



COUNCIL & ONE-ON-ONE MENTORING TOOLKIT

NWIR
National Women in Roofing



*Mentor and empower
women in the roofing
industry towards
excellence in their
chosen career.*

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Mentorship Committee



Kelly Caron
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The NWIR Mentorship Committee is pleased to introduce the Mentoring Toolkit. The purpose of this document is to facilitate and guide either two individuals or a group of individuals through a mutually beneficial and productive teaching/learning relationship for the purpose the individuals have set in place. We hope that many relationships and careers will flourish with the help of this guide.

“I realized that there are amazing people that genuinely love to help others, even if they haven’t met before, and I should never be afraid to look for help or advice.”

— Madeline Cabrera on her NWIR Mentor

Overview

What is Mentorship?

An organic and honest learning process where experience and knowledge of one person is used to demonstrate and guide another through a trusted ongoing relationship.

What is Group Mentoring?

Group mentoring involves a mutually supportive group of people who use storytelling to foster safe, trusting communities to transfer best leadership practices.

One of NWIR's core goals is to provide mentorship mechanisms for women in the roofing industry. Prior to the meeting, the group will have pre-selected a Mentor or Mentors who will share a personal experience with the broader group. The experience will tie to challenges and opportunities women in roofing are faced with today. Once the Mentor(s) complete their story, the group will discuss and share their individual stories. Stories can be based on situations involving gender, work-life balance, self-advocacy, and finding allies, advocates, and mentors.

OBJECTIVES

- 1 Mentor and empower women in the roofing industry towards excellence in their chosen career.
- 2 Provide networking opportunities within the roofing industry.
- 3 Provide a potential recruiting venue for individuals looking to enter the industry.

OUTLINE

- 1 Local Council Chair gives a 10- to 15-minute introduction and welcome, and goes around the room for a verbal commitment of confidentiality
- 2 15 to 30-minute Mentor Sharing Session
- 3 30 to 40-minute discussion (break into smaller groups if needed)
- 4 5-minute closing comments from local Council Chair

Sample Council Agenda

TIME	CONTENT	RESPONSIBILITY
5:00 pm	Mingle/Meet & greet	All
5:30 pm	Welcome, introductions, explain the mentoring process, then either circulate the group confidentiality agreement or verbally have everyone acknowledge	Council Chair
5:45 pm	Mentor introduction and story	Selected from group or outside
6:15 pm	Group discussion and take-aways	All
7:00 pm	Wrap-up	Council Chair

See also the Mentor and Facilitator Guidelines

“Let’s mentor each other to pass forward our lessons learned to a newer generation of women. Dare to be bold! If men can be bold like lions, you can be a lioness, full of confidence in your abilities.” — **Shari Carlozzi, Past Chair**

Mentoring Tools

As a Mentor for an individual or to a group, it can be very easy to jump in and solve the problem. However, your role is to help Mentees think for themselves, and to do so you need to ask thought-provoking questions. Help your Mentee partner self-discover. Questions should usually be open-ended: questions that can’t be answered with one word.

The key to mentoring is having both the mentor/mentee, or group in a place where they feel safe and open. This allows for the mentor to speak to an experience that either good or bad has a connection. This personal experience will walk through the mistakes and/or learnings to spark further conversations.

A successful element for a Mentor is to guide the story of their experience toward a positive learning experience. Listening to the questions brought on by the Mentee and/or group will allow for an open dialog of similar experiences with different results. By no means should a Mentor step into the shoes of a therapist. Mentoring is successful when all parties are open and honest and feel safe with what is spoken and shared. In this time and age time is limited, so keep the conversations limited to the relevant topics.

MENTORING BASICS

- ✓ Trust and confidentiality. This is key for mentoring either one-on-one or during a council meeting.
- ✓ Relax and be yourself. The backbone of NWIR is to empower each other for growth and guidance and this can only occur if you are true to who you are.
- ✓ The end goal for mentoring is a path towards a positive solution or outcome. Avoid getting caught up in the negative.
- ✓ Speaking about an experience or providing options to someone directly or at a council meeting can be emotional and show a vulnerability. In the words of Benjamin Franklin, “honesty is the best policy.”
- ✓ We all come from different backgrounds, companies, functions, etc. This is a benefit that will provide different perspectives outside of the box. Relish in this opportunity to open your learning horizon.
- ✓ Take advantage and capture the array of topics that come up during Council meetings or mentoring. These can be utilized for future meetings.
- ✓ Situations and events shared with the chapter or at an event should be around a challenge, experience, or where an opportunity arose.

