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**CREW Connections Mentoring Program Resource Guide**

**2024**



**Mentoring Program**

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**Mentoring Program**

**Welcome to the CREW Connections Mentoring Program for 2024!**

Mentoring Program options:

* One-on-One Mentoring
  + For one-on-one mentorship, the relationship is exclusively between one mentor and one mentee. The most typical arrangement here is that the mentor is more experienced and senior in their field than the mentee, though this certainly doesn't have to be the case.  In this type of mentorship, the main goal is to help the mentee develop their skills, knowledge, and experience to progress in their career. The benefit of one-on-one mentorship – it allows for a high degree of flexibility and customizability, making it the perfect option for anyone looking to develop their skills and progress in their career.
* Group Mentoring
  + Group mentoring is a type of mentoring in which one mentor works with several mentees at once in a group. The mentor will have an area of expertise to share, and the mentees will have similar personal development goals or wish to learn specific new skills or knowledge. The format means that the group will support each other to learn and grow, as well as bring in a range of different perspectives and experiences. In turn, the mentor will also learn from the group discussion. It works well for people that learn best collaboratively and has a wide range of benefits.

The true objectives of the program are to:

* Provide high-quality relationships
* Build business acumen
* Enhance information sharing across CREW Iowa
* Develop future networking opportunities
* Focus on mutual learning for both the Mentor and Mentee

This guide provides you with tools and resources to help make this a worthwhile experience for both the Mentee and Mentor. The intent is to not be prescriptive with rigid formality, rather this guide is just that, a guide. We provide this only to help with understanding and for you to use where and when beneficial. We do feel a general mentoring agreement, which can be found on page 10, is helpful to set expectations.

Enjoy the experience!

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**Keys to Effective Mentoring**

Like all programs, mentoring is intended to serve some purposes and not others. We share the below information to make sure all parties understand what mentoring is and is not.

* Commit the time and energy needed to establish and maintain a productive mentoring relationship.
* Ensure regular meetings are set, commit to regular discussions, and ensure they don’t fall off the radar.
* Prepare for meetings and focus on key development areas and interests of both the mentor and mentee(s).
* Carve out time at the end of each meeting to look ahead to the next meeting so that any planning discussions can take place.
* Take advantage of learning opportunities as they arise rather than relying only on regularly scheduled meetings.
* Give as much advance notice as possible when meetings need to be re-scheduled.
* Follow up and meet agreed upon commitments and deadlines.
* Maintain trust and uphold confidentiality.

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| **Mentees** |  | **Mentors** |
| Respect your mentor’s time – always check at the beginning of the meeting or call to confirm how much time your mentor has.    Prepare an agenda for each discussion.    Respectfully challenge and speak your mind; listen and probe during discussions.    Be realistic about what you can expect from your mentor.    Tap into your mentor for specific advice on something (i.e. How should I approach this situation? How should I best word this to get my message across?).    Take ownership of your own growth and development.    After each meeting, take some time to reflect and write some notes about the meeting, e.g. anything you would do differently, etc. |  | Encourage your mentee to take primary responsibility for managing the partnership by initiating and planning meetings.    Copy your mentee on e-mail correspondence to give exposure to different forms of communication.    Pass along interesting articles, facts, etc.    Ask hypothetical questions to challenge thinking through new and different situations.    Balance giving advice with asking questions to get more information and help the mentee discover his/her own answers.    Seek advice/opinion from your mentee. Communicate what you want to learn.    Be willing to share stories of failure as well as success.  Ensure your mentee retains ownership of any problem they bring up as well as the decision about how to solve it.    Resist letting your organizational biases rub off on your mentee. |
| **Successful Mentees…** |  | **Successful Mentors…** |
| Exhibit a commitment to self-development    Clearly communicate development goals and mentoring objectives    Take the responsibility for initiating contact and setting agendas    Are receptive to feedback, guidance, different perspectives, and new ideas    Express concerns and give feedback to the mentor    Take risks –try something outside their comfort zone    Respect confidentiality    Possess humility, an insatiable curiosity and desire to learn and the courage to trust |  | Value the development of others    Keep the mentee’s development goals in mind    Observe, listen and guide rather than direct    Serve as a sounding board, offering encouragement and constructive feedback, experiences/perspectives    Share knowledge, skills, best practices, and personal experiences/perspectives    Ask questions that challenge your mentee’s thinking    Learn from your mentee    Respect confidentiality    Possess humility, an insatiable curiosity, and the courage to trust |
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**Getting Acquainted Meeting**

At the beginning of a mentoring relationship, it’s important to spend some time getting to know each other. Consider this an investment in the relationship. Even if you already know each other, it can be helpful to explore some conversations that get the relationship off to a great start.

