



Mentoring Handbook



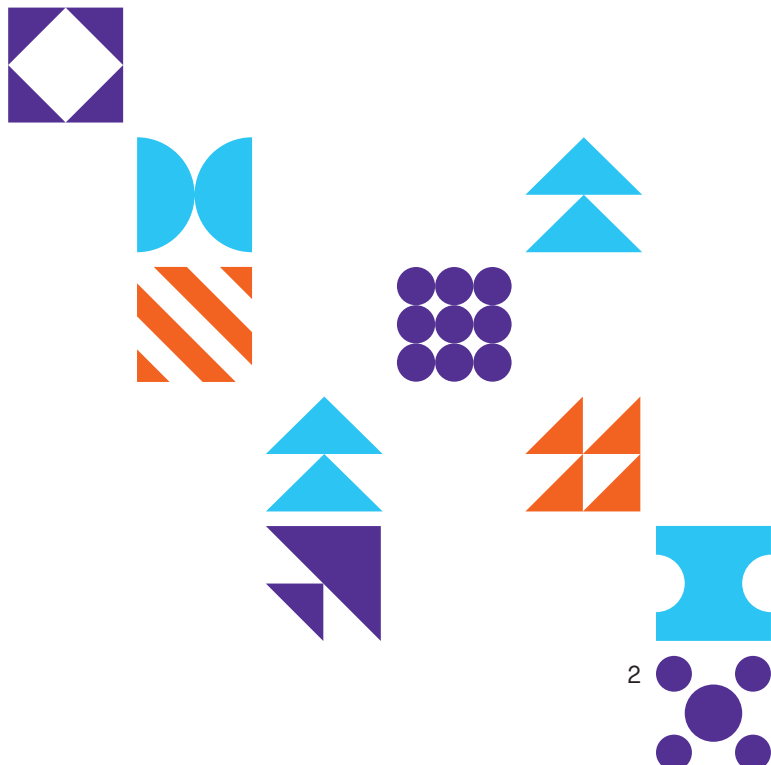
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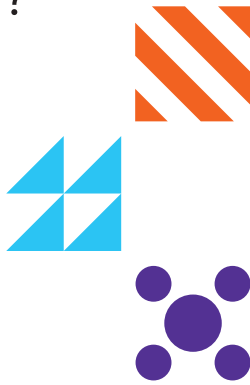
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What is Mentoring?



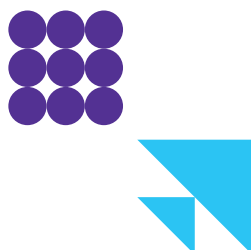
Winston Churchill said, “the pessimist sees the difficulty in every opportunity, while the optimist sees the opportunity in every difficulty.” Could this be applicable to mentorship? A mentor can assist professionals in seeing opportunities and helping them use these opportunities for program and project success as well as overall organizational success.

The Project Management Institute (PMI) notes that establishing mentoring relationships is a leadership performance criterion, a powerful personal development and empowerment tool. It is an effective way of helping people to progress in their careers and is becoming increasingly popular as its potential is realized. It is a partnership between two people (Mentor and Mentee) normally working in a similar field or sharing similar experiences. It is a helpful relationship based upon mutual trust and respect.



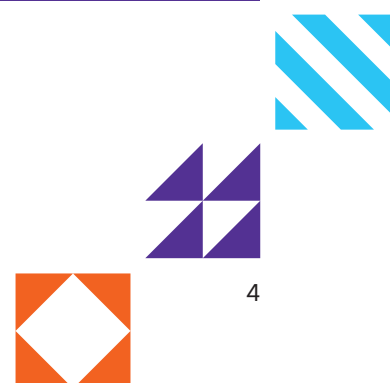
A Mentor is a guide who can help the Mentee to find the right direction and who can help them to develop solutions to career issues. Mentors rely upon having had similar experiences to gain empathy with the Mentee and an understanding of their issues. Mentoring provides the Mentee with an opportunity to think about career options and progress. Mentoring is about becoming more self-aware, taking responsibility for your decisions and directing your life, rather than leaving it to chance.

