



American Corporate Partners

Mentoring Handbook
2012

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Dear Veterans and Corporate Mentors,

Welcome to American Corporate Partners (ACP). We are a nationwide mentoring program dedicated to assisting recently returned veterans with their career development through mentoring and networking with professionals from some of America's finest corporations and select universities.

ACP provides a unique career development opportunity to recently deployed veterans, from former enlisted members and officers to current Reservists and National Guard members. We consider applications from all interested and qualifying service members who have served on active duty since 2001 and offer preference to those who have been deployed in support of Iraq and Afghanistan. We also welcome into the program spouses of severely wounded or those killed while serving.

American Corporate Partners was founded with the following objectives:

Assist service men and women in their transition from the armed services to private enterprise.

Provide veterans, Guardsmen and Reservists the opportunity to evaluate and enhance their current civilian career path.

Develop and strengthen the network between veterans and corporate leaders in the private sector.

Provide veterans with opportunities to leverage their military skills and experiences in their civilian careers.

American Corporate Partners has experienced dramatic growth since launching in the fall of 2008. ACP continues to add to its list of Participating Institutions and increase the number of matched Mentors and Protégés across the country. ACP expects the number of Protégé Alumni to continue growing as more veterans complete mentorships in the program.

After many years spent in the field of investment banking, I founded ACP not because I believed our returning service members required charity, but out of a sense of appreciation for the sacrifices our young men and women have made for this country. These folks have placed their country before themselves and now it is our turn to contribute to their well-being and the building of their careers. The following material is provided as an introduction to mentoring for the use of both our Mentors and Protégés. The handbook concludes with a Career Assessment & Objectives Questionnaire. I highly recommend our Protégés complete these two pages at the beginning of their relationship. Thank you for joining our effort and welcome to the program.



Sidney E. Goodfriend
Founder, American Corporate Partners



This handbook is designed to help both corporate Mentors and veteran Protégés gain a general understanding of the benefits of mentoring and to offer perspectives and suggestions for building successful mentoring relationships.

It is anticipated that both Mentors and Protégés will review this material at the onset of their introduction and throughout the course of their relationship. We provide this material so that both Mentors and Protégés will have an appreciation for what the other is being told and understand the suggestions we have offered as a guide to enhancing the dialogue between the two parties.

It is important to note that this is the start of a one-year relationship between Mentor and Protégé. ACP's program is not meant to solve all issues or problems nor is it a "job program." ACP's program is one of several tools available to returning service members, Guardsmen and Reservists as they seek to enhance their civilian career.

It is our hope that you will find this material useful and use it not as a complete guide, but as a starting point of a mutually beneficial relationship.



American Corporate Partners believes that both the corporate Mentor and the veteran Protégé will find their experience to be mutually beneficial.

Benefits for Protégés

- Increased opportunities for professional growth through introduction to professional resources and organizations.
- Advice in translating the applicability of military skills and experiences to the corporate world.
- Building key relationships and expanding one's network of professional contacts.
- Insight into career enhancement through interviewing, writing, communication and managerial skills coaching.
- Refining civilian career goals and professional ambitions.
- Access to the expertise of experienced individuals for guidance, constructive feedback and testing of ideas and plans.
- Receiving suggestions from successful individuals in Corporate America regarding work-life balance and managing relationships with colleagues and supervisors.

Benefits for Mentors

- An opportunity to contribute to your community.
- A fulfillment of patriotic duty by helping those who have served our country.
- A deeper understanding of issues facing the veteran community.
- Enhanced leadership, teaching and coaching skills.
- An expanded professional network through fellow Mentors.
- Contributing to the ongoing success and career development of a former or current service member.



Frequency of Communication

In Person Relationships:

All in-person participants commit to a one-year partnership. Ideally, the pair meets once a month. Minimally, the pair would meet quarterly and have a total of 12 “significant discussions” during the year to be defined mutually by the Mentor and Protégé.

E-Mentoring Relationships:

All E-Mentoring participants commit to a one-year partnership. Ideally, the pair will communicate twice a month. Minimally, the pair will communicate monthly and have a total of 12 “significant discussions” during the year to be defined mutually by the E-Mentor and E-Protégé.

