



MISSOURI STATE EMPLOYEE MENTORING PROGRAM

MENTOR GUIDE



Table of Contents

Introduction	3
The Basics	
Benefits of Being a Mentor	4
The Mentorship Process	5
Best Practices for Successful Mentorships	6
The 6 Cs of Successful Mentorships.....	7
Busting 6 Common Myths About Mentoring	8
Participant Responsibilities	
Mentor Responsibilities	9
How to Be a Great Mentor	9
Mentee Responsibilities.....	10
What to Expect from a Mentee	10
Mentorship Meetings	
Preparing for Your First Meeting	11
First Meeting Checklist	13
Mentoring Agreement Form	15
Mentoring Skills - Conversations.....	16
Questions to Ask Your Mentee.....	17
Mentoring Skills - Tracking Progress.....	18
S.M.A.R.T. Goals Worksheet.....	19
After the Mentorship.....	23



Introduction



Welcome to **MOMENTS** Mentoring!



The State is only as good as its team members.

Each of you has unique insights and abilities that help you succeed as team members. That means **each of you has something to learn and something to teach**. **MOMENTS** wants you to take those traits and share them with others.

To be successful, we encourage you to read this guide carefully, think about your goals, and be open to sharing and learning with another State of Missouri team member.

The Basics

MOMENTS is designed to be easily accessible and user-friendly. Before you begin your mentoring relationship, there are a few things we want you to know.

- **Always treat each other respectfully.**
- **Communicate within your comfort.**
- **Set clear expectations.**

BENEFITS OF BEING A MENTOR



Growth

Being a mentor is an excellent way to hone leadership skills by developing the ability to lead and inspire others.



Confidence

What could be more fulfilling than watching a mentee succeed and flourish? That confidence and sense of accomplishment can empower mentors to take on new challenges with a positive mindset.



Communication

Active listening is an invaluable skill in personal and professional interactions. Mentors practice active listening so they may truly understand their mentees' goals, aspirations, and strengths while building deep connections.



New Perspectives

Mentees can offer fresh perspectives and insights that challenge how mentors think. This exchange of ideas may inspire new solutions and approaches to problem-solving, fostering a culture of continuous learning.



Impact

A mentor's guidance can have a lasting, powerful impact on their mentee's personal and professional development, which could be life-changing!

The Mentorship Process

After your application has been approved, follow the steps below to begin your mentoring journey. Then, read through the remainder of the workbook to learn about participant responsibilities, mentorship meeting guidance, and more on the following pages.

- 1 Mentee Requests.** You will receive an email notifying you when a mentee has requested to mentor with you. You can approve or decline mentee requests on your **MOMENTS** application. **Please contact mentees if you do not receive a timely response after approving their request.**
- 2 Make a Connection.** Mentees are responsible for contacting mentors first. However, mentors can make the first contact if they do not receive a timely response.
- 3 Schedule Meetings.** You and your mentee will work together to decide meeting frequencies and the mentorship duration. Schedule future meetings to maintain focus.
- 4 Prepare for your First Meeting.** Mentees are responsible for driving the mentorship, but they may need your assistance identifying skills necessary for specific projects, jobs, or outlining the steps to meet their goals.



Mentor Tip:

Reach out to new team members in your department who may need guidance and support, especially those new to state government or at the beginning of their career journey and encourage them to apply to be a **MOMENTS** mentee. Then, they can connect with you through **MOMENTS** and formalize a mentorship.

Best Practices for Successful Mentorships



MEETINGS

Discuss meeting cadences during your first meeting. It is recommended that you meet with your mentee for at least one hour per month. However, mentorship meetings should be structured in a way that works for both of you, so meet as often as you're comfortable and without interfering with other obligations.

Schedule meetings well in advance to maintain focus and engagement.



COMMUNICATION

Make yourself available and keep open lines of communication between meetings. Dedicate time to ensuring each of you get the most out of the mentorship.

Your mentee will look up to you. Communicate, listen, trust, and commit to meeting their needs within your comfort zone.

