



MENTORSHIP PROGRAM

BRIDGING THE GAP TO SUCCESS

GUIDE FOR SUCCESS FOR NEW MENTORS



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MENTORSHIP PROGRAM SUMMARY

To provide young professionals in the Plastics Industry the opportunity to mentor with an experienced industry professional for direct guidance on their career

FOR THE MENTEE

Mentee Benefits

- To gain visibility and exposure within the Plastics Industry
- Improve current job skills and knowledge
- Have access to an individual who can serve as a sounding board for career development

Mentee Expectations

- Prepare thoughtful questions
- Be ready to discuss real challenges on your path
- Listen carefully and report back on progress
- Initiate conversations
- Take ownership in personal growth
- Meet at least quarterly

FOR THE MENTOR

Mentor Benefits

- Improve communication skills with young professionals
- Pass knowledge and information to the next generation of leaders
- Gain insight on frustrations, ideas, and issues that young professionals may face

Mentor Expectations

- Answer questions and offer advice to the best of your ability
- Guide, encourage, and support the mentee
- Meet at least quarterly

MEETINGS AND FORMAT

How are meetings conducted?

- Mentors and mentees can meet virtually or face-to-face and should meet for a minimum of one hour per quarter. Mentees are responsible for scheduling meetings,



MENTORSHIP PROGRAM SUMMARY

preparing the agendas, and all other pre-meeting work. This will ensure that the discussions touch on the topics that matter most too each mentee.

Program Format

One-year commitment with minimum quarterly 60-minute call or meeting
Potential for in-person meetings at MAPP conference and other events

Monitoring Process

- Mentor/Mentee will have the opportunity to complete surveys during their time paired
- Help provide MAPP YP Committee with an understanding of the program successes and improvement opportunities

What happens when the year ends?

- If both parties agree, they may continue to meet. Or, they can reapply to become a mentor or mentee with a new partner.

Contact MAPP

- If you have questions or concerns, contact Tony Robinson at trobenson@mappinc.com or 317-913-2440.



SAMPLE TIMELINES

Each mentor/mentee relationship and execution looks and feels different. While mentorship pairs are required to meet at least once per quarter, many feel that more frequent interactions is necessary and beneficial. Below are three optional, sample timelines that mentors pairs can adopt and adapt based on their expectations and availability.

SAMPLE TIMELINE 1

- **First Quarter** (within 30 days of being paired): First meeting and discuss future professional and personal goals
- **Second Quarter**: Develop plans of action to improve skills along with potential challenges and roadblocks
- **Third Quarter**: Check progress and discuss conversation topics
- **Fourth Quarter**: Reflect on the year and plan for the future

SAMPLE TIMELINE 2

- **January-February**: First meeting
- **March-April**: Discuss future professional and personal goals
- **May-June**: Create plans for development and improvement and go over conversation topics
- **July-August**: Check progress and discuss challenges and barriers
- **September-October**: Check progress and go over the conversation topics
- **November-December**: Reflect on year and plan for the future

SAMPLE TIMELINE 3

- **January**: Have first meeting
- **February**: Discuss professional and personal goals
- **March**: Discuss challenges and barriers currently being faced
- **April**: Discuss self-awareness and identify areas for improvement
- **May**: Create plans of action for development
- **June**: Talk about experiences and brainstorm solutions to challenges
- **July**: Check progress on plans and discuss leadership/Teamwork
- **August**: Discuss managing up the chain of command
- **September**: Check progress on plans and make adjustments if needed. Discuss motivating and empowering others
- **October**: Discuss the manufacturing industry as a whole
- **November**: Check progress on plans and discuss plans for next year
- **December**: Reflect on the year



POTENTIAL CONVERSATION TOPICS

Mentorship pairs may find it beneficial to use the following conversation topics to help guide their conversations, especially in the beginning. These optional topics will assist mentors/mentees to establish a bond and trusted, guided relationship.