General Guidelines:

Have Realistic Expectations

Both parties in a mentoring pair need to understand and agree on their expectations for the mentoring partnership.

Shared Responsibility and Mutual Effort

Both the Mentor and Protégé need to take responsibility for the relationship. Neither should assume it is the other’s sole responsibility for arranging sessions. It is critical that both members of the pair share the commitment to create a successful partnership.

Transfer of Responsibility for Career Development

The Mentor and the Protégé must guard against the sense that responsibility of the Protégé’s career lies with the Mentor. While the Mentor can be a valued guide, the responsibility for the Protégé’s career always belongs to the Protégé.

Active Listening and Self-disclosure

Both the Mentor and Protégé need to be willing to be open and exchange information.

Focus

The mentoring relationship needs to be clear in its purpose and goals. The mentorship should be focused on learning and development.

Advice and Feedback

The mentoring pair should determine how they can constructively give each other advice and feedback.

Be Aware of Differences

Be sensitive to cross-race/cross-gender relationships, different social and educational backgrounds and different career experiences (e.g., military vs. civilian).

Please refer to the appendix for ACP’s Career Assessment and Objective Questionnaire. We recommend our Protégés complete this exercise at the beginning of the mentorship. Also provided is a recommended Quarterly Mentoring Program for the use of our participants.



As a Protégé, it is your responsibility to reach out to your corporate Mentor throughout the year. This entails scheduling meetings, suggesting events or activities to attend and traveling to accommodate your Mentor. Assume responsibility for the partnership.

The first step toward a successful mentoring relationship is to first assess and review your goals as well as what you hope to achieve during your ACP mentorship. Our **Career Assessment & Objectives Questionnaire** may prove to be valuable in this assessment. These pages are included at the conclusion of the Mentoring Handbook.

Self-awareness is a key component to being a good Protégé, and developing it is an on-going process. You should be able to communicate who you are and what you value, as well as discuss your skills, talents and limitations.

The mentoring relationship is primarily between you and your Mentor; however, he or she may be able to help you network by introducing you to other contacts.

A good Mentor will try to facilitate your learning with an encouraging, self-discovery approach.

Trust and respect are the foundation of a successful mentoring relationship. To the extent that disagreements occur, mutual respect is expected and necessary.

While mentoring is a critical development tool, it is unlikely to directly and immediately lead to employment. Your career is your responsibility; your Mentor is available to guide you. Avoid unrealistic expectations of advancement.

Demonstrate your willingness to consider new ideas; display a desire to learn and be receptive to feedback.

Accept and encourage feedback from your Mentor and provide candid feedback in return. Make honest communication a priority.

Communicate your expectations of the program and your goals and objectives for the mentorship to your Mentor, and be open to changes that may evolve throughout the relationship.

ACP expects Protégés to respect the time and commitment of the Mentor. Please be prepared and on time for meetings and social gatherings. Follow through on action plans and acknowledge the support being offered.



There is no “perfect” Mentor. Each Mentor in our program has demonstrated success in his or her career and can serve as a role model.

ACP’s general suggestion is to develop a relationship with your Protégé based on common interests and mutual respect. Take responsibility during the first quarter for establishing the relationship and opening communication with your Protégé.

ACP is of the view that Mentor/Protégé relationships will develop over time. We encourage you to take the time to get to know each other and build a dialogue gradually.

The role of the Mentor will vary widely, depending on the particular circumstances of both the Mentor and the Protégé.

Be flexible in dealing with the expectations of your Protégé. Some Protégés have indicated they are seeking assistance achieving a career objective, others are much less clear. For example, your Protégé may seek guidance in interpersonal issues at the workplace, work-life balance, entrepreneurial skill development or financial planning. We strongly encourage our Protégés to complete the Career Assessment & Objectives Questionnaire at the conclusion of the Mentoring Handbook. ACP suggests that you review the completed worksheet at the beginning of your relationship and jointly develop an action plan toward achieving realistic objectives.

Be aware that many Protégés are Reservists or National Guardsmen/Guardswomen and therefore have previous civilian work experience. These Protégés may be interested in building new skills, enhancing their existing careers, or seeking guidance in other aspects of life.

