

MENTORING HANDBOOK



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The Business Analyst Mentorship Program is a career-focused program that matches job-ready participants with industry BA experts who can provide support and connection to BA tools and techniques on an ongoing basis.

Business Analysts continue to act as a bridge between business ideas and business capabilities; creating value and improving processes.

This program is unique for the Chapter because it aims at offering support through experience-based guidance from mentors to mentees. It aims at building professionals in the City of Edmonton.

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For mentees who will enjoy rich networks with other professionals, they also get an increased boost in self-confidence while fostering self-marketing techniques to help in BA job interviews.

Ultimately, the mentorship relationship will provide career and personal growth opportunities for both mentors and mentees and we can have a balanced integration of professionals in the workforce.

Becoming a Mentor

Mentors are people who have a combination of knowledge and business experience and can bring wisdom to the learning process. They have developed strong communication and interpersonal skills and are committed to life-long learning. Mentors have clearly established themselves in their current roles and likely have a reputation for, or interest in, developing others.

A **Career Mentor** is an experienced business professional who shares his or her professional experience and insight into employment practices, market conditions and opportunities to help a mentee increase workplace skills, knowledge and networks.

“Some key qualities of a mentor include: strong leadership skills, interpersonal skills, good communication skills, knowledgeable, strong professional networks”

The greatest thing a mentor can do for a mentee is to **encourage** – convey a sincere belief in a mentee’s ability to succeed. The mentor-mentee relationship is often the first link in a newcomer’s professional network that opens doors to employment opportunities for them.

Frequently Asked Questions (FAQs)

WHAT DOES THE MENTOR GET FROM THE MENTOR-MENTEE RELATIONSHIP?

Mentors have a chance to support and foster the integration of new Business Analysts into the workplace so that they can reach their full potential. Mentors also benefit from the mentor-mentee relationship in the following ways:

- Enhanced communication skills
- Enhanced leadership and coaching skills
- Increased confidence
- Strengthened expertise working with a multicultural workforce
- Support and fostering of the next generation
- Promotion of diversity in the organization
- Link into the Business Analyst talent pool

DO I HAVE TO FIND A JOB FOR MY MENTEE?

No. Your role is not to find your mentee a BA job. The objective of the mentorship relationship is to prepare your mentee for job readiness by exposing them to professional networks, BA tools and techniques and providing advice using industry terminologies.

HOW OFTEN SHOULD MENTORS AND THEIR MENTEES GET TOGETHER TO ENSURE A SUCCESSFUL MENTORSHIP RELATIONSHIP?

The suggested number of hours is 8 hours minimum a month for a total of 48 hours over 6 months. This works out to approximately 2 hours per week.

DO I MEET WITH MY MENTEE IN PERSON?

In-person meetings are highly recommended; however, this can be supplemented with emails and phone calls, outlook collaborations. More contact is recommended initially with less frequent contact as the needs of the mentees change closer to the end of the mentorship program.

HOW WILL I BE MATCHED WITH A MENTEE?

The Chapter Executives will review potential matches once personal profiles of IIBA members have been received. Mentors and mentees are matched based on different criteria.

HOW ARE MENTEES SCREENED?

Mentees are assessed based on their professional, educational, language and business communication abilities. Membership checks are also conducted. Reasons for participating, willingness to learn and personal and work values are also assessed by the Chapter.

DOES THE MENTOR HAVE TO BE OLDER THAN THE MENTEE?

In a mentoring program for professional BAs, age is not an important factor. Mentoring relationships can take several forms: older mentor/younger mentee; younger mentor/older mentee, mentor and mentee the same age. If the mentor has the desired experience and knowledge; and the mentee is committed, the relationship can work out smoothly.

WHAT ARE SOME ISSUES THAT MAY ARISE IN A MENTORSHIP RELATIONSHIP?

Some examples of issues that may arise in a mentorship relationship include lack of time and energy, unclear expectations, breakdown in communication, lack of mentoring skills and commitment on the part of mentors and mentees, breach of confidentiality etc. The IIBA Chapter Executive/Program Director is available to address any and all issues that may arise.

HOW CAN THESE ISSUES BE PREVENTED OR RESOLVED?

Each mentor and mentee complete will attend a session that addresses expectations, code of conduct and sets the tone for the mentoring relationship.

