that all contribute to excellence and engagement in business education.

The principles that define, differentiate, and drive our culture include engagement, innovation and impact. We help businesses create a better world through developing skilled, passionate future business leaders through our global programs, entrepreneurship opportunities and experiential options to learn through real-life.

MISSION & VALUES
The mission of the Haile/US Bank College of Business is to educate and connect with Northern Kentucky/Greater Cincinnati communities by delivering globally relevant, innovative, and sustainable programs and practices while engaging in scholarly and applied inquiry.

- Faculty who are actively and personally engaged with our students both inside and outside the classroom
- A strong mix of interdisciplinary intellectual contributions, while focusing on discipline-based, pedagogical, and applied scholarship
- Meaningful and impactful professional engagement with the business community
- The development of a global mindset by faculty, staff, and students
- Broad-based participation by faculty, staff, and students in public engagement activities that foster altruism and civic-mindedness
INTRODUCTION

Simply stated, mentoring is a helpful relationship in which a more experienced person (the mentor) assumes limited responsibility for assisting a less experienced person (the mentee) in order to enhance the probability that the mentee will develop and grow professionally and personally.

Mentors are individuals who are willing to share their knowledge, skills, and talents with the mentee. They address issues of character development and competencies in their fields of study, while assisting the mentee with identifying opportunities to grow professionally.

The mentees are NKU Haile/US Bank College of Business students who are committed to enriching their academic experience, along with identifying and developing the necessary skills required of a true professional.

Research shows that people can and have benefited from mentoring relationships. The material in this handbook is designed to provide both the mentor and mentee with practical, workable ideas, and suggestions.
DEVELOPING A MENTORING RELATIONSHIP

Once you are introduced to your mentor/mentee, you should contact each other right away. We recommend setting a date for your first in-person meeting as soon as possible. In this first meeting you should:

- **Get to know each other** - while this is a no brainer, it helps to start the relationship with common ground before jumping into logistics. Our encouragement to you is to not make this feel like its an interview, but a conversation. Talk about interests and hobbies, favorite books or movies, favorite classes from college, etc. then get into backgrounds and career ambitions.
- **When you will meet** - sharing availability helps establish a consistent meeting schedule.
- **Where you will meet** - on campus, somewhere for lunch/coffee, the mentor’s office, etc.
- **Preferred method of communication** - share how you prefer to be contacted and how often. Be honest about what channels are ineffective with you and be willing to meet somewhere in the middle.
- **Goals** - share what you both really want out of the relationship. Some individuals may have clearly defined goals, others may not. As you both get to know each other these will become more clear.
- **Expectations** - see the next page.

We suggest that mentors and mentees spend considerable time getting to know one another. Learning about your partner’s interests, work activities, and personality will help establish a solid foundation for your mentorship. **It is important to have patience in the development of dialogue/rapport.** It often takes some time for two people, who would otherwise be strangers, to build a relationship.

To ensure progress, we recommend that you **conclude each session by establishing the time and date of the next session.** You may wish to create a reoccurring meeting schedule at the beginning of your mentorship.

As time progresses, the relationship may fizzle due to lack of interest, procrastination, or busy schedules. **If time lapses, you should not feel guilty, just give your mentor or mentee a call or send them an email!** It is okay to be busy and to have to postpone a meeting; however, it is not okay to allow the relationship to dissolve because of a lack of contact. If the reason you haven’t contacted your mentor or mentee is that you can’t think of anything to talk to them about, use this handbook to think of conversation topics or activities to do together. **If you are too busy to continue in the mentoring relationship, contact your mentor or mentee and end the relationship responsibly.** If your relationship ends, please contact the Project & Events Manager.
EXPECTATIONS

What will my mentor/mentee be like? How will we get along? What will come of this relationship? The answer: No one knows! There are so many different factors that affect how a relationship between two people will develop.

