**Mentor Toolkit**

**Reasonable Expectations for Mentors and Mentees**

Mentors and mentees typically enter their relationships with assumed expectations of each other. At times, some can experience disappointment because expectations weren’t met or even discussed. To prevent this and help you with your planning, the table below lists some common, reasonable expectations. In many cases, the expectations are similar or the same. A mentoring relationship is a partnership, with both people showing respect and support for each other.

Discuss these expectations early in your mentoring partnership. You may want to add other expectations the two of you identify.

<table>
<thead>
<tr>
<th>Mentors</th>
<th>Mentees</th>
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<tbody>
<tr>
<td>Meet as often as your schedules permit.</td>
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<tr>
<td>Provide help by answering questions. Serve as a learning broker, and be a sounding board for issues relating to the mentee's career goals and development. Talk about skills mentee could acquire to add value.</td>
<td>Take initiative to drive the relationship and be responsible for your own career development and planning. Ask questions.</td>
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<tr>
<td>Discuss eliciting getting feedback and help mentee look for information on impact he/she is having.</td>
<td>Focus and be interested in getting feedback and measuring how you are perceived.</td>
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<tr>
<td>Provide suggestions and advice on goals and activities that lead to effective and rewarding work at the Bank. Tell stories about how others made their way in the Bank that might be relevant to the mentee.</td>
<td>Ask for suggestions and advice early in the relationship. When advice is given, listen to the mentor, apply at least some of their ideas, and let him or her know the results.</td>
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<tr>
<td>Be a catalyst for mentee developing his/her own network. Point to others he/she might reach out to and engage.</td>
<td>Elicit Mentor’s advice on developing other informal mentoring relationships</td>
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<td>Keep any commitments made.</td>
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<tr>
<td>Keep confidences with mentee</td>
<td>Keep confidences with mentor.</td>
</tr>
<tr>
<td>Work out any minor concerns about the relationship.</td>
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<tr>
<td>Evaluate the relationship at various Points.</td>
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Unreasonable expectations regarding mentors

There are some common unrealistic expectations of mentors that can cause irritation and disappointment on both sides. As a general guideline, the mentor should not be expected to:

- Provide the mentee with personal introductions to other people unless they’re comfortable doing so.
- Spend more time on the relationship than he or she is able to give.
- Take the lead in the relationship, setting up all meetings and driving the mentee’s career development.
- Continue the relationship beyond the agreed-upon time period.

When you meet, it may also be helpful for each of you to talk about how much time you can devote to the relationship, what skills and knowledge you can contribute, and your expectations of the relationship. Discussion of the following points can help clarify the role and level of participation in the relationship. These questions can provide a basis for discussion during your initial interaction:

- What do you expect in a Mentee or Mentor?
- What are some specific objectives you wish to achieve in this relationship?
- What knowledge, skill, and abilities possessed by your Mentee/Mentor will most benefit you in achieving your objectives?
- How will we establish and ensure regular, ongoing interactions?
- Will our interactions be scheduled and/or will some be informal and spontaneous?
- Who will initiate these interactions?
- How often will we interact?
- How will we develop the trust and rapport necessary to a productive relationship?
- How will we ensure the relationship is working for both of us? What tips would you give your Mentee/Mentor so he/she can be most successful in working with you?
- How will we handle feedback?
- How will we handle conflict with each other?
- How will we know the relationship has been successful?
- At what point do we/should we terminate the mentoring relationship?
- Additional information you would like to share with your Mentee/Mentor.
The primary characteristics of effective mentoring include the ability and willingness to:

- Value the mentee as a person
- Develop mutual trust and respect
- Maintain confidentiality
- Listen both to what is being said and how it is being said
- Help the mentee solve his or her own problem, rather than give direction
- Focus on the mentee's development, and resist the urge to produce a clone

Establishing Regular Contact:

Maintaining regular contact is the key to building your relationship. Not every contact need be lengthy or weighty. Brief messages containing small talk are as necessary for establishing a relationship as long, deep communications. Therefore, we strongly encourage you to maintain contact with one another at least two times per month. Email is the usual mode of communication.