The mentoring process is fluid – Learn what works and what doesn't by remaining open and understanding of your mentee's needs and sharing your own needs. Most importantly, mentors and mentees should feel the meetings are productive and work toward the established goals.



TECHNIQUES

Follow through on commitments to show your mentee you're committed to their success and helping them reach their goals.

Continuously practice active listening. Listen with intent to truly understand your mentee, not with intent to respond.

Foster a supportive and open-minded environment. Be adaptable and open to change in your mentorship approach.

Hold each other accountable.

Provide regular constructive feedback, relevant resources, and insights.

Encourage networking and professional development.

Promote self-reflection rather than providing answers.

Celebrate achievements, milestones, and accomplished goals, no matter how small!

THE 6 Cs OF SUCCESSFUL MENTORSHIPS



BUSTING 6 COMMON MYTHS ABOUT MENTORING

1 Mentoring success is based on chemistry.

Mentors and mentees can benefit from the mentorship whether there is “chemistry” or not. Both mentors and mentees are practicing new skills and can give each other feedback. Challenging their assumptions is a great way that mentors and mentees can learn together.

2 Effective mentoring takes a lot of time.

Mentors and mentees can contribute to productive mentorship for short periods of time for projects. Mentoring training and using a mentoring agreement along with mentoring templates are great ways to be productive within the mentoring time available.

3

The mentor controls the relationship.

Mentors and mentees both bring valuable experiences to the mentorship. The mentor is not expected to tell the mentee what to do all the time with the mentee complying. They work together to set their plans.

4 The mentor must be older.

Effective mentoring can occur between peers or with the younger person mentoring someone older than them. The focus of mentoring is sharing skills and expertise - not on age.

5 Mentoring means supervising.

Mentors and mentees bring unique experiences and expectations to the mentorship dynamic. Openly discussing these differences early on in the relationship can dispel any misconceptions and set a clear understanding of the purpose of the mentoring relationship.

6

Mentoring only benefits mentees.

Both mentees and mentors benefit from mentorship. Mentoring boosts the mentor’s skills and experiences. For example, mentors practice communication, leadership, project management, problem solving, and self-reflection while mentoring.

Mentor Responsibilities

- Listen well. Use this experience to practice **active listening**.
- Have an **open mindset**. Give **constructive feedback**, but recognize that your mentee might do things differently, and that's okay.
- Remain **confidential** and **non-judgmental**.
- **Question constructively**. Ask open-ended questions to encourage creative thinking and reflection in your mentee.
- **Share** your experiences, knowledge, and resources.
- Be **encouraging** and **supportive**. Recognize and celebrate achievements with your mentee!

HOW TO BE A GREAT MENTOR



Provide constructive feedback.



Encourage creative thinking and self-reflection.



Be empathetic, supportive, and non-judgmental.



Practice active listening and make yourself available.

Mentee Responsibilities

- Mentees will **take charge** by initiating contact, scheduling meetings, and determining the focus of each meeting based on their overall goals. Mentors will support the mentee by providing relevant resources and guidance.
- Have an **open mindset**, and a willingness to learn and try new approaches.
- Mentees should periodically take time to **self-reflect** and **apply the mentor's constructive feedback**. If something isn't working for the mentee, they should share this with the mentor and discuss other options or methods.
- Ask for advice and **make the most of the chance for growth**.
- Practice **active listening** when the mentor shares or responds. Mentees that are open with their mentor can gain valuable insights into their situation and gain confidence to address other issues in the future.
- Come to each meeting **prepared**, researched, and **ready to contribute**.
- Mentees are **accountable** for their results. They must commit to completing tasks and recording their progress. Don't forget to celebrate their successes together!

WHAT TO EXPECT FROM A MENTEE



Preparing for Your First Meeting

Your mentee chose you because they thought you were a good fit. Review their **MOMENTS** profile to see their skill selections and read their biography to get an idea of their overall goals.

Mentee Profile Highlights: _____

Consider your own experiences and strengths. Be ready to share your proficiencies, career highlights, and why you decided to become a mentor.