The best way to approach this relationship is with an open mind. Understand that this is a two-way relationship, and each of you should be accountable for your own actions or neither will benefit. Below are some general ground-rules to ensure that both parities are on the same page.

- **Maintain regular contact** - mentors and mentees should commit to meeting face-to-time at a minimum of quarterly during the mentoring relationship. The amount of times that you meet in person can be increased if both parties agree to it. However, mentors and mentees should communicate in between those in-person times through email and phone calls.
- **Set clear and realistic goals** - at the start of a mentoring partnership, mentors and mentees will have a conversation that addresses goals for both individuals.
- **Be responsive** - both mentors and mentees are expected to return phone calls and emails in a timely manner (e.g. within two business days).
- **Receive feedback** - it is important that mentees be open to receiving feedback that is candid and delivered in a thoughtful and constructive way. If necessary, your mentor will help you learn how to receive and respond to feedback by modeling the behavior through open discussion.
- **Participate in self-reflection and self-improvement** - expect thought-provoking questions designed to help you understand and articulate your motivations, accomplishments, weaknesses, etc.
- **Honor commitments** - if a mentoring meeting or conversation must be cancelled, it is expected that mentors and mentees do their best to communicate well in advance of the scheduled time and to offer an alternative date and time. If circumstances prohibit you from participating in the program prior to the end of a term (agreements are for a mentoring relationship of at least one-academic year), each party must agree to notify their mentoring partner and the Project & Events Manager.
- **Evaluate** - at the end of each semester, both participants will be required to complete an evaluation form.

*Note: Mentors are not expected to offer internships or jobs.*
EFFECTIVE COMMUNICATION

Communication is a two-way process that includes just about any type of interaction with another person, from subtle to overt. Poor communication can leave us feeling angry or worried. It is important to have effective communication in your mentoring relationship.

EMAIL & TEXTING

The speed and convenience of electronic mail can often cause us to compromise the quality and care we would normally take in corresponding with business contacts. When communicating through email, the following tips will help prevent miscommunication.

- **Meaningful subject line** - a good subject line ensures that the recipient recognizes the importance of your message and doesn’t delete it accidentally. The subject line should also serve as a summary, providing a clear idea of the topic you want to address.
- **Clear and concise message** - take the time to write clear, concise messages. Correspondingly, if you receive messages that are not clear and concise, take the time to get clarification. Do you clearly understand your mentor’s or mentee’s message? If not, provide an opportunity to restate, elaborate, or reconsider the intended message.
- **Investigating assumptions** - what assumptions may have been made, whether stated explicitly or not? To uncover assumptions and prevent misinterpretations, state your understanding of your mentee’s or mentor’s message or ask for clarification.
- **Communicating about communication** - it is very important to inform your mentee or mentor of your schedule well in advance. This prevents the unnecessary frustration of a communication breakdown.
- **Make it work appropriate** - remember that your emails are just as much a reflection of you and your sincerity as your handshake and attire in a job interview would be. This includes everything from the type of address you use, and the content of the messages you send.

VOICEMAILS

There will most likely be a time when you have to leave a voicemail. Follow the below tips to leave an effective one.

- Clearly state your name and the name of the person who the message is for.
- Briefly outline details/reason for your call.
- If you are originating the call, tell the person how much you are looking forward to hearing from them soon.
- If you are returning the call, tell them that you will try to get back to them soon.
- Leave a phone number for the person to call you at his or her convenience.
- Say thank you.
DEFINING THE RELATIONSHIP TOGETHER

This worksheet is designed to help a mentee and mentor define their relationship. Use this worksheet as a helpful tool during your first-meeting to guide you both in establishing a solid foundation for your mentoring relationship.

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

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

3. List the contributions that both of you can make in order to meet your expectations and goals.

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

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

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

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

8. Discuss and determine how frequently you will meet (quarterly is the minimum expectation). Where and when will those meetings take place.

9. Discuss and determine how you 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 the mentor could deliver feedback.

