



Program Handbook



MENTORING
PROGRAM



Using this handbook

Some of you may have been involved in a formal mentoring relationship in the past, and for others this is a first-time experience.

This handbook is designed to be used as a reference guide by both mentors and mentees. The contents of this handbook will assist you in getting the most out of your mentoring experience.

In addition to this reference guide, mentors and mentees will have additional resources available to them to assist with building relationships, starting conversations and working to meet the goals set at the beginning of the mentorship.

Participants will be asked to complete a few surveys and provide feedback throughout the process to assist in evaluating what is working well and what needs adjusting. Thank you for your interest, and please let us know if we can be of assistance at any time during your participation in this program.

This handbook includes:

- **A welcome message from the ARA CEO**
- **What is mentoring?**
- **What are some of the benefits of mentoring?**
- **The role of the mentor and the mentee**
- **The stages of a mentoring relationship**
- **Using the GROW model as a mentoring tool**
- **Program details**
- **Mentoring agreement**
- **Example “goal setting” template**

Welcome to the **ARA Foundation Mentoring Program**



A message from Tony Conant, CEO

Thank you for your interest and willingness to participate in the ARA Foundation Mentoring Program for the equipment and event rental industry.

I can assure you that the entire ARA Board is excited about what we expect to be a great program for you as mentors and mentees and for our industry.

I've been lucky enough to have some great mentors over my career. Some mentoring relationships have been formal; others more casual. In each case, the impact has been long lasting and provided me with support outside my usual network to tackle some difficult challenges and have confidence in the direction I chose to take.

The ARA Foundation Mentoring Program offers the opportunity to be mentored or to be a mentor in a professional and structured environment. Much like your involvement with the ARA, what you get out of it will be completely up to you! Mentees, you can ask your mentor pretty much anything. Mentors, you can call it as you see it. Of course, you need to be respectful and considerate - that goes without saying - but your relationship will be completely confidential and safe.

I look forward to seeing this program grow to the point where those who were mentored are ready to assist others in industry and become the mentors themselves.

I'm sure you will benefit from participating in this program, and I wish you well on your journey.



WHAT

is Mentoring?

The concept of mentoring has been around for thousands of years, coming to us from Homers' Odyssey. Mentor was the teacher of Telemachus, the son of Odysseus.

Mentoring is a powerful personal development and empowerment tool. It is an effective way of helping people to progress in their careers and to realize their full potential.

Mentoring is a partnership between two people, the mentor and the mentee, who normally work in a similar field or share similar experiences. It is a relationship based upon mutual trust and respect.

A mentor is a guide who can help the mentee to find the right direction and develop solutions to career issues. Mentors rely upon having had similar experiences to gain an empathy with the mentee and an understanding of their issues.

Each mentoring experience is individual, based on the goals and career aspirations of those involved. It is a two-way, mutually beneficial learning situation based on an adult-learning model.

What are some of the benefits of mentoring?

One of the reasons why mentoring is so highly regarded as a development opportunity is the benefit experienced by everyone involved in the process.

Benefits to mentees may include:

- Gaining or increasing knowledge of the industry
- Developing new skills
- Identifying areas for professional growth
- Strategic career planning
- Accessing new networks and contacts
- Finding new ways to approach old problems
- Increased confidence
- Increased job satisfaction

Benefits to mentors may include:

- Developing skills in coaching and listening
- Enhanced self-esteem through recognition of professional abilities
- Increasing industry knowledge, especially from the viewpoint of the mentee
- Developing and demonstrating management skills
- Enhancing leadership skills
- Gaining a sense of satisfaction from helping someone develop professionally
- Enhancing interpersonal skills

The Role of the **Mentor** and the **Mentee**

Establishing a positive mentoring relationship is very much like establishing any other valued relationship. Both parties must have a genuine desire to understand the values and expectations of the other person, and both parties must become sensitive to the other's feelings and needs.

At the same time, mentoring relationships differ from personal relationships because they are professional in nature. Both mentors and mentees are responsible for conveying and upholding the norms, values, and goals that are mutually agreed upon in the mentoring agreement.