1. First Meeting

- Introductions
- Discuss both of your career and educational backgrounds
- Discuss your goals and objectives for the year in the mentorship program
- Decide on the best form of communication for scheduling future meetings (i.e. telephone, email)
- During the first meeting, discuss what topics may be off limits, establish confidentiality.
- Review Antitrust Agreement

2. Career Planning

- Continue your discussion about your mentor's history
- Discuss 5-10 year planning and how you both plan to achieve your goals
- Discuss skills necessary to achieve these goals

3. Work/ life balance

- Discuss the challenges in achieving work/life balance
- Create a plan or tips to ensure that you are able to achieve professional success without sacrificing your personal/family life

4. Leadership/Team Work

- Discuss the importance of leadership and teamwork as it relates to success
- What challenges do you each face in being part of a team
- What traits make a good leader
- How can you improve your leadership skills

5. Upcoming Professional Challenges

Discuss issues faced over the course of this year

Discuss lessons that you have each learned

Discuss other topics that you have not previously covered but wish to share with each other



POTENTIAL CONVERSATION TOPICS

6. Managing up the chain of command

Generational Differences

Communicating new ideas without stepping on toes

7. What actions were taken since your last meeting?

- What worked? What didn't? How can we change the things that didn't work?

8. Real life experiences

- Was there a time you made mistakes and felt like you failed?
- How did you bounce back?
- How did you learn to embrace risk taking?

9. Self-Awareness

- Where do you see my strengths?
- What do you see as some of my blind spots and how can I improve?

10. Skill-Building

- What skills do I need to move ahead?
- Do you have a template that you use for personal development?

11. Delegation

13. Motivating and empowering others

14. Ethics challenges for leaders

15. Building effective teams



Becoming a Great Mentor

A successful mentor is not just an advisor, but a role model, guide and colleague. Here's how to make the most of this important role.

By Chris Palmer

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In Homer's "Odyssey," the character Mentor serves as the trusted older counselor to Odysseus's son, Telemachus. In the intervening centuries, the word has come to mean someone who gives guidance, shares knowledge and imparts wisdom. In academia, however, the term often gets watered down to refer to an advisor—someone who helps undergraduate students choose the right courses to graduate or oversees doctoral projects to completion.

But true mentors do much more, from serving as role models to helping incubate research projects to bringing protégés into a network of colleagues. Unfortunately, only a quarter of college graduates report having had any professor who cared about them, and fewer report having had a mentor, according to a large 2014 Gallup–Purdue University study. "A lot of colleges and universities advertise with glossy brochures about how students have rich mentorships with faculty," says W. Brad Johnson, PhD, a professor of psychology at the U.S. Naval Academy and author of three books and dozens of journal articles about mentoring. "And it turns out that's just not true."

As for graduate students, 60 to 70 percent report having a mentor (Teaching of Psychology, Vol. 27, No. 4, 2000); for students in PsyD programs that figure dips to 50 to 60 percent (Psychotherapy: Theory, Research, Practice, Training, Vol. 37, No. 4, 2000).

There is an implicit assumption among university leaders that people with PhDs or other advanced degrees intuitively know how to mentor. But mentoring is not a skill that comes naturally to everyone—and as the statistics above indicate, many people earn their advanced degrees without the benefit of having a mentor, so they don't necessarily have a mental map for how to do it effectively when they become faculty (Science, Vol. 311, No. 5760, 2006).

Another barrier is that good mentoring takes a lot of time and energy, yet compared with obtaining grants and publishing papers, mentoring often doesn't "count" for



Becoming a Great Mentor (cont.)

much. And while a few rare institutions provide training in mentorship, most would-be mentors are on their own.

How can you go from being someone who keeps student guidance to a minimum to someone who provides mentees with exactly what they need to succeed? Seasoned mentors offer this advice:

- **Be clear about the relationship.** The first stepping-stone to becoming an exceptional mentor is determining what you want your relationship with a mentee to be. From the start, both mentor and mentee should spell out their goals, roles and responsibilities, and how the relationship will work.

“It’s kind of like an informal contract,” says Kimberley Duff, PhD, an associate professor of psychology at Cerritos College in Norwalk, California, who has won multiple awards for her mentoring. “Are you going to meet with them on a regular basis? Are you going to review papers for them? Are they going to invite you to presentations that they’re giving? This should all be discussed.”

Also, if you don’t have time to be a mentor or the fit doesn’t feel right, be up-front about it. “There’s nothing wrong with very gently indicating that there may be someone else who could be an even better mentor,” says Drew Appleby, PhD, a professor emeritus of psychology at Indiana University–Purdue University Indianapolis who has mentored more than 500 students over the course of his career.

- **Take the time.** According to experienced mentors, by far the most important thing great mentors do is simply make time for their mentees. While that’s not always easy amid a busy academic schedule, it’s an essential part of good mentorship because it signals that you value the relationship. Some mentors establish regular check-in times for their mentees. For example, Diane Finley, PhD, a professor of psychology at Prince George’s Community College in Largo, Maryland, recommends talking at least once a month either in person or on the phone.

