



Monash Career Mentoring Program

Mentor Guide

Monash University Malaysia
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Welcome and Introduction

“The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves” - Steven Spielberg

Welcome to the Monash Career Mentoring Program 2019. You will be part of a group of alumni and students taking part in what will be a meaningful and exciting experience for everyone involved. This program connects Monash University alumni with final year students from the Malaysia campus for a 3 month career mentoring partnership.

The alumni participating in this program are professionals from a range of sectors who have gone on to lead successful careers after graduating from Monash. They are volunteering to share their advice, experiences, and the story of their career to assist in their student mentee’s transition from university to life after graduation.

Mentees have completed a comprehensive application process and hand-selected to join the program because they are taking a proactive approach to their career development.

Career mentoring is an extremely valuable activity for both the mentor and mentee; we hope your participation in the program proves to be an enjoyable experience for both you and the mentee.

Thank you for your participation, we look forward to working with you.

What is Career Mentoring?

Career mentoring can broadly be defined as a process in which an experienced individual helps another person develop his or her goals and skills through a series of time limited, confidential, one-on-one conversations and other learning activities. It is a voluntary and reciprocal learning relationship that offers professional and career development for the mentee, while offering opportunities for the mentor to grow through sharing their knowledge. It is typically mentee-driven which means that the topics for conversation are set by the mentee.

How do we match mentors and mentees?

Final year students have been selected for the program using a comprehensive application process. They provide us with details of their course of study, career aspirations, and the reasons why they want to participate in the program. We then shortlist prospective mentees based on the strength of their application and how closely they match with potential mentors. Mentees have been provided with a brief profile on Future Lab's e-mentoring platform that summarises your career and industry of work.

Timeframe and commitments

The program runs for a total of 3 months, from August to October. We estimate the program will involve a commitment of about 14 hours of programmed activities, including mentoring meetings, events and evaluation. This does not include appointments or meetups outside of the program, which we also encourage.

Mentors and mentees will meet each other at the MCMP Launch and Induction event on 6th August 2019.

Item	Date	Note
MCMP Launch and Workshop 1	8th August 2019, Thursday, 6pm - 8pm	For mentors and mentees
Development Workshop & Networking	5th September 2019, Thursday, 6pm - 8pm	For mentors and mentees
Closing Event	8th October 2019, Tuesday, 6.30pm-8.00pm	For mentors and mentees

What to expect from your mentoring partnership

Mentors and mentees take part in the program for a variety of reasons and will have their own specific expectations of the program. We try to match mentors and mentees who have similar expectations.

What your mentee can expect from you:

- Share your knowledge, experience, and offer career advice
- Help them gain insight into potential career routes

- Help them develop career skills
- Provide support with their CV and interviewing skills
- Offer networking opportunities where possible

What you can expect from your mentee:

- Take the lead in the partnership
- Contact you and maintain communications regularly
- Respond in a timely manner
- Respect and deliver on the arrangements
- Ensure that the focus of the mentoring is careers-related

What makes a good career mentor?

A good mentor is someone who is honest and encouraging, but also willing to offer constructive criticism. Good mentors will share their experiences and give their opinions, but will also encourage mentees to form their own ideas.

Many mentees will have concerns about being considered a burden, appearing naive, lacking in direction, or will not know what kinds of questions to ask.

A good mentor will be approachable and will be able to allay these concerns while maintaining a professional relationship. They will accept that their mentee is just starting their career journey and will provide them with constructive support and advice throughout the mentoring partnership.

Overall your role as mentor will be able to help your mentee identify and achieve their objectives. One way of doing this is to follow a three-point model.

Roles you might take on as a mentor:

- Sounding board - offering the opportunity to try out new ideas in safety
- Listener - giving time and space to help your mentee problem-solve
- Coach - giving encouragement and feedback
- Networker - Helping to develop connections
- Role model - providing examples to learn from
- Constructive critic - providing friendly criticism which helps your mentee grow
- Insider - providing organisational or sector knowledge
- Change agent - challenging the status quo
- Visionary - being inspirational

Key Mentoring Skills

- Listening actively

- Building trust
- Determining goals and building capacity
- Encouraging and inspiring

Listening Actively

Listening actively is the most basic skill you will use throughout your relationship. Active listening not only establishes rapport but creates a positive, accepting environment that permits open communication. By listening actively, you will ascertain your mentees interests and needs. Examples include the following:

- Show interest in what he or she is saying, and reflect back important aspects of what he or she has said to show that you've understood;
- Use body language (such as making eye contact) that shows you are paying attention to what he or she is saying; and
- If you are talking to him or her by phone, reduce background noise and limit interruptions. Your mentee will feel that he or she has your undivided attention. When utilizing email, answer within 24 hours if possible, and be sure your message is responsive to his or her original message.
- Reserve discussing your own experiences or giving advice until after your mentee has had a chance to thoroughly explain his or her issue, question or concern.