MENTOR	MENTEE
Identify opportunities to help your mentee learn and develop	Be open and discuss issues freely with your mentor
Challenge your mentee and support them to succeed	Put your learning into practice
Share your insights and industry experience	Step outside your comfort zone
Ask open questions	Set goals and assess them throughout the relationship
Act as a role model	Accept and provide feedback
Commit to the mentoring meetings as agreed upon with your mentee	Maintain a professional relationship with your mentor
Discuss the mentee's career plan on a regular basis	Discuss your goals and career plan on a regular basis
Resist the urge to take responsibility for your mentee's career	Invest time and be responsible for your development
Maintain a professional relationship with your mentee	Provide your mentor with plenty of notice when scheduling meetings

The stages of a **Mentor Relationship**

Each mentoring relationship is unique and will chart its own individual course. There are, however, four different stages that evolve throughout the mentoring relationship.

STAGE 1

Building Rapport and Establishing Trust

The focus of stage one is for the mentor and mentee to become acquainted. During this phase, the mentor and the mentee are exploring if they can work together. They are determining the alignment of values, establishing a mutual respect, agreeing on the purpose of their relationship, and establishing the roles, behaviors and expectations.

Two key competencies for the mentor to have in this phase are those of empathy and active listening. Understanding, or having rapport, is the key to building a successful mentoring partnership. Strong rapport results in effective communication, as well as a mentee who is open and willing to take the steps needed to affect change in their performance and development. Rarely are we immediately comfortable with someone we have met for the first time. This is because we have unconsciously been influenced, either positively or negatively, by their appearance, language or behavior and formed an impression as to the degree of our common issues or values. The level of relationship is then determined by virtue of how different or similar they are to us.

Active listening is an essential mentoring skill. Many mentors make the mistake of confusing “hearing” and “listening.” Hearing is only the first part of listening, the physical part is when your ears pick-up the sound-waves. Listening, however, is the interpretation of what you heard that leads to understanding or misunderstanding. This is followed by the evaluation stage where you weigh the information and determine how you will use it. Finally, based on what you thought you heard and how you evaluated, you react.



Tips for Success

- **Come to meetings prepared and on time**
- **Listen and ask questions**
- **Follow the guidelines set out in your Mentoring Agreement**
- **Insist on confidentiality**
- **Agree to be open and honest**

STAGE 2

Establishing and Setting Goals

The focus of this stage is to establish and set goals. A useful tool is the SMART goal-setting framework. The goals that the mentee sets need to be challenging and also achievable. It is the mentor's role to evaluate the goals and provide feedback.

The SMART (Specific, Measurable, Actionable, Realistic and Timed) ruler should be run across the goals set.

Questions to test SMART goals

- Can the goal be stated in **one sentence**?
- Is the goal crystal **clear**?
- Is the goal **meaningful**?
- How will the mentee know when the goal has been **achieved**?
- What **effect** will this have on the mentee's career?
- Is the goal **attainable** within the timeframe?
- What additional **support or resources** are needed?
- How much does the mentee **want** the goal?
- What **strategies and actions** need to be put in place?
- Is the goal **realistic**?
- Is this goal realistic considering **all priorities**?



Are your goals SMART?



SPECIFIC

You know exactly what the goal is.

MEASURABLE

You are able to measure how far you have progressed towards the final goal.

ACHIEVABLE

The goal takes account of your particular situation at the time.

REALISTIC

The goal reflects your skills, resources and ability to achieve a specific outcome.

TIMED

There is a definite time frame against which progress towards the goal can be tracked.

STAGE 3

Refining and Achieving Goals

Throughout the mentoring relationship, goals will be refined and achieved along the journey. During this stage of the relationship, candid and constructive feedback is an important element.

Tips for Success

- Provide specific feedback
- Be sensitive and respectful when giving feedback
- Think about your delivery; choose an appropriate time, tone and body language
- Check for understanding
- Encourage but also allow the mentee to take responsibility



FOR SOME OF YOU,
THE RELATIONSHIP
WILL CONTINUE
ON AN INFORMAL
BASIS. SOME
OF TODAY'S
MENTEES MAY
BE TOMORROW'S
MENTORS.

- UNKNOWN



STAGE 4

Closing the Formal Mentoring Relationship

At this point, the mentoring relationship has matured. Many or significant goals have been achieved, and it is time to move on from the formal relationship.

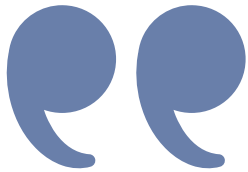
AGREED GOALS	MEASURES OF SUCCESS	PROGRESS	FINAL OUTCOME
GOAL 1:			
GOAL 2:			



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*A LOT OF PEOPLE HAVE
GONE FURTHER THAN
THEY THOUGHT THEY
COULD BECAUSE
SOMEONE ELSE
THOUGHT THEY COULD.*

- UNKNOWN