My Strengths and Experiences: _____

Look ahead. Insure you have sufficient time and the capacity to dedicate to your mentorship meetings on a regular basis. **MOMENTS** is flexible and designed to meet the needs and schedules of each mentoring partnership, so plan according to each other's availability.

My Best Days to Meet: _____

Preparing for Your First Meeting

Prepare questions to ask your mentee during the first meeting. The foundation of a good mentorship is sharing and understanding each other's needs and expectations.

Examples: What do you hope to gain from this mentorship? What led you to your current career path? What do you consider to be your strengths and weaknesses? Are you facing any challenges at the moment? What made you decide to join **MOMENTS**?

Questions for My Mentee: _____

Identify your goals. Mentoring is a two-way street and there are many benefits of being a mentor. What do you hope to gain from mentorship? Refined leadership skills, confidence, an open mindset, improved listening skills?

My Goals: _____

Notes: _____

First Meeting Checklist

- Get to know each other.** Begin with a simple conversation about why you're connecting and set clear expectations. Trust is built over time through meaningful conversations, so take time to learn about each other. Share why you decided to become a mentor and your personal strengths. Don't forget your list of prepared questions.

- Discuss goals and set milestones.** Signs of a productive mentorship include steadily reaching milestones and progressing toward goals. Consider completing the Mentorship Agreement Form (page 15) together to document goals, steps to achieve goals, expectations, and meeting schedules.

- Determine the meeting cadence.** How often and how long will you meet? How long will the mentorship last? These are not set in stone as things may change throughout the course of the mentorship, but it is best to have a general outline to maintain engagement.

- Discuss boundaries.** Is there a topic or subject you'd prefer not to discuss? Share this with your mentee upfront.

- Follow Up.** Consider what was discussed during your first meeting and send additional feedback if applicable. Share resources relevant to your mentee's goals or skills they want to develop. Encourage your mentee to schedule the next meeting if they haven't already done so. Let them know you're available and committed to helping.

Mentoring Agreement

Mentee Goals and Objectives:

Steps to Achieve Goals and Objectives

Any specific events to attend, media to review and discuss, and/or deliverables as a result of the mentorship:

Meeting Schedule/Frequency and End Date

End date of agreement:

Mentor Signature

Date

Mentee Signature

Date

Mentoring Skills - Conversations

L

Listen to WHAT your mentee is saying and HOW their message is being said. Their tone may reveal more than their words.

I

Interpret non-verbal messages from your mentee by reading their body language.

S

Show that you're being attentive. Minimize distractions, make eye contact, and encourage the mentee to continue speaking with verbal cues such as "yes," and "I see," along with head nods or other gestures of understanding.

T

Try your best to deeply understand the meaning of the mentee's message to determine the root cause of issues or obstacles.

E

Evaluate and paraphrase the mentee's statements to clarify your understanding and to show your attentiveness.

N

Neutralize your feelings and judgment. Embrace that your mentee thinks and behaves differently from you, which may offer a chance for you to learn something from them, too.

Questions to Ask Your Mentee

Ask your mentee open-ended questions to encourage thoughtful responses and improve critical thinking skills. Examples – What are your goals for this mentorship? What are your most significant challenges right now? How have things been since we last met? What does success look like for you? What motivates you?

Breakdown responses to bring out more details and explore issues in depth. For example – What was that like for you? How did that make you feel? What could you have done differently? Can you elaborate on that situation/issue?

Ask closed questions eliciting a “yes” or “no” response to solidify commitments and clarify understanding. Example – Do you agree to complete that task before our next meeting?



TYPE OF QUESTION

AIM OF QUESTION

EXAMPLES

Reflective

Get mentee to say more about an issue and to explore it in more depth.

“You said...can you explain in more detail how you mean this?”

Hypothetical

Introduction of new ideas on part of mentor; making suggestions.

“What about...?”
“What if...?”

Justifying

Obtaining further information on reasons, attitudes, feelings.

“Can you elaborate on what makes you think that?”

Probing

Discovering motivations, feelings, and hidden concerns.

“What would you perceive as the cause of this?”