ACP encourages its Protégés to be self-aware and discover various areas in which mentoring could be of assistance. In the same regard, it is the Mentor’s responsibility to assess all areas in which experience and guidance can be provided.

ACP suggests using casual events, such as meeting for lunch or watching a sporting event, as tools for developing the relationship.

It is important to consider a variety of options for staying connected such as e-mail, phone, and video chat, especially if your Protégé doesn’t live in your immediate vicinity.

To ensure progress, we recommend that you finish each session by establishing the time and date for the next in-person session.

It is important to have patience in the development of a dialogue/rapport. It often takes some time for two people, who would otherwise be strangers, to build a relationship. If in doubt, please reach out to your Protégé. He or she may be somewhat reserved in reaching out to you.



Protégés may want various types of support from their Mentors. In general, mentoring should focus on developing individuals to help them reach their full potential and meet the changing demands of their environment. A successful Mentor may assume any number of the following roles:

Communicator

Encourages a two-way exchange of information; listens and responds to concerns; acts as a sounding board.

Coach

Helps clarify developmental needs; provides feedback on the Protégé's strengths and opportunity areas; helps the Protégé build confidence.

Navigator

Explains how Corporate America functions; shares critical knowledge; identifies relevant resources; clarifies organization goals and objectives.

Developer

Offers the Protégé new perspectives and encourages him or her to take calculated risks.

Advisor

Helps the Protégé explore issues more deeply by examining, questioning, and openly discussing all aspects of his or her ideas.

Getting Started

ACP suggests that each pair spend considerable time getting to know one another. Learning about your match's interests, work activities, and personality will help establish a solid foundation upon which to build your relationship.

In preparing for your first meeting consider these general questions:

- What are your expectations of this relationship?
- What would you like to gain from the program?
- What challenges might we face?
- What are your concerns as we move forward in this relationship?
- What are your interests and hobbies?
- What type of career field interests you?
- How should we measure progress?



Activities should center on the shared interests of the Mentor and Protégé. Ideally, the activities will be a combination of recreational activities, personal interaction and guidance and training toward career advancement.

Activities to Consider

In-Person Mentoring

- Career-focused activities, such as seminars sponsored by a Participating Institution and one-on-one sessions on self-assessment, interview preparation and résumé writing.
- Social activities, such as attending a sporting event, community service, meeting for lunch, dinner, hiking, running or fishing.
- Group activities with other Mentors and Protégés in the same community.

E-Mentoring

- Career-focused activities, such as webinars sponsored by a Participating Institution and one-on-one telephone or video conference sessions on self-assessment, interview preparation and training and résumé writing.
- Virtual information sharing (documents, résumés, photographs, articles).
- Please consider the occasional use of a video conferencing to develop your relationship. [ACP offers assistance with this technology. Please contact us if we can be of help.]



ACP recommends that Mentors and Protégés jointly develop an Action Plan that focuses on achieving goals and objectives during the yearlong engagement. The achievement of benchmarks should be monitored regularly and reassessed when necessary. The plan should allow for at least twelve “significant discussions” to take place during the year.

ACP also recommends that Mentors and Protégés consider a variety of activities throughout the course of their mentoring relationships, so that goals remain fresh and activities varied. Varying mentoring activities will help build a strong foundation, as well as make the mentorship more dynamic and sustainable. Consider activities that range from career-focused to social, and which take place between only you and your Mentor or Protégé, or with other Mentor-Protégé pairs.

Quarter 1: Career Assessment and Objectives

The Career Assessment & Objectives Questionnaire should be completed by the Protégé prior to the first meeting and discussed with the Mentor in order to determine an Action Plan. Protégés should be honest and realistic about their needs and objectives, and Mentors will need to recognize what they can deliver before committing to a particular outcome. ACP recommends the remainder of the initial quarter be spent building a relationship between the Mentor and Protégé in which both parties get to know each other beyond their professional experiences and career goals. The best mentoring relationships are built around trust, mutual respect, and open communication.

