



# District 42

## *"The Mentoring Guide" Series*

### *How to Build a Successful Club Mentoring Program*

# Module 2

## Implementing the Program



**Developing Leaders through Shared Experience**

# INTRODUCTION

“*The Mentoring Guide*” series is a step-by-step guide in four modules for clubs that wish to implement a mentoring program or strengthen an existing one.

“*The Mentoring Guide*” series takes the reader on the journey through the entire promotion, implementation, training and mentoring partnership process, and provides useful templates and forms to assist the club in developing a mentoring program that fits your members’ unique goals and needs. It is designed to quick-start your ability to develop leaders through shared experience.

There are four modules in *The Mentoring Guide Series*:

- 1) Promoting the vision of a club mentoring program
- 2) Implementing the club mentoring program
- 3) Training the mentors and mentees
- 4) Building the B.E.S.T mentoring relationships

The Vice-President, Education is responsible for implementing and maintaining the mentoring program, although he/she may appoint a member of the Education Committee to be the mentoring program coordinator.

*The Mentoring Guide* provides practical tips and tools to help the club implement and manage the mentoring program and is intended to complement *The Successful Club Series: Mentoring* module and the *Club Mentor Program kit*, both available from Toastmasters International. These two resources offer valuable information, which we have not duplicated in this guide and can be used in conjunction with *The Mentoring Guide*.

*The Successful Club Series: Mentoring* module defines mentoring, discusses benefits, describes roles and responsibilities, and advocates mentoring programs in clubs (Catalogue No. 296).

*The Club Mentor Program kit* includes: a brief outline -- How to Administer Your Club’s Mentor Program, 20 Mentor Assignment Notices, 20 Mentee Assignment Notices, 20 Member Interest Surveys and a sample Mentor Certificate, all of which are useful tools in starting a mentoring program. (Catalogue No. 1165)

The Mentoring Guide

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# PURPOSE

Part of The Mentoring Guide Series, this module describes how to implement a club mentoring program and tailor the program to meet the needs of the club's members. The module includes ideas on how to structure your program, the key steps to take in implementing a successful program, the types of mentors, tips to address common challenges and templates for record keeping.

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# OVERVIEW

How can you build an outstanding club mentoring program? The most successful club mentoring program is one that is focused on what members want and need and can be managed easily.

If you are reading this module, you and your club have already decided to implement a club mentoring program that will energize your club and help members achieve their goals. This module is a guide that will take you through the key steps to successful implementation.

## SUMMARY

Select from the ideas, tips and tools to design and implement a mentoring program that will serve the unique style and needs of your club.

Here you will find:

- The key steps necessary to implement a mentoring program
- The types of mentors and the role each plays
- Typical challenges clubs may face
- Sample templates to administer the program

## DEFINITIONS

**Mentoring Program Coordinator:** coordinates the planning, implementation and ongoing maintenance of the club mentoring program.

**Foundation Mentor:** helps the mentee set goals, build confidence and develop skills to achieve his/her dreams.

**Mentee:** any member who wishes to benefit from the experience of a mentor.

**Mentor Coach:** Coaches and provides support to mentors, works with Mentoring Coordinator.

# GETTING STARTED

Members will be more excited and open about the idea of mentoring if they are confident that the program will energize their club and help them to achieve their goals.

Inform, invite and train. As you move forward with implementation, inform the club members about progress, invite members to be involved in shaping the mentoring program for the club and train them in the roles they take on.