Other mentors make themselves available on an as-needed basis. “If you haven’t heard from your mentee in a while, don’t wait—just reach out,” Johnson says.

- **Champion their dreams.** Many mentors make the mistake of trying to mold their



Becoming a Great Mentor (cont.)

protégés into mini versions of themselves. But mentoring is about helping a mentee realize his or her goals.

“It’s like being a parent,” says Nadine Kaslow, PhD, a professor of psychiatry and behavioral sciences at Emory University School of Medicine in Atlanta. “Good parents don’t make their kids into clones of themselves. Instead, they help their kids thrive and flourish doing what they want to do.”

And with so many careers for people with psychology degrees to funnel into, it’s rare that students follow closely in their mentor’s footsteps, Appleby says.

That’s why great mentors make the effort to learn about their mentees’ career goals and tailor their mentoring accordingly, Johnson says. “It’s only when you have done that work that you can open the right doors and do the right networking and provide the right challenges for a mentee,” he says.

A critical part of a mentee’s maturation is developing the capacity to cultivate, launch and see through to completion independent research. So, give them the freedom to bring their own ideas to life rather than foisting projects on them that you’ve come up with.

- **Learn to listen.** Successful mentors listen to what a mentee is asking for and don’t project what they think they should be asking. That’s especially important if you’ve been in the field for years, says Finley. Listening closely is also key when working with mentees who may not yet even know what they need mentoring in, she adds.

In a related vein, it’s critical to learn to ask good questions, says 2018 APA President Jessica Henderson Daniel, PhD, who has mentored hundreds of students as an associate professor of psychology at Harvard Medical School. “Asking questions that stimulate their thinking and problem-solving skills will help guide them toward self-sufficiency,” Daniel says.

- **Model key behaviors.** Once you’ve taken time to understand a protégé’s career goals, show them what it takes to reach those goals. If your mentee is looking for a faculty position and doesn’t know how to put together a professional curriculum vitae, show her yours and walk her through how to write it. If a mentee doesn’t know how to run a meeting, let him watch you run one.



Becoming a Great Mentor (cont.)

- **Offer support.** Long hours, heavy workloads and career uncertainty mean that grad students, postdocs and early career psychologists can feel overwhelmed. So, provide them with support and encouragement, says Johnson. A great mentor is there to accentuate a mentee's development and achievements.

Like anyone else, mentees also have their share of personal problems, so being in their corner during these times can mean a lot, Johnson adds. "Be prepared to tolerate tears, provide encouragement and do triage when somebody gets into a crisis," he says.

- **Challenge your mentee.** That said, part of being a great mentor is resisting the urge to spoon-feed your mentees and allowing them to figure out for themselves what they need to know. "Trainees have to learn to be independent as they navigate becoming a faculty member," Finley says. "They can't rely on you to tell them everything."

So, challenge them, Johnson says. If your mentee struggles with writing, suggest he write a review article. If she's terrified of public speaking, convince her to present at a meeting. "Your mentee may be ticked off at you, but she will likely say, 'Boy, it really pushed me to get more comfortable—I needed that,'" Johnson says.

- **Give public praise.** A litmus test for mentors is whether they talk about their mentees when they are not in the room. "Are you telling people how great your protégé is? Are you introducing them to key people and networking them in? That's sponsorship, and it's crucial to a mentee's success," says Johnson. But don't be disingenuous. You're not helping your mentee when you praise them excessively or give them credit for something they didn't do. And you still have to carefully evaluate their work.
- **Stay humble.** Great mentors are willing to say, "I don't know," or to talk about their own failures. "A lot of our mentees are perfectionists," says Jerry Rudmann, PhD, a professor of psychology at Irvine Valley College in California who has mentored hundreds of students. "A mentor who's willing to talk about what didn't go well can be really empowering."

In fact, great mentors may not even call themselves mentors, says Johnson. "I would



Becoming a Great Mentor (cont.)

hesitate to call myself someone's mentor unless we're formally paired in a mentoring program," he says. Especially if you're in a cross-gender or cross-race relationship, saying you're someone's mentor may signal power and privilege, even ownership. "However, when your mentee starts referring to you as a mentor, then you know you've arrived," he adds.