- Establish a Top-10 list of realistic and achievable goals to be met over the course of the mentorship
- Devise a complete yearlong Action Plan with strategies for meeting each benchmark
- Discuss current events, news, politics or other areas of mutual interest
- Go over the intangibles of professional success, such as attire, grooming, organizing your desk/office, and managing your free time
- Talk about mentors or role models each of you has had in the past and how they impacted your life or career
- Describe the most challenging moment in your career and how you dealt with it, or discuss “Things I learned on my own that I wish someone had told me”
- Sign up for a class or workshop together at a local college or library
- Set up “Shadow Days” to allow the Protégé to observe the Mentor at work
- Read a book, periodical, magazine, or journal or watch a movie together and discuss
- The Protégé can discuss his or her experience in the service to help the Mentor gain general knowledge about the military
- Try doing a new sport or activity together, or attend a sporting event together

Quarter 2: Networking Enrichment

In many cases the Protégé will benefit from being introduced to others within the Mentor’s corporation, whether it be to learn about different lines of work, or to meet others who may be considered role models and offer alternative perspectives in line with the Protégé’s objectives. Ideally, the Protégé will be introduced to three other professionals from the Mentor’s corporation during the quarter so that three “significant discussions” of one hour or longer may be achieved during this time period.



- Attend the Mentor's company networking events together, conduct office tours, and introduce the Protégé to colleagues
- Arrange a group sporting event, such as basketball, soccer, or golf with the Mentor's coworkers
- Prepare for and attend a job fair together, and network with other professionals at the fair
- Discuss conversation starters that can be used at networking events
- Help the Protégé develop an "Elevator speech"
- Arrange to meet with a person in a department of the Mentor's company with whom the Mentor has not interacted or does not know
- Temporarily swap Protégés with a company colleague or spend time with other Mentor-Protégé pairs in the company
- Give the Protégé a writing or other project and have him or her work through several revisions with colleagues (or writing specialists) in the company
- Learn a new computer application or workflow together and have a colleague or friend give you both a tutorial

Quarter 3: Job Preparation and Career Development

ACP recommends that Mentors offer assistance with various skills required of Protégés who will be applying for a job or building a career. Examples may include: third party skill assessment, personality typing (example: Myers-Briggs), résumé review, interview training and public speaking. Mentors may wish to engage their corporate Human Resources department.

- Review professional résumé templates and send the Protégé's résumé to friends and colleagues for feedback
- Mentor and Protégé can set up LinkedIn profiles and virtual CVs together
- Invite the Protégé to give presentations at the Mentor's office meetings
- Help the Protégé assemble a professional portfolio including work samples and writing samples, academic transcripts and records, performance evaluations, complimentary emails/praise, letters of recommendation, and copies of diplomas, awards and certificates
- Watch interviews on YouTube and critique them together
- Set up mock interviews for the Protégé with Human Resources professionals at the Mentor's company
- Mentor and Protege can videotape each other conducting a practice interview or public speaking, and then review and give feedback to one another
- Brainstorm ways of highlighting military skills in a manner that is understandable to those without a military background
- Discuss how to negotiate salary, ask for a raise, and make requests of superiors
- Brainstorm a list of skills the Protégé acquired in the military and how these skills translate to the civilian workforce
- The Protégé can identify three companies her or she is interested in, and schedule informational interviews at these companies, and the Mentor and Protégé can work together to prepare a list of talking points for the interviews



Quarter 4: Program Recap & Professional Networking

The final quarter should commence with a review of the Protégé's original Career Assessment and Objectives Questionnaire to determine if the original objectives are on a path toward being realized. The remainder of the quarter may be best spent with the Mentors assisting the Protégés in building their own professional networks. Ideally, the Mentor will introduce the Protégé to three other professionals from outside the Mentor's corporation so that three "significant discussions" of one hour or longer may be achieved during this time period. Mentors and Protégés may wish to discuss the ways the Protégé can continue his or her own professional development beyond the yearlong program.