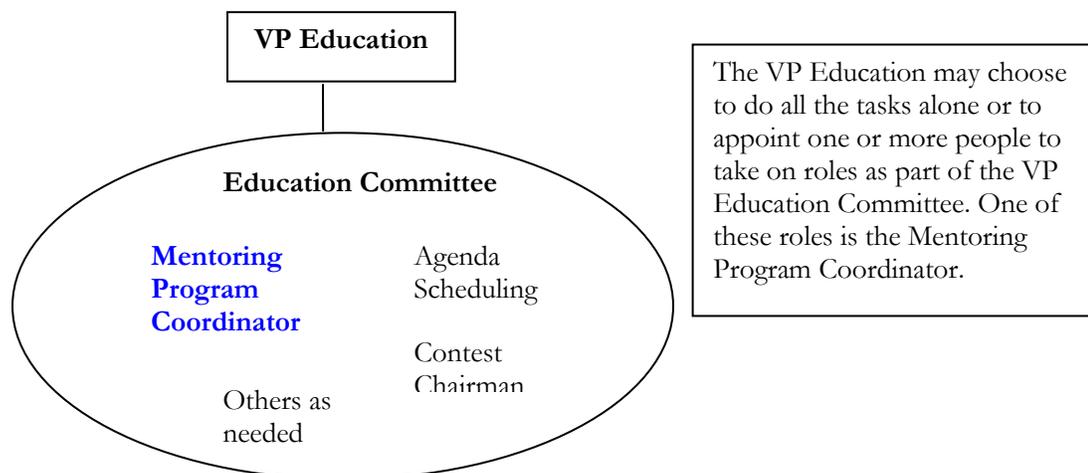
You can develop a successful club mentoring program by following these key steps:

## 1. Appoint a Mentoring Program Coordinator

The Mentoring Program Coordinator is a member of the Vice-President Education Committee and is responsible for leading the implementation, coordinating the design of the mentoring program and then coordinating the ongoing program.

The Mentoring Coordinator works closely with both the Vice-President Education and the Vice-President Membership to ensure that members have the opportunity to select or be assigned a mentor if they wish to do so, and that the program is managed according to the wishes of the club.

The Structure of a Typical Vice-President Education Committee



### NOTE:

The Mentoring Program Coordinator may appoint a Mentor Coach to be a resource to the mentors, but the roles may be combined if no one is available. In some cases one person may have to do all 3 roles: VP Education, Mentor Coach and Mentoring Program Coordinator, but this is not recommended. The more hands the lighter the load.

## 2. Form a core team

The core team will be led by the Mentoring Program Coordinator and include at a minimum the VP Education, VP Membership. You may wish to invite other interested members of the club.

The role of the core team is to plan and tailor the implementation of the mentoring program to fit the style of the club and needs of the members.

## 3. Design the program for your club

Define the vision for your mentoring program. What will it look like in 3 years?

- Identify the needs and wants of the club members.
- Assess the challenges and opportunities: the number of potential mentors, the number of new members, and the number of members who would like a mentor.
- Define the qualifications required to be a mentor in your club.
- Determine the principles which will guide how mentors will be assigned and how mentors and mentees will be matched.
- Clarify the roles of the VP Education, VP Membership and Mentoring Program Coordinator in activities such as new member orientation, mentor assignment and mentor/mentee training.

## 4. Set priorities

Based on the vision you have created for your mentoring program, set priorities that meet the needs, style and situation of your club. For example, priorities may include:

- Developing a process and checklist for new member orientation interviews.
- Assigning a meeting mentor to assist members who are taking on a meeting role for the first time
- Matching new members with foundation mentors in accordance with the principles set by the core team.
- Matching any member who wants one with a foundation mentor.

## 5. Develop a way to track results

Decide how you will evaluate the results of the program, how you will track the mentor/mentee partnerships, how you will gather the statistics you need to evaluate the results, and when you will do the follow-up survey. Develop baseline information so that you can see what changes because of the mentoring program. For more information see Module # 1 – Promoting the Mentoring Program.

## 6. Common challenges

Challenges that clubs have faced in implementing a mentoring program include:

- ***A disproportionately large number of new members compared to experienced members.***

When there are significantly more new members than experienced members, the club can ask for mentors from another club for a defined period of time to help get the program going.

Another option is to put in place team mentoring where one mentor takes on three or four mentees and works with them as a team.

Implement meeting mentors to help get the new members started on meeting roles.

- ***Experienced members concerned about the amount of time required to be a mentor.***

Each mentor can make a unique agreement with the mentee about how often they will meet and how they will communicate. As long as expectations are clear upfront in the partnership agreement, the mentor can volunteer the amount of time that he/she is comfortable with.