The complexity of our programs and projects and the changes in which we work in this global environment require that we act quickly when problems and issues arise. To do so, people with the highest levels of competencies, skills, and knowledge are needed, and mentoring can assist people to gain confidence and make personal improvements (Ginger, 2011). It is essential for us to be able to analyze information quickly, integrate it, make sure decisions are ones that are congruent with our organization’s values, enhance creativity, integrate diverse and unconventional points of view, and embrace and exploit change. No longer is “getting by” and the “tried and true” approaches enough.



The Fundamental Differences

	BUDDY (Buddy Program also offered by PMI-NL Chapter)	MENTOR	COACH
Assistance driven.	Development driven. An ongoing relationship for learning and development.	Performance driven.	
Informal role.	More formal and structured role. Guiding someone towards their goals, as well as inspiring and supporting them.	Formal and usually compensated role.	
No specialised training or experience required.	Specialised training and/or industry experience required.	Specialised in enhancing or developing personal and professional skills.	
Flexible relationship which allows for social discussions.	Serves as a professional advisor and role model who shares their skills and knowledge. They are catalysts in a process of self-discovery and insight.	Identifies goals, formulates strategies, sets targets and identifies steps required to achieve desired results.	



About the PMI-NL Mentorship Program

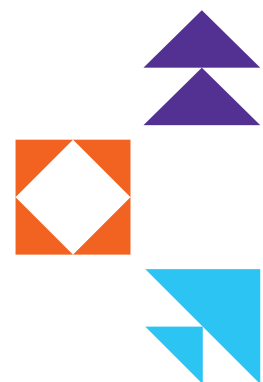
The Mentorship Program is a (twice) yearly program sponsored by the PMI Netherlands Chapter, designed to enhance the professional experience and development of its participants. The program is aimed at providing opportunities for junior project managers (Mentees) to learn from senior project management professionals (Mentors) in a five-month engagement program.

The PMI-NL Chapter offers its mentorship program to its members so they can:

- Connect and position themselves as experienced project management professionals.
- Improve their professional skills and address the challenges they experience in their work through one-on-one feedback.
- Share the wealth of their experience and knowledge with one another.
- Contribute to the individual growth of members (both mentors and mentees) and the growth of the Chapter.
- Access opportunities to further build and improve their networking and communication skills.

The program is exclusive to PMI-NL members. The mentorship program team and mentors are PMI-NL volunteers, who offer their time and energy free of charge for the benefit of the mentees.

All participants must abide by the PMI Netherlands Chapter Mentorship Code of Conduct and the [PMI Code of Ethics](#).





Focus Areas

- **Project Management** - emphasizing PM skills, emerging trends, and strategies required to become a more effective and thriving project manager.
- **Career Development** - attention to how you plan for the next steps in your PM career.
- **Leadership** - enhancing leadership skills in areas such as holding a high-stake conversation, developing influence skills and establishing trust-based relationships.

[Please note this program isn't a way to prepare for your PMP exam, receive academic tutoring nor a way to get a job or job referral.]

Timeframe

Though Mentoring can be either a short-term relationship of a few weeks or a long-term relationship of a few years, our PMI-NL Mentorship program encourages a 5 month engagement program, that can always be renewed for another cycle should the parties agree. Mentors and Mentees will be encouraged to meet for a minimum of 2 hours per month for the duration of the 5-month program.



Level of Formality

The Mentor and Mentee shape the nature of the relationship together. Some mentoring partnerships are more informal, taking place as and when the Mentee needs advice, guidance, and support. Other relationships are more structured where there are set times for meeting for a pre-determined period of time. The PMI-NL Chapter recommends that there is a formal agreement about how the relationship will be structured, at the start of relationship and both parties regularly review how well the relationship is working.