- Meet one-on-one to review the Protégé's original objectives
- Contact friends and colleagues who can give the Protégé helpful tips about how to carry on brief, effective, pitch-oriented conversations
- Set up lunches, dinners, etc. between the Protégé and professionals outside the company
- Attend a company sales expo, listen to sales pitches, and network with people at the event
- Attend a charity event, wine tasting, or gallery opening together and attempt to meet at least two people and learn about their line of work
- Start a collaborative project that requires outreach to professionals at different companies
- Begin developing 2-year, 5-year and 10-year plans for network growth for both the Protégé and Mentor and compare them
- Brainstorm ways of keeping your networks fresh and current

Throughout your mentorship, if you have any questions or concerns, feel free to call your ACP Operations Associate, or consult the Resource Center of the ACP website for more information on potential activities and approaches to the mentorship.



Time Management

Mentors and Protégés should use their time together wisely. In particular, Protégés should anticipate what they would like to address and discuss before each meeting. Both the Mentor and Protégé are expected to be respectful and appreciative of the other person's time and schedule.

Managing Expectations

Reflect upon and discuss what you'd like to achieve. Mentors and Protégés should discuss what they would like to gain from their relationship and periodically evaluate and refine objectives. Determine what are realistic goals.

Responsibilities of the Protégé

While Mentors may help Protégés develop the necessary tools for success, Protégés must remember that it is up to them to implement these tools. It is also important to keep in mind that success will not happen immediately. Protégés will need to put in the time and effort required to advance toward achieving their career goals.

Be Aware of Differences

Race and gender can be complicating factors in a Mentor/Protégé relationship, but they should not create barriers. Be aware of and sensitive to differences in race and gender norms as well as different social or educational backgrounds.

Lack of Commitment

From time to time, a Mentor or Protégé may end up with an unresponsive or uncommitted match. Should this happen, please contact ACP directly and we will assist in resolving the situation.

Confidentiality

Privacy, confidence, and trust are key elements of a healthy mentoring relationship. It is essential to keep this in mind during your interactions outside of the mentoring relationship.



ACP believes the mentoring relationship should evolve primarily between the Mentor and Protégé. However, several support structures are in place to assist the relationship. First and foremost, ACP staff is available and welcomes your comments and feedback. We have a variety of resources for both veterans and Mentors. ACP staff is also available to provide assistance upon request.

On the web, ACP is fostering an online community through its Facebook fan page (www.facebook.com/americancorporatpartners) ACP uses this as a platform to inform participants of things that are occurring within the ACP community. It is also a place where Protégés and Mentors can communicate with each other their personal experiences with the program.

Additionally, ACP has groups on LinkedIn. If you would like to join one of these groups, please request membership on the LinkedIn website and ACP staff will add you. Contact ACP at info@acp-usa.org if you need assistance.

ACP staff will be in contact with each pair on a regular basis to monitor the progress of the relationship. ACP expects participants to provide updates on how the relationship is progressing. The progress surveys will be conducted monthly in the beginning of each relationship and bimonthly thereafter. Please contact ACP directly at info@acp-usa.org with any questions or concerns.



Self-awareness is important in a mentoring relationship. Both the Mentor and Protégé need to identify what they would like to gain from the program and articulate these desires to each other.

Significant energy and time is required of both parties to make the relationship work. It is the responsibility of both the Mentor and Protégé to jointly drive the relationship.

The most effective relationships are based on a foundation of trust, where the Protégé feels safe to openly share his or her goals, objectives and concerns.

Every mentoring relationship is different. Remain open-minded and flexible as your relationship evolves.

The Protégés of today are the Mentors of tomorrow. Your mentoring relationship will likely have positive effects long after it has concluded.



**Insights on Leadership and Mentoring from General Peter Pace, USMC (Retired),
16th Chairman of the Joint Chiefs of Staff.**