“When did you first experience that?”

Checking

Establishing whether the mentee has understood clearly.

“Are you sure about that?”

“Why do you feel this way?”

Mentoring Skills - Tracking Progress

Tracking mentee progress is essential in determining how successful and productive the mentorship meetings are, or if a new direction should be considered. This guide will help you and your mentee track their professional development and growth.

- 1 Set S.M.A.R.T. Goals and be Clear with Expectations Up Front.** A significant cause of mentorship failure is lack of clear goals at the beginning, leaving no way to track progress. Check out the S.M.A.R.T. Goals Worksheets on the following two pages.
- 2 Deliver Consistent, Applicable Feedback.** Consistent feedback will reveal areas the mentee may be struggling in so that you can work through them together and find a new approach.
- 3 Review and Reflect Together.** Take time at the beginning of each meeting to reflect on the previous meeting, discuss events that occurred since, and insure there was follow through on assigned tasks. This will give you an idea if progress was made since the previous meeting.
- 4 Report and Celebrate Successes.** A survey of the mentee's achievements provides a clear view of their progression and the skills they're developing. Celebrating their accomplishments together will boost their morale and encourage them to continue the upward momentum.

S.M.A.R.T. Goals

Specific: Be clear and specific so the mentee's goals are easier to achieve. This also helps you know how and where to get started.

Measurable: Measurable goals can be tracked, allowing you to see the mentee's progress. They also tell you when a goal is complete.

Actionable: Is the mentee able to take action to achieve the goal? Actionable goals ensure the steps to get there are within the mentee's control.

Relevant: How does this goal help the mentee? Is it worthwhile? If not, the goal might need to be re-thought out.

Time Bound: A set date helps maintain focus and motivation, inspiring us and providing something to work towards.

S	My mentee's goal(s) are:
M	We will track progress by:
A	My mentee will take action by doing the following:
R	My mentee can achieve this goal because:
T	My mentee will achieve this goal by (date):

Mentorship Start Date: _____

Projected Mentorship End Date: _____

S.M.A.R.T. Goals

Mentee Name: _____ Mentor Name: _____

Meeting Date	Notes/Tasks	Due Date	✓

After the Mentorship

A crucial part of the **MOMENTS** program is the post-mentorship survey.

Once you have completed or discontinued a mentorship with a mentor or a mentee, even if you are switching to a different mentor or a mentee, please fill out the **post-mentorship survey**. This survey provides critical feedback on your experience with your mentor and the **MOMENTS** platform. Your answers will benefit the program and its users.

Post-Participation Survey: Mentees

Your Information

Name * Email *
First Last

Department *

Your Mentor

Name * Department *
First Last

Your Experience

How often did you meet with your mentor?

What skills did you work on with your mentor? Select all that apply.

Soft Skills
 Career Development

Please send any concerns you experienced with this mentor to your department's Human Resources team.
How would you rate your overall experience with MOMENTS?

Did you gain any access to tools or resources you had not had prior to this mentorship?
 Yes
 No

Do you feel the quality of your professional development has improved over the course of your mentorship?
 Yes
 No

Please provide any comments or concerns about your experience with MOMENTS

Post-Participation Survey: Mentors

Your Information

Name * Email *
First Last

Department *

Your Mentee

Name * Department *
First Last

Your Experience

How often did you meet with your mentee?

How did you meet with your mentee?

What skills did you work on with your mentee? Select all that apply.

Soft Skills
 Career Development

Was your mentorship with this mentee completed at an agreed-upon end date, or discontinued?
 Completed
 Discontinued

Please send any concerns you experienced with this mentee to your department's Human Resources team.
How would you rate your overall experience with MOMENTS?

Do you feel the quality of your professional development has improved over the course of your mentorship?
 Yes
 No

Do you plan to explore other mentoring opportunities through MOMENTS in the future?
 Yes
 No
 Undecided

Please provide any comments or concerns about your experience with MOMENTS

If you would like a MOMENTS team member to contact you about any concerns with the platform, please check 'Contact Me.'
 Contact Me