What makes a suitable Mentor?

The Mentor's role is to provide support and guidance to Mentees, providing the Mentee with development opportunities based on agreed objectives.

A suitable mentor:

- Should be a senior project or program manager, with at least 10 years of experience in project or program management and preferably have previous demonstrable experience in mentoring or coaching. Ideal candidates will also hold at least 1 of PMI's certifications such as PMP®.
- Must be a current member of the PMI-NL Chapter.
- Should be a professional with the right attitude to support knowledge transfer to the Mentees.

[Please note that this is an unpaid, volunteering role.]

What makes a suitable Mentee?

The Mentee's role is to ensure that the program is used as an opportunity for professional development, based on agreed objectives.

A suitable mentee:

- Mentees are professionals in project-related roles who are committed to learning and professional development.
- Should ideally be employed, or actively searching for new opportunities with at least 2 years demonstrable experience in project management.
- Must articulate clear and specific development goals relevant to their current role or career stage.

[These requirements are to benefit the matching process and will help frame the mentorship approach.]





Benefits to Mentors

- Recognition - PMI-NL will promote Mentors' profiles on our website page.
- Earning PDU's - Mentors earn PDU's through the 'Giving back' shared knowledge.
- Giving back - contribute to the PMI community by leveraging years of experience, knowledge, and wisdom to help Mentees succeed.
- Developing interpersonal competences - enhance leadership, teaching and coaching skills which encourages you to become a more reflective practitioner.
- Insights - gain new insights from your interactions with Mentees.

Benefits to Mentees

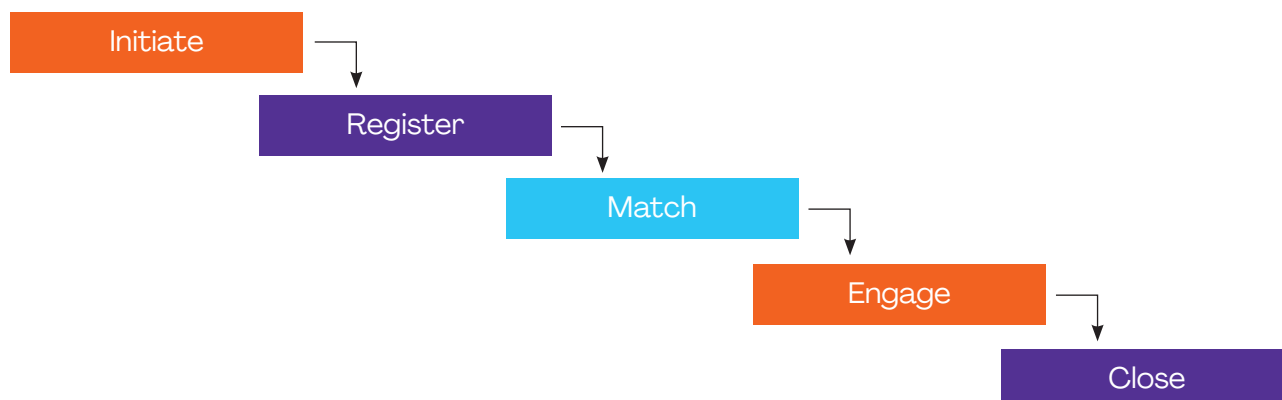
- Skills Development - learning from the expertise, experience, and wisdom of seasoned professionals.
- Networking - broadening your professional network and gaining access to important career relevant contacts.
- Earning PDU's - earn PDU's in the 'Education', informal learning category.
- Problem-solving - being able to have an open and confidential career discussion in a neutral environment.
- Direction - having access to an impartial and objective third party to work through current project and career challenges.





The Mentorship Process

The mentoring process generally occurs over five stages as shown below. Over the next few pages, we shall explore each stage in-depth.



