MENTOR MATCH

CFA Society Boston

Welcome to the CFA Society Boston Mentorship Program!

You have made an important commitment to serve as a Mentor or a Mentee. This toolkit offers helpful guidelines and practical advice for making the most of your Mentor/Mentee relationship.

This Information will help you develop an effective long-term mentoring relationship. Add your own ideas for building a productive relationship as you get acquainted and begin working together.

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PROGRAM OVERVIEW

Mentor Match Program Purpose & Goal

CFA Society Boston's Mentor Match Program was established to offer a unique opportunity for less-experienced CFA Society Boston members to connect with and learn from seasoned industry professionals. The Program leverages the vast experience of its membership to promote skills development, leadership, and professional growth through the exchange of ideas and sharing of information between the Mentor and Mentee.

Participant Requirements and Expectations:

The Mentor Match program runs in six-month cohorts starting in mid-January and July; we encourage you to continue to strengthen your mentee/mentor relationships long after the formal portion of the Program has concluded. Mentors and Mentees commit to participate for the duration of the Program and can voluntarily extend the relationship length. Please let us know if extenuating circumstances prevent you from completing your Program commitment.

- Mentors and Mentees are required to sign the Volunteer Code of Conduct.
- Mentors and Mentees are expected to meet 4-6 times over the course of the Program. Many mentee/mentor pairs choose to continue their same meeting schedule after the conclusion of the formal Program.
- Mentors are expected to allot 1-2 hours per month to meet with Mentees at the discretion of each participant.
- Mentees are responsible for making initial contact, scheduling future meetings and any other meeting follow-up items.

Mentorship Program Roles and Responsibilities:

A successful mentoring relationship entails sharing responsibility in developing a structure for intentional learning. There must be a mutual understanding of the relationship goals and expected outcomes. Therefore, it is crucial to set mutually agreeable expectations at the onset of the relationship. Success also requires the support of an effective and accessible Program Leader.

Mentors	Mentees
• Guide Mentees to identify goals • Contribute up-to-date knowledge • Be willing to share your experience • Build upon Mentees' strengths	• Identify realistic goals and outline timeframes • Communicate learning style • Take the lead in scheduling meetings • Be prepared for each meeting with your Mentor • Be accepting of constructive feedback

Trust and Communication

The mentorship relationship is built upon a foundation of trust and communication. Trust is key to building a relationship and encourages both parties to productively and confidentially discuss professional goals, ideas, and experiences. It facilitates open communication important in both establishing a clear understanding of each party's expectations at the outset and discussing challenges encountered throughout the Program. Trust assumes that the disclosures of both the Mentor and Mentee will be held by each partner in the strictest of confidence.

Phases of the Mentoring Relationship

Getting to know one another	Cultivating the Relationship	Evaluation and Redefinition
• Setting goals and establishing timeframe • Agreeing on a meeting format • On-going communication	• Assessing progress • Providing feedback • Identifying goals for subsequent meetings	• Assessing what has been achieved • Celebrating successes • Outlining further steps in development • Feedback to Program to enhance the Program

Suggested Meeting Topics

Please note that these topics are only guidelines for your meetings.

Meeting #1 – Introductions / Establishing a Relationship

- Discuss both of your career and educational backgrounds and progression
- Discuss your goals and expectations in the mentorship Program
- Decide on the best form of communication (i.e. phone, email) and best timing and frequency for scheduling future meetings
- Identify areas of confidentiality at the first meeting

Meeting #2 – Career Planning

- Continue your discussion about your mentor's history
- Discuss mentee development plans including challenges and exploration of development opportunities
- Discuss skills necessary to achieve these goals and identify strengths/weaknesses

Meeting #3 – Work / Life Balance

- Discuss the challenges in achieving work/life balance
- Create a plan to ensure that you can achieve professional success without sacrificing your personal/family life

Meeting #4 – Leadership / Teamwork

- Discuss the importance of leadership and teamwork as it relates to success
- Identify challenges you each face in being part of a team
- Discuss traits that make a good leader
- Determine how you can improve your leadership skills

Meeting #5 – Upcoming Professional Challenges

- Discuss issues faced over the course of this year
- Discuss lessons that you have each learned
- Discuss other topics that you have not previously covered but wish to share with each other

Tips for Giving and Receiving Feedback

As part of a mentorship relationship, the Mentee not only invites from but also offers to his/her Mentor honest, constructive, and valuable feedback. This reciprocity is vital to achieving goals as well as the overall success of the relationship. Below are tips on giving and receiving feedback in ways that are impactful.

Effective Feedback:

- Is offered in a timely manner
- Emphasizes actions and offers solutions or strategies for improvement

Effective Feedback from Mentee:

- Informs the Mentor about how the advice received was beneficial
- Describes how the communication style and/or actions of the Mentor contributes to a positive mentoring experience

Effective Feedback from Mentor:

- Includes concrete observation of Mentee's strengths and assets
- Proposes areas of potential growth and development
- Suggests actionable next steps for progress (e.g. introduction to professionals with the skill set, books/reference material, etc.)