Building Trust

Trust is built over time. You will increase trust by keeping your conversations and other communications with your mentee confidential, honoring your scheduled meetings and calls, consistently showing interest and support, and by being honest with your mentee.

Determining Goals and Building Capacity

As a role model, you should have your own career and personal goals and share these, when appropriate, with your mentee. It is also likely that he or she will ask you how you set and achieved your own goals. In addition, you can help your mentee identify and achieve his or her career and personal goals.

You will develop your mentees capacity for learning and achieving his or her goals by doing the following:

- Assisting your mentee with finding resources such as people, books, articles, tools and web-based information;
- Imparting knowledge and skills by explaining, giving useful examples, demonstrating processes, and asking thought-provoking questions;

- Helping your mentee gain broader perspectives of his or her responsibilities as a student; and
- Discussing actions you've taken in your career and explaining your rationale.

Encouraging and Inspiring

Giving encouragement could be one of the most valuable skill for mentors to possess as it is valued highly by mentees. There are many ways to encourage your mentee:

- Comment favorably their accomplishments
- Communicate your belief in your mentee's capacity to grow personally and professionally and reach his or her goals; and
- Respond to your mentee's frustrations and challenges with words of support, understanding, encouragement and praise. In fact for the mentee knowing that someone else has been there can be tremendously helpful.

You can also inspire your mentee to excel. Examples include the following:

- Share your personal vision or those of other leaders;
- Describe experiences, mistakes, and successes you or others have encountered on the road to achieving your goals;
- Talk with him or her about people and events that have inspired and motivated you; and
- Introduce him or her to your colleagues who can be additional useful contacts or inspiring role models.

As a way of reflecting on your mentoring practice, you can note the use of the key mentoring skills, observe progress made in the relationship, and request feedback from your mentee. This way you can assess whether you are employing these skills.

Five questions to guide the mentoring process

1. **What do you really want to be and do?** This question is about aspiration and purpose. The question is also meant to get at the goals and broader aspirations of an individual. The answer to this question should surface the individual's motivation.
2. **What are you doing well that is helping you get there?** This question helps identify core strengths and the ability to executive the goal. What is someone naturally good at doing? What is it that someone does better than the average person that can help her achieve her aspiration?

3. **What are you not doing well that is preventing you from getting there?** This is about facilitating an honest and critical assessment of the challenges or weaknesses in a person that is slowing their ability to achieve their goals.
4. **What will you do different to meet those challenges?** Use this question to probe whether the person has the aptitude to change behaviour. People have a tendency to practice and repeat what they are already good at doing.
5. **How can I help / where do you need the most help?** The answers to the first four questions matched against areas where you as a mentor have particular strengths, relationships, or learning resources - should help determine how you can best help someone achieve the goal.

Suggestions for mentoring activities

Your mentee is expected to set the agenda for your mentoring partnership. It is their responsibility to identify areas they need to work on. However, you can support them by suggesting activities that may help them meet their objectives. The following are some ideas for possible activities that will help develop your mentee's employability and to enrich the experience with your mentee.

- Review your mentee's CV
- Conduct a mock job interview
- Draft a career plan and share how you found your first job
- Discuss where your mentee should look for job opportunities
- Share insights to the local industry and career market
- Share your networks / connect your mentee with appropriate contacts
- Send your mentee relevant articles, websites, reports or blogs to read

In addition, you may consider covering some of these topics in your meetings:

About you:

- What is your educational background?
- What, if any, part time jobs or extracurricular activities did you do while at university?
- What is your career history?

Your current job:

- What are your main responsibilities?
- What's a typical day like in your job?
- What do you like and dislike about your job?

About the organisation you work for:

- How would you describe your organisation's culture?
- How do you compare to your competitors?

About the field or industry:

- Do you anticipate any changes or trends?
- How do salaries compare to other industries?

Mentoring Best Practices

- Think of yourself as a 'learning facilitator' rather than the person with all the answers. Help your mentee find people and other resources that go beyond your experience and wisdom and topic. You can't know everything and you can't expect to have answers to all the questions.
- Emphasize questions over advice giving. Use probes that help your mentee think more broadly and deeply. If he or she talks only about facts, ask about feelings. If he or she focuses on feelings, ask to review the facts. If he or she seems stuck in an immediate crisis, help to see the big picture.
- When requested, share your own experiences, lessons learned, and advice. Emphasize how your experiences could be different from your mentee's experiences and are merely examples. Limit your urge to solve the problem for them.
- Resist the temptation to control the relationship and steer its outcomes; your mentee is responsible for their own growth.
- Help your mentee see alternative interpretations and approaches.
- Build your mentee's confidence through support and feedback.
- Encourage, inspire, and challenge your mentee to achieve their goals.
- Help your mentee reflect on successful strategies he or she has used in the past that could apply to new challenges.
- Be spontaneous now and then. Beyond your planned conversations, call or email "out of the blue" just to leave an encouraging word or piece of new information.
- Reflect on your mentoring practice. Request feedback.
- Enjoy the privilege of mentoring. Know that your efforts will likely have a significant impact on your mentee's development as well as your own.