The intent of these meetings is to share background information, discuss individual objectives for the mentoring experience, development areas, and review plans for the upcoming meetings.

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| **The Questions:** |
| What type of assistance does the mentee want from the mentor? |
| Why were you interested in participating in the mentoring relationship and what you expect to gain? |
| What expectations do you have of your mentor/mentee? |
| Discuss how you’ll work together in the mentoring relationship? |
| What is the desired outcome of our partnership? |
| Are any topics urgent? |
| Any concerns the mentor wants discussed and resolved? |
| Describe your current role and key responsibilities. |
| Performance goals for the year (you may want to share a copy). |
| Areas you have identified for development (you may want to share your development goals). |
| What specific strengths do you feel you have that you’d like to share during this relationship? |
| Your typical styles of communicating and thinking. |
| Interests outside of work. |

**Sample Discussion Topic Ideas**

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| **Mentee** |  | **Mentor** |
| What do you believe I’m capable of achieving in my career? |  | What do you want to achieve in your career? Why? |
| I would like to do XX. Is that realistic? |  | Given what I’ve observed and know about you, have you ever considered XX? Why/Why not? |
| I’ve frequently gotten feedback that I’m…  I agree with XX. I disagree with XX. Here’s why. Given what I want to accomplish will that help or hinder? |  | What type of feedback have you received about your performance and career opportunities? From whom?  Given what you want to attain, should you look to change XX perception? |
| I am potentially limited by XX. Will this hurt my career? |  | Given the role you’re interested in, from my experience XX, and XX are career limiters. |
| What do you think are the critical experiences or knowledge I need to have to achieve my career goals? |  | To reach your career goal, I think you need to get some experience handling XX and XX. |
| I believe my greatest strengths are XX and XX. What do you think is key for success? |  | Given what I’ve observed and know about you, I think your greatest strengths are XX and XX. These will help/hinder your career aspirations. |
| I believe I need to develop XX and XX. What do you think based on my career goal? |  | Given what I’ve observed, and I know about you, I think you need to develop XX and XX. These will help your career aspirations. |
| How did you achieve your position? What was the best development experience? |  | The best development experience I had was X, and the reason was… |
| What does it take to succeed and progress in the industry? |  | At my company, here’s what I found to be most critical to success. |
| I’m networking with XX to learn XX. Who else should I network with? |  | XX is someone I suggest you get to know and here’s why. |
| How do you get things done at your firm? How do you influence others? |  | Here’s the best way I’ve found to get decisions made, initiatives supported, etc.… |

**Sample Mentor/Mentee Activities**

**Networking**

Provide exposure to a group of people the mentee would not otherwise normally encounter. Attend CREW Iowa events together.

**Client Visit or Discussion**

Mentor or mentee takes the other along on a client visit or presentation, if appropriate, and debriefs on observations and feedback after the visit.

**Industry Research**

Mentee to research/review a hot topic in the Real Estate or Asset Management industry, i.e., health care reform, legislation, key competitor product release etc. along with potential impact to the real estate industry and presents findings to mentor.

**Change Initiative**

The mentor and/or mentee will discuss a specific change that occurred within the business or industry, how that impacted the business and themselves from an overall change perspective as well as lessons learned.

**Job Shadowing**

Allow the mentee the opportunity to live a ‘day-in-the-life’ of the mentor. Consider what is going on at the time of the meeting, i.e., year-end strategic planning, budgeting/re-forecasting, etc.

**Book Study**

Choose a book of interest to both the mentor and mentee and set up time throughout the reading of the book to discuss specific chapters and how best practices can be utilized in their own job.

**Product/Service**

Help each other learn and understand a specific product or service offered by their firm to build broader business acumen. The mentor can discuss a product offering or other business area that the mentee would like additional knowledge around.

**Work/Life Balance**

Discuss how mentor and mentee best balance work with personal responsibilities along with current challenges and how to overcome these issues.

**Mentoring Agreement**

The process of writing, clarification and agreement on expectations has proven to be one of the most valuable and powerful tools for helping the relationship to be mutually satisfying.

It is suggested the mentor and mentee(s) review the agreement separately prior to the first meeting. Discuss and come to agreement during the ‘Getting to know you meeting.’ Regularly review your agreed to answers and give your mentoring relationship a checkup and agree to any needed changes.

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| **How often will we meet (recommended 6 times between kick off and closing)?** |  |
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| **How long will we meet (suggested time is an hour)?** |  |
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| **Where and when will we meet?** |  |
|  |  |
| **Are any topics off limits?** |  |
|  |  |
| **Agree who will be responsible for scheduling meetings?** |  |
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| **Anything else?** |  |