11. How will you determine when the mentoring relationship has come to a conclusion? How will you each provide closure?

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

When you meet in-person consider some of the suggested activities listed below:

- Review mentee’s resume and cover letter.
- Review mentee's Linkedin Profile – make connections and join groups.
- Conduct a mock interview (see following evaluation to use with the mentee).
- Assist with mentee's elevator pitch.
- Discuss time/priority management.
- Discuss ethics in the workplace.
- Attend a NKU basketball game!
- Attend a NKU Theatre, Dance, or Music production together.
- Attend a professional society meeting (i.e. Association of Fundraising Professionals, American Marketing Association, Greater Cincinnati Human Resources Association, and many more are located within the Greater Cincinnati Region).
- Attend a local conference or seminar that appeals to both of you.
- Introduce mentee to colleagues, especially anyone who may be of professional interest to the mentee.
- Setup a job-shadowing opportunity.
MOCK INTERVIEW EVALUATION

Rate on the following scale 1 (lowest) to 5 (highest) in the following areas related to interviewing skill.

**Nonverbal Behaviors**

1. Dressed appropriately 1 2 3 4 5
2. Firmly shook hands of interviewer before and after 1 2 3 4 5
3. Maintained eye contact with interviewer 1 2 3 4 5
4. Brought copy of resume and relevant materials 1 2 3 4 5
5. Punctual (plan to arrive 10 minutes early) 1 2 3 4 5
6. Overall body language (good posture, no fidgeting) 1 2 3 4 5

**Verbal Behaviors**

1. Stated career goal(s) and related it to position 1 2 3 4 5
2. Answered questions completely, yet briefly 1 2 3 4 5
3. Used power/action words 1 2 3 4 5
4. Emphasized qualifications 1 2 3 4 5
5. Pointed out work-related skills with 3 examples 1 2 3 4 5
6. Spoke positively about past experiences 1 2 3 4 5
7. Displayed controlled enthusiasm 1 2 3 4 5
8. Focused on strengths; but addressed weaknesses 1 2 3 4 5
9. Acted in polite manner - greeting, thanking 1 2 3 4 5
10. Asked appropriate questions of the interviewer 1 2 3 4 5
11. Spoke clearly and at a reasonable volume 1 2 3 4 5
12. Demonstrated knowledge of the field/company 1 2 3 4 5
13. Avoided use of filler phrases such as 'um', 'like' 1 2 3 4 5

**Best interviewing skills:**

**Areas of improvement:**
ENDING THE MENTORING RELATIONSHIP

When entering into the Mentoring Program, both parties do so with the understanding that they are committing to relationship that will last at least one-academic year. Sometimes these relationships will last longer and sometimes they will end sooner. Whenever it is time for the formal relationship to come to an end (i.e. graduation, relocating for a new job, etc.) it is important to do so with closure. When both parties have agreed to end the mentoring relationship (most likely the two of you will still meet and talk on a more informal basis) make sure to inform the Project & Events Manager of your last scheduled session. Additionally, a successful exit strategy includes the following steps:

- **Fix a date for your last meeting** - decide together on a final meeting date. Remind each other of the date of the last session in the meeting prior to your last so both of you can prepare for it. Inform the Project & Events Manager of your last scheduled meeting.
- **Process conclusions & integrate what was learned** - process the learning that took place and discuss how to apply and take it to the next level.
- **Celebrate success** - plan a mutually satisfying way to celebrate achievements and new beginnings.
- **Discuss other options for support** - talk about other opportunities/venues for the mentee to gain professional support. (i.e. career-related workshops and joining professional societies).
- **Redefine the relationship** - talk about whether the relationship is to continue, and what it will look like. Will you become a colleague? A friend? Or something else?
CONTACT US

The Executive Mentor Program reports directly to the Dean’s Office in the Haile/US Bank College of Business, located in BC 305. If at any point you have questions or concerns do not hesitate to contact us. Additionally, you can expect to receive evaluations, emails, and updates from us throughout your duration in the program.

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