- ***Wanting to get mentoring program started quickly.***

The club can start by assigning experienced Toastmasters to mentor new members with meeting roles and answer questions at the meeting. Conduct a training workshop (Module # 3) where potential mentors and mentees can find out more about mentoring and the roles and responsibilities. This will encourage members to participate in the mentoring program because they will be more comfortable with what is expected of them.

- ***Concern that it is too much work***

Do only that which you have the resources and the will to do. Tailor the program to suit your club.

Start with one aspect of the mentoring program and realize the benefits from that before moving on to another phase. Invite other members of the club to participate in the planning and implementation so that the work is shared.

- ***Members do not understand the value of mentoring.***

Communicate the value and benefits of the program. Share personal stories that demonstrate the benefits. Do an educational session in the meeting time. See Module #1. Each member has a choice about whether they participate but if they see other members enjoying the benefits, they will want it too.

# IMPLEMENTING THE PROGRAM

## Implement in phases

Based on the vision you have created for your mentoring program, consider implementing in phases that meet the needs, style and availability of resources in your club. Implementing the program in phases over time helps you to adjust the program as you gain experience. Consider the following potential phases:

### Phase 1

- Establish new member orientations
- Assign a meeting mentor for anyone taking on a meeting role for the first time.
- Add the role of the “mentor minute” to the club agenda. This is an educational talk of about 2-3 minutes by any member of the club who wishes to share some tip or interesting fact they have learned in Toastmasters that could be valuable to other members.

### Phase 2

- Focus on new members
- Identify experienced Toastmasters that are qualified and willing to be foundation mentors
- Do a training workshop for potential mentors and mentees.
- Match mentors and new member mentees and get them to sign partnership contracts.

### Phase 3

- Match any member who wants a mentor with available mentors
- Identify specialty mentors and communicate that they are a resource to any club member and to the club
- Identify members who are willing to learn about a needed skill and become the club expert

## Communicate progress

Communicate often. When members are informed about progress and understand the mentoring program design, who will be involved in implementation, and how the program will benefit the members, they will be more confident and more likely to participate.

When a milestone is reached or a phase is completed, share the good news with the members so that they can be well informed and enthusiastic about the mentoring program.

## Types of Mentors

Members may volunteer to be a mentor if the roles and responsibilities are clear and if they can volunteer for a mentor role that fits with their interests and time availability. In this section we describe the four main types of mentors, the time commitment and benefits that each provides.

Types of Mentors	Responsibilities
<p><b>Meeting Mentor</b> Short- term coaching for entry-level tasks or roles. <i>Time Commitment:</i> mentoring can be done within the meeting time period. <i>Benefits:</i> helps the newest members feel welcome and adjust quickly to the club environment.</p>	<p>At the meeting, the meeting mentor sits beside a new member and provides support in the following areas as needed:</p> <ul style="list-style-type: none"> <li>- Entry level meeting roles</li> <li>- Toastmaster customs and protocol</li> </ul> <p>After the meeting, answers questions, provides feedback. Your club may choose to assign a meeting mentor to a new member for 4 weeks or simply add the role to the agenda, changing the person assigned each week.</p>
<p><b>Specialty Mentor</b> Assigned for a period of time for one-time support with a focus on specific communication skills or roles. <i>Time Commitment:</i> relatively low time required, self-defined. <i>Benefits:</i> helps the club members learn more advanced skills; allows experienced members to share their expertise.</p>	<p>Upon request, coaches in the area of specialty, answers questions, provides insightful and encouraging evaluation.</p> <ul style="list-style-type: none"> <li>- Sergeant at Arms</li> <li>- Contest chairman, contestant, officials, judging</li> <li>- Evaluator</li> <li>- Toastmaster</li> <li>- General Evaluator</li> <li>- Toast/Reply, storytelling, use of Powerpoint for presentations etc</li> <li>- Parliamentary procedure, protocol</li> </ul> <p>Your club may choose to assign specialty mentors for all the areas of focus or simply select two or three – depending on the clubs’ needs.</p>
<p><b>Foundation Mentor</b> Focus is on communication and/or leadership goals. <i>Time Commitment:</i> A contract for an agreed time period (3 month, 6 months or 1 year). <i>Benefits:</i> members more likely to stay with the club and achieve goals faster, mentors gain confidence and feel like they make a difference.</p>	<p>Coaches individuals to achieve their objectives in the following areas:</p> <ul style="list-style-type: none"> <li>- Communication Skills</li> <li>- Preparation of manual speeches</li> <li>- High Performance Leadership Program</li> <li>- Leadership roles</li> </ul> <p>The mentee can select a preferred mentor from a list of available mentor volunteers or ask to have one assigned if he/she has no preference.</p>
<p><b>Mentor Coach</b> Focus is to be a resource to mentors. <i>Time Commitment:</i> one year. <i>Benefits:</i> mentors have a “go-to” person, strengthens mentoring program; builds on the skills of an experienced member.</p>	<p>Coaches and provides support to mentors and program coordinator:</p> <ul style="list-style-type: none"> <li>- Initial training of mentors</li> <li>- Regularly follows up to see how program is working for mentors and mentees</li> <li>- Provides problem-solving support for mentor partnerships</li> <li>- A member of the Mentoring Program Coordinator’s committee.</li> </ul>