MENTORING CHALLENGES

- ✓ Ground rules must be set to maintain confidentiality and mutual respect.
- ✓ Coordination of one-on-one Mentor and Mentee meetings can be a challenge; be diligent in keeping the ball rolling.
- ✓ Establish how to deal with disagreements. This is instrumental for Councils for not only mentoring, but overall to insure positive synergies.
- ✓ Sharing in both settings will take time as the group or individuals come together. Forming, storming and norming are the stages of a new group per psychologist Bruce Tuckman, so expect minimal feedback for the first few meetings.

"I feel really grateful to the people who encouraged me and helped me develop. Nobody can succeed on their own." — Sheryl Sandberg



MENTORING & STORY PROCESS

Mentoring Is Storytelling

It is a personal story that walks through an event leading into a meaningful and memorable tale that is vivid and emotionally stimulating. A story demonstrates values through the expression of personal experiences. It can invoke laughter or tears. The best way to learn is by examples; and one of the best ways to communicate is by talking through a situation or story. A story lets you instill values in a way that keeps people thinking for themselves. It is a powerful tool for influencing others either directly or indirectly by sparking actions, ideas, or next steps. The Mentors story is authentic. It provides the landscape of a level playing field for the audience to understand many obstacles they facing are not unique to just them.

Sharing an experience allows one to step back view a situation in a different perspective. Telling the Mentee or group what to do is not the premise of the story, rather it is told to understand choices are available and that they are not alone.

Developing Your Story

A story told by a Mentor is rooted in key learnings that had an impact on them professionally. It can be built on personal or leadership experiences that had a pivotal effect or outcome. Storytelling transforms the learned information into shared wisdom by the mentor.

Communicating your experience should start and end with what you learned. It should be based on an actual experience, including our successes, mistakes and failures. Use ownership works when communicating. In one-on-one situations if possible, use the names of the people involved, this can help build trust and reduce speculation. Speaking at a Council meeting, use your best judgment since this will be a mixed crowd that includes customers and competitors.

The internet is full of powerful videos on many of the topics that effect women in the workplace. Some examples are Brene Brown's *The Power of Vulnerability*, Amy Cuddy's *Your Body Language Shapes Who You Are*, and Margie Warrell's *How to Overcome the Impostor Syndrome*. These can be incorporated to share in a group setting as another element on the topic.

"For beautiful eyes, look for the good in others; speak only words of kindness; and for poise, walk with the knowledge that you are never alone." — Audrey Hepburn

Guidelines for Developing and Telling Your Story

- ✓ Determine what “real-world” experience you will share with women in the roofing industry that will help them tackle a problem, address challenges or aid in their growth in the industry. Think about a situation that presented a challenge, issue or opportunity.
- ✓ Prepare a story roadmap of specific examples to discuss in your storytelling session.
- ✓ Explain the learnings at both the beginning and reiterate at the end.
- ✓ What action did you take? What were your feelings and thought processes?
- ✓ What were the results or outcomes?
- ✓ K.I.S.S. – Keep it short and simple. Stay out of the weeds.
- ✓ Be yourself. Be genuine and vulnerable. It is ok to talk about failures and risks.
- ✓ Use “I” messages. *“This happened and this is what I did.”* Make it your story, tell it in first person.”
- ✓ Laugh at yourself, some stories and personalities have humor.
- ✓ Be genuine and not scripted.
- ✓ Use conversational language.
- ✓ Provide results and outcomes of actions taken in the story. Discuss lessons learned.

Asking the Questions

Your goal is to elicit from the group or the Mentee a specific request for mentoring on a relevant challenge. Asking your questions focuses the group's thinking and your mentoring as it relates to the challenge. Some examples of questions that may be productive:

- ✓ What are your thoughts and emotions, and how is the situation impacting you?
- ✓ What do you want to gain?
- ✓ What do you understand the issue to be?
- ✓ What tells you that your assessment is correct? What are other people's perceptions of this issue?
- ✓ What assumptions are you making?
- ✓ What other ideas do you have?
- ✓ How long has this been an issue?
- ✓ What did you learn from past experiences that you didn't expect to learn?
- ✓ What are the reasons behind the issue?
- ✓ Have you tried to resolve this issue before? Why or why not? If yes, what did you do and what was the result?
- ✓ What choices do you have?
- ✓ What progress have you made?
- ✓ What other ideas do you have?
- ✓ How are you using the things/ideas we've spoken about?
- ✓ What results are you looking for?