Stage 1: Initiate

We recommend that interested Mentors and Mentees register for our information sessions to be held twice yearly before the program commences. These sessions provide an overview of the program, what can be expected and what is required to participate. Similar information can be found on our website: <https://pmi-nl.nl/pmi-nl-mentorship-program>

Stage 2: Register

Mentors and Mentees submit online applications to join the next intake of the Mentorship Program. The application forms capture information about the candidate's background, experience, and mentoring goals. The mentorship team will review your application and invite you to the Matchmaking Session.

Stage 3: Match

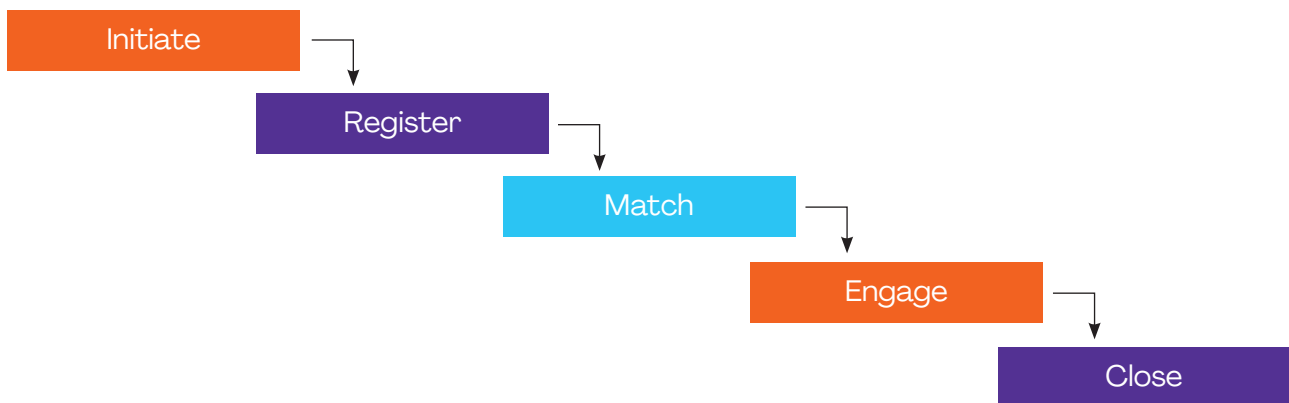
A Matchmaking Session is held where Mentors and Mentees have the opportunity to introduce themselves, state their interest for joining and can afterwards complete a selection survey with their top 3 preferences. The mentorship team will review the applications and preference selections from the Mentors and Mentees and identify a suitable match.

[Though we will do our utmost best to pair you with your top selection, we cannot guarantee a first choice. Should the pairing not be ideal, or either party request a re-match, we will try and find an alternative match. If such a re-match is not available, we will add you to a shortlist for our next intake.]



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Stage 4: Engage

A Matchmaking Workshop is scheduled on the day the 5-month engagement program kicks-off. This session includes a short presentation, breakout rooms where Mentors and Mentees meet and facilitates discussion for goal setting. We also provide guidance on how to create a connection and commitment towards a shared mentorship goal, discuss online tools & tips to enhance collaboration and guide participants to set the mentorship relationship up for success.

Stage 5: Close

After the 5-month engagement program comes to an end a closing mail will be sent to all participants. If before that, you (both) agree that the relationship has reached its natural conclusion, there are actions to help you close the program. Be clear about the ending... if you (both) expect to continue the mentorship relationship, that's great but ensure there is clarity about your expectations going forward. If appropriate, provide feedback on your experience and areas of focus, summarise the learnings that you (both) have gained from the experience. Thank the other party for their time and if it seems appropriate, give feedback on what the other party did well and what might have been done differently. Such feedback should also be given to the mentorship team to ensure your satisfaction in the program and that we can provide you with the best possible service.



If you have any questions, comments, or would like more information please contact:
mentoring@pmi-nl.nl

For Frequently Asked Questions and information about PDUs, please refer to our website:
<https://pmi-nl.nl/pmi-nl-mentorship-program>

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