

MENTORING PROGRAM-BASIC RULES OF THE RELATIONSHIP

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EO participants desiring a Mentor-Mentee relationship should complete the Application Form and CI (Culture Index) assessment and submit it to their EO Mentoring Chairman. He, in turn, will share that information with the YPO Gold Mentoring Chair, and prospective YPO Gold Mentors.

If a fit seems appropriate, the respective Chairs shall notify the participants of the Mentor's and Mentee's (hereinafter referred to as the pair) contact information. Additionally, pairs may be introduced to one another, or meet one another, at programs sponsored by EO-YPO Gold to foster such introductions. It is customary, from that point forward, that the Mentee shall ALWAYS be the initiator of the communications. Therefore, the Mentee would be expected to reach out to the Mentor to set up the first and all subsequent meetings and communications between the two.

The following are some "Best Practices" from successful Mentor/Mentee relationships and it is highly recommended that you follow these well-established protocols (think Forum protocols):

- The pair may decide, up front, to give each other and the relationship a "90 day test drive." Here, you agree to meet once a month for 3 months to see if the relationship feels comfortable. If acceptable to both, then you proceed to meet at mutually agreeable times and dates (typically once per month).

- At the first meeting, it's the Mentor's role to clearly establish expectations for the relationship. These might include such things as;

- It's always the Mentee's job to initiate the request for communication, a meeting (normal or emergency), or subject matter clarification, etc.

- Further, it is customary for the Mentee to prepare a written Agenda for the upcoming meeting of the pair, typically one week in advance of the meeting. This forces the Mentee to give adequate prior consideration to his "needs," and committing them to writing helps gain clarity. It also gives the Mentor adequate time to consider suitable questions and a mentor-like response.

- From time to time, the Mentor may require the Mentee to do homework (or work-work). This is not meant to be punitive, but rather, educational. The Mentor may believe that the Mentee needs to acquire additional learning about some aspect of business or personal development that cannot or ought not be "taught" by the mentor. For example, there are seminal business

books with which most cutting edge business leaders are familiar. The mentee may be requested to read some of these books in order that they can acquire the basic knowledge and vocabulary to be successful in today's competitive business environment.

-There should be some sort of Accountability Agreement or understanding around execution and follow-through. For example, many Mentees seek a Mentor to help them improve their business operations or results. Mentors often volunteer to participate because they enjoy having been a small part of the Mentee's business success and improvement. Mentees are therefore rightfully expected to implement some (but not necessarily all) of the ideas which are developed in the relationship. Bottom line? Both should have high expectations about what they can do for one another, and be consciously aware of the necessity to follow through on their mutually beneficial relationship. If one or the other does not share that level of commitment, what will be the consequences of that lack of follow through? Get clear about that, up front.

-The relationship of the pair should be considered entirely confidential, similar to Forum meeting protocol. Whatever is said in the meeting stays exclusively between the pair, unless otherwise mutually agreed.

-The duration of the relationship should be discussed up front, so that expectations are understood. Some relationships are short, maybe only a few months or a year. Many others continue for years. Ultimately, this decision should rest with the Mentee, when he/she believes he/she has garnered what he/she wanted from the experience. It is very important that the mentee formally notify the mentor if he or she no longer wishes to continue, as it is disrespectful not to have done so.

-The Mentee should not have the expectation that the mentor has specific expertise in his particular business, per se (unless that was part of his original request in his application, and the pair was predicated thereon). The EO/YPO Gold position is that "business is business" and that there are reoccurring issues which all businesses typically experience. The Mentor's past business experience may be able to bring specific solutions, but more importantly, some degree of wisdom as to how the Mentee may want to conceive a solution to his problem. If a Mentor has no past experience to bring to bear on the mentee's issue, he should so state.

Similarly, the Mentee should not have the expectation that the Mentor is there to "solve my problem, on demand." The best Mentors ask the best questions, thereby fostering and enabling the Mentee to see his own "best" solution. Some Mentors may purposely shy away from or limit the giving of direct advice (unless specifically asked to do so).

A rightfully goal of the relationship should be to maintain a high level of mutual respect. Some times this requires hard work, patience and higher developed levels of EQ (Emotional Quotient).

For example, the Mentor, from time to time, might directly challenge truths which the Mentee may hold dear. The Mentee should expect such challenges, trust that the Mentor would not purposely abuse his position and would only put forth the challenge to expand the Mentee's awareness of other alternatives or realities. Oftentimes, this is where the real growth occurs. Maintaining an open and respectful mutual relationship is paramount.