COUNCIL CHAIR/FACILITATOR GUIDELINES

- 1 Begin with group introductions.
- 2 Reiterate confidentiality — people are sharing personal stories and they should feel safe to be vulnerable without consequence.
- 3 Encourage questions of participants to add to the detail.
- 4 About 20 minutes before wrap-up, ask if somebody in the group has a pressing issue, concern or situation they want help with. The group can listen to the question and provide guidance, experiences, etc. until the wrap-up.
- 5 Encourage participants to swap cards and contact information.

Receiving Mentoring

As a Mentee, being present and fully engaged either with a Mentor, or in a group setting will provide the opportunity to benefit from the experience. Journal the learnings, actions, and takeaways for accountability.

- ✓ What are the skills you want to develop?
- ✓ What strategies come to mind when looking at the situation?
- ✓ What do you see as possible solutions?
- ✓ What outcome do you desire? Is this outcome reasonable given the circumstances?
- ✓ What resources are available to help you move forward?
- ✓ What key players do you need help from?
- ✓ What forces may help and/or hinder you?
- ✓ What other information do you need to arrive at a solution?
- ✓ What are the pros and cons of each solution?
- ✓ What is the first step you need to take to achieve your preferred outcome?
- ✓ What alternative strategies should you develop?
- ✓ How will you know you have mastered or successfully enhanced a competency?
- ✓ How will you apply your new skill?

SKILLS NEEDED BY THE MENTEE

- ✓ Listening actively
- ✓ Ability to be reflective/introspective
- ✓ Willingness to take responsibility
- ✓ Confidentiality/trust
- ✓ Ability to take initiatives
- ✓ Willingness to learn
- ✓ Follow through on commitments

Most importantly: Ask more questions to really understand the responses you've been given. Rephrase the answer to ensure you have heard the reply correctly.

Remember, she who speaks the most, learns the least!





Advantages to Group Mentoring

Group mentorship has benefits for everyone. This is an opportunity to offer personal learnings to other participants in the circle. Before responding to the question posed for mentoring, think for a moment about an event or situation that presented a challenge, issue or opportunity that was similar to the situation described.

PARTICIPANT BENEFITS

- ✓ Provides women with an outlet to develop relationships such as mentors, allies and advocates. (Men are 7 times more likely than women to have mentors, allies and advocates, and to have received a promotion as a result.)
- ✓ Provides career development for individuals and the organizations they work in.
- ✓ Fosters networking and cross-functional sharing of ideas to learn specific knowledge of another functional area(s) or network with those who have similar leadership and development interests.
- ✓ Provides leadership/training opportunities.
- ✓ Studies indicate a group dynamic is far more effective than one-on-one.
- ✓ It is human nature to learn through stories vs. guidance.
- ✓ Allows Mentees to receive feedback and expertise from multiple perspectives vs. one Mentor's view.
- ✓ Allows Mentees to receive objective feedback in a safe environment.
- ✓ Provides an opportunity for practicing skills (e.g. presentation skills).
- ✓ Offers opportunities to gain exposure to and understanding of diversity.
- ✓ Offers firsthand views of "success" at another level.
- ✓ Mentees are challenged to expand and acquire new work/life perspectives and skills through interactions.

Mentoring Confidentiality Agreement

You must trust and be trustworthy to be trusted. It is one of the most, if not the most, important factor for one-on-one or group mentoring. Establishing clear boundaries is a big step toward building trust.

The important thing is that the group or Mentor/Mentee both concurs with the confidentiality agreement.