GETTING STARTED CHECKLIST

Before your first session

- Send your resume and a few brief paragraphs that describe your work and personal history to your Mentor, along with a word of thanks for volunteering to be your mentor.
- Request your Mentor's contact information. Ask for their preferred method of contact (phone, Zoom, Skype, etc).
- Read up on your Mentor. Google your Mentor to read any news, published work, or announcements that are publicly available.
- Consider your answers to the following questions:
    - What are you expecting from your mentor and this process?
    - Do you like someone who will push you or someone who is just prepared to listen and offer advice from time to time?
    - Do you want someone to use as a resource (i.e. to help with introductions and networking)?
    - Do you want someone whom you can look to as a role model?
    - What are three mayor takeaways you hope to gain from this process?

For your first (and subsequent) sessions

- Get a journal or notebook which can be used exclusively for taking notes during your mentoring sessions.
- Follow up immediately after the first session with a note of thanks.
- Follow up immediately after the mentoring session with any actions to which you have agreed. Don't delay, as it is more likely to slip your mind as days pass.
- Confirm the date and time of your next mentoring session.
- Send an email one to two days prior to confirm that the Mentor is still "on" for the next session.
- Give advance notice to the Mentor if you are running late or must cancel or postpone a session.

HOW TO PREPARE FOR A MENTORING SESSION

- Take a moment to develop an agenda or focus for the mentoring conversation. You may even want to email the mentor to let them know what is on your mind ahead of time.
- Reflect on progress since the last conversation and identify highlights or challenges that you'd like to share with your mentor.
- Consider what you'd like to know about your mentor and plan to ask direct questions to learn more about his or her experiences.
- Use your notebook to take notes from the sessions.
- Follow up immediately after the mentoring session with any actions to which you have agreed. Don't delay, as it is more likely to slip your mind as days pass.
- Confirm the date and time of your next mentoring session.
- Send an email one to two days prior to confirm that the Mentor is still "on" for the next session.
- Give advance notice to the Mentor if you are running late or must cancel or postpone a session.

TIPS FOR SUCCESS

Mentoring partnerships are more successful when Mentees are proactive in determining the pace and direction conducive to achieving goals.

- Clarify goals and expectations; communicate these to Mentor prior to meeting
- Create a workable, realistic schedule; determine preferences on means of communication
- Specify a single outcome you'd like to achieve in the first 90 days to help establish the relationship
- Begin each meeting with an update about the progress made on plan of action from prior meeting
- Be respectful of each other's time
- Continually discuss the progress of the relationship to determine its effectiveness in meeting the needs of both the Mentor/Mentee

MID-POINT CHECK-IN FOR MENTEES

- It's a good idea to touch base with your mentor halfway through the mentoring process to ensure your needs and expectations for the process are being met. Dedicate some time before your fourth monthly call with your mentor to reflect on the following questions:
- Are the original objectives being met within the timescale that is acceptable to you and your mentor?
- Are there any circumstances that have arisen that have changed the original plan? How have you worked to overcome these?
- Are you staying within the agreed boundaries?
- Are you happy with the manner in which the relationship is being conducted?

Your mentor will also be asked to reflect on similar questions. It's recommended that you set aside about 10-15 minutes during that fourth touchpoint to discuss your progress so far and if there is anything either of you can improve upon to help reach your goals and takeaways before the end of the program.

Source: Kay, D., & Hinds, R. (2009). A practical guide to mentoring: How to help others achieve their goals. Oxford: How to Books.

ENDING THE MENTORING RELATIONSHIP

- Remember that ending the formal mentor relationship may not mean ending the relationship. Many mentors and mentees continue to stay in touch informally and support each other in a variety of ways over time. Here is an approach that may help you plan your final mentoring session:
- Begin with a simple, clear statement about how you see your career and the mentor relationship at this time. Express gratitude to the mentor for his or her time and contribution to your progress. For example, "I've come a long way during the past several months. I am grateful for your guidance and support."
- Let your mentor know how the mentorship has benefited you. "Thanks to you, I have a much better understanding of how to navigate the investment industry. You've helped me to feel more confident as an/a analyst/portfolio manager. I really appreciate your insights and support."
- Ask for the relationship to continue informally if you would like to maintain the relationship. "Would you be willing to hear from me now and then in the future?"
- Offer your support to the mentor. "I would love to support you in some way in the future. Please don't hesitate to contact me if I can ever be of assistance."

- Suggest a focus for the final session. You might like to celebrate all that has been accomplished and have a more informal session. You could also ask for help in identifying “next steps” for your career.
- Write a personal thank you note and mail it to your mentor within two days after your last session.