## Training the Mentors and Mentees

Once you have developed a plan for the mentoring program, you will need to communicate both the process and the roles and responsibilities to all of the mentors and mentees – both potential and confirmed. A structured training program will ensure consistency in the mentoring process. See Module # 3 - Training the Mentors and Mentees for more details.

## Keeping the Records

There are many ways to keep the records so that you have the information you need to manage the program and ensure that you have the data to assess the effectiveness of your mentoring program. Each club has a unique style and different priorities depending on member needs and interests. The following are some of the records that may be useful in implementing your club program:

### a. Mentoring Partnership Contract

The information allows the Mentoring Program Coordinator to keep track of the partnerships. It provides information about when to celebrate the successful end of partnerships and when the mentor volunteers will be available for a new assignment.

Some members want the mentoring partnership to last for the first three speeches or for six months or for a year. Deciding upfront how long the partnership will last helps the pair to plan effectively and to formally close the relationship at the end of the term so that there is a clear point of transformation of the relationship.

If there is no clear end point, the pair can fall victim to the “hanging-on” phenomenon where each is uncertain about their ongoing responsibility and expectations. A clear start and ending date encourages the pair to set clear objectives and manage the time they have together wisely – and to celebrate when they are finished.

Transformation can be in the form of a new relationship as peers or a renewal of the mentor-mentee partnership for another specified term.

### b. Foundation Mentor Program Record

This is a list of all of the club members that provides a summary of the mentoring program requests for mentors, mentor volunteers and partnerships. At a glance the Mentoring Program Coordinator can see how the program is doing, how many requests are outstanding, how many mentees a mentor has been assigned, and when mentors will be available for a new assignment.

### c. Specialty Mentor Record

This is a list of all the members who have volunteered to be a specialty mentor for a specific role, area of special knowledge or interest.

## Follow up with the mentors and mentees

After the mentoring partnerships are formed, follow up with them to see how the partnerships are working and offer encouragement, support or assistance if it seems necessary.

About six months into the implementation of the mentoring program, an educational session on building the best mentoring relationships may be helpful either in the meeting or as a separate workshop open to all club members. See Module # 4.

## Celebrate Successes

Celebrating the successes of the mentoring program does two things. It recognizes the achievements of the individual members as well as recognizes the commitment of the mentor volunteers. It allows the club to demonstrate the benefits of the mentoring program.

Some ideas for a celebration are:

- A formal ceremony at the club held at the meeting and led by the VP Education and the Mentoring Program Coordinator. The club might consider awarding mentor pins and certificates, available online at Toastmasters International, to recognize the contributions of the volunteer mentors. One club made special name tags to honour the mentees at the ceremony.
- An informal sharing between the mentor and mentee can be a small token of appreciation (a flower, chocolate, certificate, or a card) or simply going out for lunch or a drink together.