- 1 What we discuss will stay within the group, or between a Mentor and Mentee.
- 2 What is discussed will not go beyond the group, one-on-one meeting or phone conversation, unless we give permission for that information to be shared with others.
- 3 Add other additional conditions that are mutually agreed to:

To be signed by everyone in the group or a Mentor and Mentee

[illegible]

Mentor-Mentee Agreement

It is our expectation that this relationship will foster professional growth and career development. In order to ensure that the mentoring relationship will be a mutually rewarding and satisfying experience, we agree to the following:

- 1 Maintain CONFIDENTIALITY in this relationship.
- 2 We are committed to sustain this relationship for:
a. ____ months or b. One year from this date
- 3 We are committed to meet together and follow the ground rules of meeting regularly. Initially meetings should be monthly, but this may vary depending on the needs of the mentee. The meeting times and location may vary and should occur no less than quarterly.
- 4 It is suggested that a topic/agenda be determined prior to the meeting, though initially the agenda may be forging a relationship and building a foundation.
- 5 Goals should be set for the Mentor/Mentee relationship. Consider the following areas:
 - ✓ Career Development ✓ Skill Development
 - ✓ Personal Development ✓ Work Life Balance
 - ✓ Other (Skills, etc.)
- 6 Each party has outlined and shared their expectations for the mentoring relationship including regular feedback and evaluating the progress.

Mentor Name (printed)

Signature

Date

Mentee Name (printed)

Signature

Date

Mentor-Mentee Initial Meeting

Below are some suggested items to cover when diving into a Mentor/Mentee relationship. This can help break the ice so both parties are able to learn more about each other and the expected outcome.

Date: _____

Mentor Name: _____

Mentee Name: _____

1 Get to know each other

- ✓ Share information about your professional and personal life.
- ✓ Learn something new about your Mentee/Mentor.

2 Establish guidelines

- ✓ Where and when will we meet?
- ✓ How will we schedule meetings?
- ✓ How will we communicate between meetings (phone, email, etc.)?
- ✓ What agenda format will we use?
- ✓ Will there be fixed agenda items to be discussed at every meeting?
- ✓ How will we exchange feedback?
- ✓ How will we measure success?

3 Mentor/Mentee agreement

- ✓ Review agreement, modify as desired, sign and exchange.
- ✓ Review goals for the mentoring relationship.

4 Confirm next steps

- ✓ Schedule date, time, and place of future meetings.

Notes:

Mid-point Review – Mentor

Date: _____

Mentor Name: _____

Mentee Name: _____

1 How has your overall experience with the Mentoring Program been so far?

2 Do you feel the resources provided by the Mentor Kit adequately prepared you for your role as a Mentor?
What else might have been helpful?

3 Have you and your Mentee been able to build a comfortable working relationship?

4 At this point in the Mentor/Mentee relationship have you accomplished any mentoring goals? Which ones?

5 Please share additional comments here:

Mid-point Review – Mentee

Date: _____

Mentor Name: _____

Mentee Name: _____

❶ How has your overall experience with the Mentoring Program been so far?

❷ Do you feel the resources provided by the Mentor Kit adequately prepared you for your role as a Mentee?
What else might have been helpful?

❸ Have you and your Mentor been able to build a comfortable working relationship?

❹ Are you able to learn from your Mentor's experience and background?

❺ Do you think reviewing your Individual Development Plan with your Mentor will help you achieve your goals?
Why or why not?

❻ Please share additional comments here:

Final Review – Mentor

Date: _____

Mentor Name: _____

Mentee Name: _____

1 Briefly give an overall description of your experience with the Mentoring Program.

2 Do you think this program helped your Mentee develop the skills knowledge needed to take on larger roles and more challenges? Why or why not?

3 Which part of the mentoring experience do you feel was the most useful in helping the Mentee reach the stated goals? Was there an element that you felt was not useful?

4 Would you recommend this experience as a Mentor to a colleague? Why or why not?

5 Are you interested in serving as a Mentor again? Why or why not?

6 Please share additional comments here:

Final Review – Mentee

Date: _____

Mentor Name: _____

Mentee Name: _____

1 Briefly give an overall description of your experience with the Mentoring Program.

2 Do you think this program helped you develop the skills knowledge needed to take on larger roles and more challenges? Why or why not?

3 Which part of the mentoring experience do you feel was the most useful in helping you reach your stated goals? Was there an element that you felt was not useful?