- Mentoring is a two-way street between Mentors and Protégés; both should be comfortable sharing thoughts and ideas with each other.
- Mentoring works when you can call someone you trust.
- If you want to succeed, look for companies and their leaders who display qualities you like. (Organizations will change you, you won't change them.)
- Trust other leaders' opinion of your skills; they sometimes know you better than you think, and their perspective may lead to opportunities you might not have considered for yourself.
- Bloom where you are planted. Embrace every job you get, with the understanding that doing it well will lead you to other good jobs.
- Make decisions. If it's your decision, make it. If it's your boss's decision, get it to him/her right away.
- Have a moral compass. Know ahead of time what you will allow yourself to do. Challenges come when you are least prepared to handle them, so having a clear understanding of who you want to be at the end of the day helps ensure you ARE that person at day's end.
- Have the courage to speak your mind, especially when you're not the senior person in the room. Learn to ask questions in a non-threatening manner. Senior leaders need people who have the moral courage to offer another perspective.
- Take care of the people in your charge. Take time to ask others about themselves, not just the business. People perform better when they know you care about them.
- When asked "What is an appropriate way to recognize uniformed military personnel?" it's as simple as saying "Thank you for your service." It goes a long way in making our service members – and their families – know we care.



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Contact Information

American Corporate Partners
400 Madison Avenue, Suite 7A
New York, New York 10017

info@acp-usa.org
www.acp-usa.org





Part 1: Career Assessment

ACP encourages Protégés to complete these pages prior to the first meeting with your Mentor in order to develop a course of action for the year together.

Instructions: Respond to each statement by circling the number which is most true for you.*

- Scale**
- 1 = Strongly Agree
 - 2 = Agree
 - 3 = Maybe, not certain
 - 4 = Disagree
 - 5 = Strongly Disagree

- | | | | | | |
|--|---|---|---|---|---|
| 1. I know what motivates me to excel at work. | 1 | 2 | 3 | 4 | 5 |
| 2. I can identify my strongest abilities and skills. | 1 | 2 | 3 | 4 | 5 |
| 3. I have three major achievements that clarify a pattern of interests and abilities that are relevant to my career. | 1 | 2 | 3 | 4 | 5 |
| 4. I know what I both like and dislike in work. | 1 | 2 | 3 | 4 | 5 |
| 5. I know what I want to do during the next 2 years. | 1 | 2 | 3 | 4 | 5 |
| 6. I know what I want to do during the next 5-7 years. | 1 | 2 | 3 | 4 | 5 |
| 7. I have a well-defined career objective that focuses my job search on particular organizations and employers. | 1 | 2 | 3 | 4 | 5 |
| 8. I am going back to school and considering different career options. | 1 | 2 | 3 | 4 | 5 |
| 9. I know what skills I can offer employers in different occupations. | 1 | 2 | 3 | 4 | 5 |
| 10. I know what skills employers seek most in candidates. | 1 | 2 | 3 | 4 | 5 |
| 11. I can clearly explain to employers what I do well and enjoy doing. | 1 | 2 | 3 | 4 | 5 |
| 12. I can clearly and succinctly explain why employers should hire me. | 1 | 2 | 3 | 4 | 5 |
| 13. I want to start/have started a small business and would like assistance in building it. | 1 | 2 | 3 | 4 | 5 |

*Used with permission of Carl S. Savino and Robert Krannich, *From Army Green to Corporate Gray*.



Part 2: Objectives

- 1. Check all that apply.
- 2. List your top three objectives in the open fields at the bottom of the page.
- 3. Develop an "Action Plan" with your Mentor (see next page).

I would like a corporate Mentor to help me:

- Obtain a job
- Identify which career fields best suit my skills, interests, and experience
- Learn about various careers in numerous industries
- Build a network of professionals in a variety of industries
- Learn about career opportunities in a particular industry
- Learn how to advance at my current job
- Learn how to deal with a difficult boss, colleague, or fellow student
- Learn how to start my own business
- Learn how to build a business I have already started
- Determine if I should go back to school
- Make sure I am on the right path toward my desired career after I obtain my degree
- Better deal with work/life balance issues
- Improve my résumé and my interview skills
- Translate my military background to the corporate world
- Learn the language and culture of Corporate America
- Get along better with my peers
- Build lasting relationships with those in the civilian world
- Other _____

Top Three Objectives:

- 1. _____
- 2. _____
- 3. _____

Recommended Quarterly Program for Mentorships

ACP strongly recommends that at the onset of the mentoring relationship, the Protégé and Mentor identify goals and objectives to achieve during the course of the year and jointly develop an action plan. Ideally the Protégé and Mentor will spend time together each month, whether in person or on the phone, to allow for twelve significant discussions over the course of the year that assist the Protégé's career development or create networking opportunities. The achievement of benchmarks should be monitored regularly and reassessed when necessary.