- **Let the relationship grow.** The best mentorships become more friendly and mutual over time, so allow this relationship to evolve naturally, Kaslow says. Treating mentees more as colleagues than underlings provides them with much-needed validation and makes a big difference in their self-perception. While in some ways, "once a mentor, always a mentor," it's common for the best relationships to flower into true collegiality, she adds. "Before you know it, your student will be writing letters of recommendation for you," she says.
- **Enjoy the benefits.** Finally, great mentoring is not just give, give, give. There are many advantages to shepherding the next generation of psychologists, Duff says. First are the intrinsic benefits. "It's like having your own children go on and be successful and you have a small part in it," she says. "It can be extremely rewarding."

In the extrinsic sense, appreciative mentees often pay back the efforts you've made on their behalf, Johnson adds. They can broaden your network, bring you in on new collaborations and even let you know about job opportunities, according to research by Rajashi Ghosh, PhD, and Thomas G. Reio Jr., PhD (*Journal of Vocational Behavior*, Vol. 83, No. 1, 2013).

"There's lots of reciprocity as these relationships evolve," Johnson says.



SUGGESTED READINGS

Below is a list of books and readings to help make the most of your mentorship experience.

- Common Sense Mentoring – Larry Ambrose
- The Mentee’s Navigator – Larry Ambrose
- Active Listening: Improve your Ability to Listen and Lead – Michael Hoppe
- Questions that Work – Andrew Finlayson
- Taking the Stress out of Stressful Conversations – Holly Weeks, Harvard Business Review, July 2001
- Now, Discover your Strengths – Marcus Buckingham and Donald O. Clifton, Ph.D.
- The One-Minute Manager Balances Work and Life – Ken Blanchard
- Giving Feedback: Pocket Mentor Series – Harvard Business School



ANTITRUST REMINDER

MAPP is a non-profit organization organized under the laws of the State of Indiana. The Corporation is organized and operated (according to its Bylaws and Articles of Incorporation) to “exclusively promote the common business interests and to improve the business conditions of those organizations, associations, and corporations...that are engaged in or provide support to the plastics industry.”

Potential antitrust violations are inherently present at all meetings of trade associations because an essential element of an antitrust violation – a combination of competitors – exists. The best vehicle for enjoying open discussion with industry peers while avoiding the pitfalls of illegal actions is by belonging to a trade association like MAPP which takes its obligations in this regard very seriously.

MAPP Staff members are versed in antitrust matters, and the association relies heavily on their judgement to see that topics, that may give an appearance of an agreement that would violate the antitrust laws, are not discussed at MAPP meetings. Discussions can generally involve any subject without raising antitrust concerns if they are kept from the suggestion of restraint of trade, or the selection of suppliers, customers, or prices.

Subjects not to be discussed:

Examples of conduct that clearly restrains competition and is presumptively unlawful that must not be discussed includes:

- Agreements to raise, lower, stabilize, or in any other way establish price, or factors related to price, such as costs, wages, discounts, credit terms, or profit levels. (Discussions of what constitutes a “fair” profit level.)
- Agreements to allocate or control markets, sales territories, customers, or geographic territories.
- Agreements to restrict or affect the availability of products or services, or the terms or conditions of their sale.
- Discussions of the ethics or propriety of pricing practices, such as price adjustments, discounts, and credit terms.
- Agreements requiring customers to purchase an ancillary item or service in order to buy the desired product or service.
- Agreements to refrain from competing.
- Agreements refusing to deal with third parties (boycotts).

MAPP seeks to avoid antitrust violations in connection with Association activity so participants must avoid engaging in conduct, in meetings and socially, that gives the appearance of an impermissible conversation, agreement, alliance, or impropriety.

Consequences of violating Antitrust Laws

It is important that all MAPP members and those attending MAPP events to understand the prohibitions and requirements of the antitrust laws for several reasons. First, an understanding of the law is essential to compliance. Second, an understanding of the laws will alert MAPP members, industry professionals, and the staff to their rights under the laws, so that they might protect themselves and MAPP from violations of the law by others. In addition to MAPP’s firm commitment to the principle of competition served by the antitrust laws, the penalties which may be imposed upon both the MAPP and its corporate members involved in any violation of the antitrust laws are so severe that good business judgment demands that every effort be made to avoid such violation. Certain crimes for which individuals may be imprisoned for up to three (3) years or fined up to \$100,000, or both, and corporations can be fined up to \$1 million for each offense. In addition, treble damage claims by private parties (including class actions) for antitrust violations are extremely expensive to litigate and can result in judgments of a magnitude which could destroy the MAPP and seriously affect the financial interest of its members.