4 Would you recommend this experience as a Mentee to a colleague? Why or why not?

5 What was your favorite part of the NWIR Mentoring Program

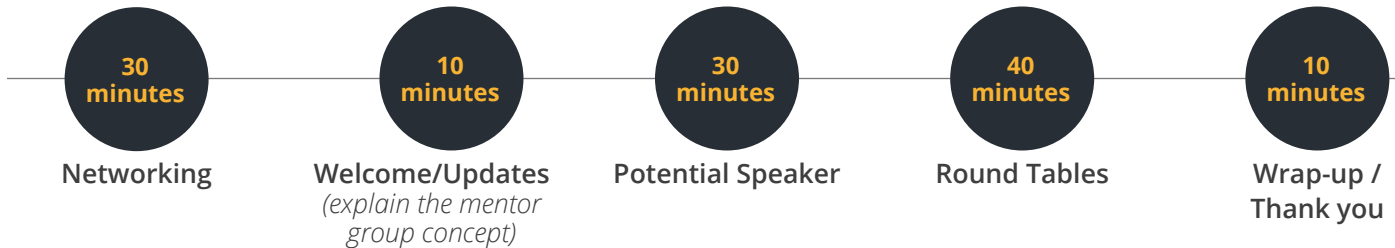
6 Please share additional comments here:

Would you be interested in being a Mentor? If so please indicate that on your NWIR profile!

Facilitating a Mentoring Event

ROUND TABLES

Event Timeline (2 hour time frame)



Potential Table Topics

- ✓ Work/Life Balance
- ✓ Goal Setting
- ✓ Networking
- ✓ Personal Development
- ✓ Career Progression
- ✓ Identifying Allies, Advocates & Mentors
- ✓ Motivation
- ✓ Professional Conversations

Invite Outline

Please join the National Women in Roofing for an evening of education, mentorship, and cocktails. We are excited to have {insert speaker name} from the roofing community speak followed by round table discussions.

Where: {insert place}

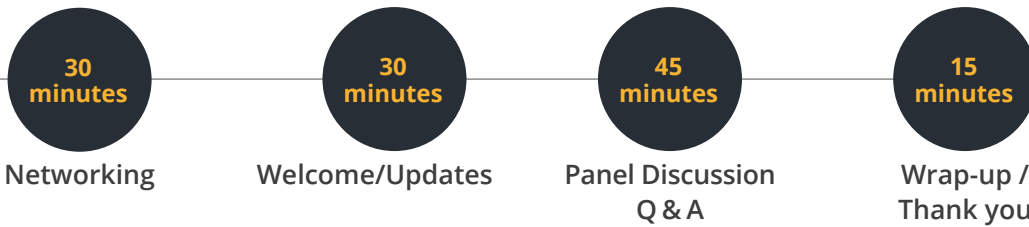
When: {insert date and time}

RSVP: {insert date and how to RSVP}



PANEL DISCUSSION

Event Timeline (2 hour time frame)



Invite Outline

Please join the National Women in Roofing for an educational panel discussion. We are excited to have *{insert panel guest}*, *{insert panel guest}* and *{insert panel guest}* discuss topics that expand from the office to the field, current events to industry challenges.

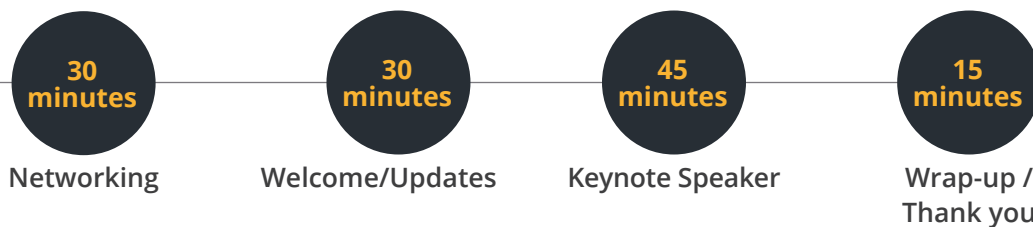
Where: *{insert place}*

When: *{insert date and time}*

RSVP: *{insert date and how to RSVP}*

MENTORING EVENT WITH KEYNOTE

Event Timeline (2 hour time frame)



Invite Outline

Join the National Women in Roofing (NWIR) for a hospitality reception and interactive networking experience. Spend some time getting to know thought leaders, executives and industry experts receive some mentoring advice from those who design, build, operate and support the roofing industry. Open to all roofing professionals.

Keynote: *{insert keynote speaker}*

Where: *{insert place}*

When: *{insert date and time}*

RSVP: *{insert date and how to RSVP}*