Frequently Asked Questions (FAQ)

What is the aim of this program?

The MCMP aims to prepare final year Monash University Malaysia students for transition into their working life after university, and to give them a wider perspective about their chosen careers paths.

What are the requirements to become a mentor for this program?

You must be an alumni of Monash University and must have graduated no later than 2014. You can be from any academic background and can come from any industry. You must be of sound mind, and must participate with the sole intention of helping the student mentees in the capacity of a career mentor.

Do I have to meet up with my mentee often?

You will get a chance to meet your mentees for the first time at the Launch and Induction event on. After that, it is up to you and your mentees to plan when and how you would like to arrange meetings, depending on your available times, mentee objectives, and other commitments. Meetings can be face-to-face, via Skype, Whatsapp or even just email. Guide your mentees along but always keep in mind that it is the mentee's role to drive the partnership.

How can I be sure what my mentee expects of me?

If you are new to mentoring, you may feel unsure about what your mentee expects from you. The MCMP is a career mentoring program that aims to assist the student to successfully make the transition from university to working life. As this is something you have personal experience with, it is certainly something you can talk about and help them with.

Every mentee has slightly different expectations and it is important to establish these at the outset. If you feel you are not the best person to help in certain areas, then perhaps you can connect your mentee with personal contacts who are better placed to assist. Some mentees will be very focussed and specific while others may need more general guidance. Some mentors worry that they are not doing enough but it is important to remember that it is the little things that count, like being an impartial sounding board for your mentee and making sure that they feel supported.

I am not in the position to arrange work experience for my mentee, is that a problem?

You are under no obligation to provide your mentee with work experience and this is made clear to all participants at the introduction to the program. A key objective of the scheme, however, is that the student gains an insight into your industry, so you should spend some time talking about day-to-day tasks, office politics and office etiquette. The aim is to give them a really good feel for what working life is like for you. If you are in a position to arrange any form of experience or work shadowing, this would obviously be of great benefit to your mentee.

Is our relationship confidential?

An effective mentoring relationship requires openness and honesty, and for this reason the level of confidentiality you are both comfortable with should be discussed at the start of the partnership. In many cases the relationship itself is not confidential, however the issues discussed are. If something arises in discussions with your mentee that gives you reason to be concerned for their well-being or safety, please contact the program coordinator immediately.

I have not heard from my mentee in a while and I am concerned that the relationship is not progressing.

Your mentee has been encouraged to initiate contact with you at the beginning of the partnership. However it may be that they feel intimidated or worried they are a burden. For this reason, we suggest mentors contact their mentee if they have not heard from them within two weeks of the program officially commencing.

My mentee is no longer interested in a career in my work area. Should I stop mentoring my mentee?

Many students have misconceptions about what careers in certain sectors entail; mentoring helps to bridge this gap by providing them with a realistic picture. Even if your mentee decides they no longer want to work in your sector, there is still a great deal with which you can help them. You can provide advice on CVs and interviews, as well as helping them to address skill gaps. You may also be able to introduce them to someone who works in the new field they chose.

What if my work commitments change and I no longer have time for the program?

If you are struggling with time pressure, you could discuss ways of continuing the relationship that demand less time. However if you really feel that you can no longer commit to the program, please inform the program coordinator as soon as possible.

What are my benefits as a mentor besides 'giving back' to the University by volunteering my time?

Participating in this program will give you the following benefits:

- Refine your mentoring skills
- Develop your professional management skills and reflect on your career
- Play an important role at a vital time in a mentee's life - you have the opportunity to inspire and possibly change a person's life for the better.
- Give advice about the unwritten aspects of your career or industry.
- Broaden your professional network.
- Be awarded a certificate of appreciation from Monash University Malaysia at the end of the 4 month partnership with your mentees.

Resources and services for mentors and mentees

The following list of key services and resources provided by Monash University Malaysia may be useful to refer your mentee to if they require additional support or guidance outside a careers context, or for which you do not feel able to provide.

Monash Career Mentoring Program

We are here to offer you as much support as necessary to ensure your mentoring partnership is successful. If you have any questions, queries, concerns, or issues, or would like access to further mentoring resources to support your partnership, please contact:

mum.alumni@monash.edu

or

mum.career@monash.edu

Career Development

The Employer Engagement unit provides a full suite of career related services such as personal consultations, job hunting preparation services and mock interview practice.

For more information, go to <https://monash.edu.my/facilities/career-development>

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