Every mentorship is different and relationships vary based on individual goals and experiences. Below you will find one example of a quarterly framework for the yearlong program.

Quarter 1: Career Assessment, Objectives, and Expectations

The Career Assessment & Objectives Questionnaire should be completed by the Protégé prior to the first meeting and discussed with the Mentor in order to determine an action plan. Protégés should be honest and realistic about their needs, objectives, and expectations, and Mentors will need to recognize what they can deliver before committing to a particular outcome. The remainder of the initial quarter may be spent building a relationship between the Mentor and Protégé in which both parties get to know each other beyond their professional experiences and career goals. The best mentoring relationships are built around trust, mutual respect, and open communication.

Quarter 2: Networking Enrichment

In many cases the Protégé will benefit from being introduced to others within the Mentor's corporation, whether it be to learn about different lines of work, or to meet others who may be considered role models and offer alternative perspectives in line with the Protégé's objectives. Ideally, the Protégé will be introduced to three other professionals from the Mentor's corporation and have significant discussions with each of them during the quarter. ACP's Participating Institutions may also organize larger networking events for the Mentors on their staff and their Protégés.

Quarter 3: Job Preparation & Career Development

ACP recommends that Mentors offer assistance with various skills required of Protégés who will be applying for a job, going back to school, or building a career. Examples may include: third party skill assessment, personality typing (example: Myers-Briggs), résumé review, interview training and public speaking. Mentors may wish to engage their Human Resources departments.

Quarter 4: Program Recap & Professional Networking

The final quarter can commence with a review of the Protégé's original Career Assessment & Objectives Questionnaire to determine if the original objectives are on a path toward being realized. During the remainder of the quarter Mentors may spend time assisting their Protégés in building their own professional networks. Ideally, the Mentor will introduce the Protégé to three professionals from outside the Mentor's corporation at this time to allow for three more significant discussions. Mentors and Protégés may wish to discuss the ways the Protégé can continue his or her own professional development beyond the yearlong program.



This template is meant to be used in tandem with ACP's Mentoring Handbook, Career Assessment Questionnaire, and Recommended Quarterly Activities. Examples and suggestions below should serve as a rough guide.

Section 1 — Career/Professional Goals and Objectives

<p>Short-Term Goals (1-2 Years)</p> <ul style="list-style-type: none"> • • • 	<p>Long-Term Goals (2-5 Years)</p> <ul style="list-style-type: none"> • • •
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Section 2 — Month-By-Month Action Plan

	Meeting Date	Objectives/Goals	Strategies/Tactics
Month 1		<p><i>Example:</i></p> <ul style="list-style-type: none"> • Identify top three short-term and long-term goals. • Identify professional strengths and opportunities for growth (taking military background into account). • Use this worksheet to create a plan of action. 	<p><i>Example:</i></p> <ul style="list-style-type: none"> • Review completed Career Assessment Questionnaire. • Mentor and Protégé: Take the Jung Typology Test and discuss individual results together.
Month 2			
Month 3			





This template is meant to be used in tandem with ACP's Mentoring Handbook, Career Assessment Questionnaire, and Recommended Quarterly Activities. Examples and suggestions below should serve as a rough guide.

Section 2 — Month-By-Month Action Plan (Continued)

	Meeting Date	Objectives/Goals	Strategies/Tactics
Month 4			
Month 5			
Month 6		<i>Example:</i> <ul style="list-style-type: none"> • Assess progress of mentorship to date. • Identify goals for the second half of the match. 	<i>Example:</i> <ul style="list-style-type: none"> • Review accomplishments and revisit CAQ. • Discuss meeting schedule and timeline for the second half of the match.
Month 7			
Month 8			





This template is meant to be used in tandem with ACP's Mentoring Handbook, Career Assessment Questionnaire, and Recommended Quarterly Activities. Examples and suggestions below should serve as a rough guide.

Section 2 — Month-By-Month Action Plan (Continued)			
	Meeting Date	Objectives/Goals	Strategies/Tactics
Month 9			
Month 10			
Month 11			
Month 12			