It is highly encouraged that both mentors and mentees set realistic expectations and focused goals during their initial meeting. Open and honest communication between both parties is critical to the establishment of a good mentorship relationship. In the event that a mutual resolution cannot be reached, both mentor and mentee should contact the IIBA Edmonton Chapter.

Getting to Know Each Other: The First Meeting

Building a relationship with your mentor/mentee is the first priority in the mentoring process. Your ability to create and maintain the relationship will be a significant part of your success.

The following points will assist mentor and your mentee to get the most out of your first meeting and can be applied throughout the mentoring relationship:

- **Location:** Meet in a professional, open and relaxed atmosphere
- **Get to know each other:** discuss professional history, interests outside of work. For the mentor, It is best to gain your mentee's trust before offering advice
- Discuss **boundaries and expectations;** confidentiality
- Frequency of meeting – **arrange a meeting schedule**
- **Mode of communication** – establish frequency and preferred communication style i.e. email, phone calls, in person
- **Create a mentorship action plan**
 - discuss potential job shadowing opportunities, research activities
- **LISTEN, listen, and listen**

Recommended RoadMap for Mentorship Program

Month 1	<ul style="list-style-type: none"> • Introduction - review goals and create meeting schedule • Skills Assessment and Improvement Plan (Use Rubric rating - Know Nothing, Have Basic Knowledge, Expert) Refer to this Worksheet • Professional Development - share development resources and materials
Month 2	<ul style="list-style-type: none"> • Expand networks - encourage mentee to maintain professional association membership • Share networking practices • Continue professional development through assigned projects and deliverable
Month 3	<ul style="list-style-type: none"> • Track Skills Improvement • Share networking practices • Continue professional development through assigned projects and deliverable
Month 4	<ul style="list-style-type: none"> • Provide feedback on assigned project(s) • Discuss the use of industry specific language/terminology • Conduct mock interviews and provide feedback
Month 5	<ul style="list-style-type: none"> • Discuss strategies for building relationships with potential employers • Review Resume • Conduct mock interviews and provide feedback
Month 6	<ul style="list-style-type: none"> • Reassess BA Skills using the resource from Bridging the Gap - Skills Assessment • Provide Feedback

Code of Conduct

Mentor	Mentee
<ul style="list-style-type: none"> • Treat mentee with respect 	<ul style="list-style-type: none"> • Accord necessary respect and regard to your mentor
<ul style="list-style-type: none"> • Do not assume the role of counsellor, regardless of issues tabled 	<ul style="list-style-type: none"> • Refrain from bringing personal, emotional matters into discussions
<ul style="list-style-type: none"> • Support in achieving mentee’s goals 	<ul style="list-style-type: none"> • Commit to working towards goal achievement
<ul style="list-style-type: none"> • Help build mentee’s networks 	<ul style="list-style-type: none"> • Commit to building professional networks
<ul style="list-style-type: none"> • Focus on building mentee’s core competencies 	<ul style="list-style-type: none"> • Commit to improving core competencies through project(s)
<ul style="list-style-type: none"> • Communicate through active listening, focus on the mentee and display active listening and non-verbal signs of listening 	<ul style="list-style-type: none"> • Communicate through active listening, focus on your mentor and display active listening and non-verbal signs of listening
<ul style="list-style-type: none"> • Share experiences - be open to sharing mistakes and lessons learned 	<ul style="list-style-type: none"> • Keep all shared experiences confidential
<ul style="list-style-type: none"> • Provide support within the scope and context of Business Analysis 	<ul style="list-style-type: none"> • Do not expect your mentor to provide professional support outside the context of Business Analysis
<ul style="list-style-type: none"> • Work with your meetee based on realistic and SMART goals 	<ul style="list-style-type: none"> • It is recommended that you keep your goals SMART - Specific, Measurable, Achievable, Relevant, Time-Bound

The Mentorship Partnership Agreement

The mentorship partnership agreement document will be given to both Mentor and Mentee at the orientation session and each party is expected to carefully read through before appending their signatures. Once completed, the forms should be returned to the Chapter committee. As well, each party is expected to abide by the set regulations to the best of their abilities displaying professionalism at all times.

Mentoring Program Action Plan Record

<u>Objective</u>	<u>Date Objective Set</u>	<u>Success Indicators</u>	<u>Completion Date</u>