

The background of the cover features a composite image of two young women. On the left, a woman wearing a light-colored hijab and glasses is smiling warmly at the camera. On the right, another woman with long hair and glasses is laughing joyfully. The background is divided into four large, overlapping triangles of different colors: teal, green, yellow, and blue.

Mentorship Handbook



UNIVERSITY OF ALBERTA
PETER LOUGHEED
LEADERSHIP COLLEGE

Living Leadership

PLLC Mentor Team members have been asked to join the Mentor Team because they are highly successful leaders within their respective fields. Scholars have been admitted to PLLC because they are striving to become successful leaders.

To ensure the Mentorship program at PLLC exemplifies the leadership qualities we value – that both Mentors Team members and PLLC scholars are living leadership – we have outlined the following code of conduct:

- 1 Be Professional** | Maintaining a friendly and approachable demeanour is critical for successful mentorship. Please respond to correspondence about PLLC mentorship within one week, or sooner if the inquiry is time-sensitive. Be patient with each other, as scheduling can be difficult and competing priorities can make finding time for mentorship challenging.
- 2 Be Respectful** | Not just of each other, but also of each other's time. Please be punctual, prepared, and forthcoming about constraints on your time. Respect each other, the meeting space, PLLC staff, and anyone else who may be involved in the mentorship relationship.
- 3 Be Open-Minded** | PLLC's programming is interdisciplinary and collaborative by definition. Engaging with the mentorship program will expose you to people with entirely different skills, experiences, and interests. Please see the value in building relationships with people who aren't like you – reserve judgement, think carefully about how you're coming across, and challenge your biases.
- 4 Be Trustworthy** | Successful mentorship often involves deep personal reflection, radical candor, and significant vulnerability. Please work to build trust through confidentiality – don't repeat things disclosed during these sensitive discussions unless there's an explicit agreement that it's okay to do so.
- 5 Be Generous** | With your time, attention, and resources. Give as much as you have to offer. Whenever possible, be generous enough to give each other the benefit of the doubt.

Mission & Philosophy

*Connecting the leaders of tomorrow
with the leaders of today.*

Our Philosophy

PLLC values unique, meaningful and rewarding mentorship experiences, and has recruited a diverse Mentor Team to help scholars develop their leadership skills.

Our Mentor Team includes nonprofit founders, business managers, and government officials. They lead teams that are developing breakthroughs in science and medicine, setting records on the sports field, teaching the newest concepts in the classroom, all while redefining success.

While some Mentor Team members have taken a non-traditional path to their achievements, all are guided by a desire to help young people realize their potential, and shape the next generation of leaders by sharing their insights and experiences.



Mentor as a Noun

Definition of MENTOR

1 *capitalized: a friend of Odysseus entrusted with the education of Odysseus' son Telemachus*

2 *a: a trusted counselor or guide
b: TUTOR, COACH*

Because Mentor was a person, we believe that a Mentor is something you are. It is not something that you do.

A Gift Word

We believe that Mentor is a gift word. It is a remarkable word that means you have played a significant role in the story of another person's life. As such, it is a title that must be earned from others, not one that you can bestow upon yourself.

We work to create opportunities for Mentor Team members to earn that title. We believe that when someone calls you a Mentor, you are receiving valuable recognition.

The Role of a Mentor



The three cornerstones of the role of a Mentor Team member are:

Vision

Mentors can see the big picture. They've experienced things Mentees hope to achieve. Mentors can help identify milestones for Mentees, even if the Mentee cannot see it for themselves.

- Model professional behaviour.
- Share stories and discuss past experiences.
- Help co-create a roadmap to a goal or a future vision of success.
- Encourage new vantage points and perspectives.

Challenge

Mentors offer feedback to Mentees so they can practice new skills and gain new knowledge. It is important to challenge Mentees to step outside their comfort zones, while supporting their overall growth.

- Suggest tasks or activities that challenge a Mentee's understanding of their own abilities while promoting growth.
- Provide criteria for assessment, so Mentees can track their progress.
- Engage in discussion by asking relevant and meaningful questions.
- Hold Mentees accountable by providing ongoing feedback.

Support

Mentors provide opportunities for Mentees to practice their skills, while feeling supported. It's critical for Mentors to recommend or connect Mentees with resources that contribute to their success.

- Practice active listening by giving Mentees full, undivided attention.
- Help build structure through realistic timelines and milestones.
- Provide constructive feedback.

Adapted from The Mentor's Guide (Zachary, 2000)

The Role of a Mentee

PLLC scholars who take on the Mentee role are seeking advice and guidance in a lowrisk environment. The Mentee can drive the mentorship relationship forward by asking questions and reflecting on their personal values and goals. Ultimately, the Mentee should engage with mentorship when they have a clear sense of the outcomes they wish to achieve.

Initiate

Mentees must self-identify as needing mentorship. While everyone could benefit from some form of mentorship, the Mentee must be prepared to reach out for help. Sometimes, there's work that needs to be done before engaging a Mentor.

- Identify that they would benefit from mentorship.
- Initiate the mentorship relationship by reaching out for help.
- Understand that they may need to go through preparatory work to be ready to meet with a Mentor Team member.

Engage

Once a Mentee is ready to meet with a Mentor Team member, they must embrace the process by fully engaging. There are many different types of mentorship to engage with, from one-time to long-term, in-person to remote.

- Give feedback to the Mentor.
- Listen actively in meetings or on the phone, and respond to emails with care.
- Demonstrate appreciation for the Mentor's coaching and support.
- Inform Mentors of how you've applied their suggestions, or implemented their advice.

Reflect and Act

Without reflection and follow through, the mentorship relationship cannot progress. Mentees must reflect on feedback and their goals, and take action on the roadmap they co-create with their Mentor.

- Own their learning by practicing self-awareness through self-reflection.
- Understand the vision of what they want to achieve, be it personal, academic, or professional.
- Admit errors or mistakes, recognize procrastination, take responsibility and act.



Expectations

Term

There is no term limit. Mentor Team members can serve for as long as they are engaged. Scholars can take on the Mentee role throughout their PLLC journey and beyond.

Time Commitment

Mentor Team members and scholars engaged with mentorship spend an average of 2 to 3 hours per month attending events and meetings related to the program.

Schedule

As an academic program, we follow the academic calendar and host formal programming from September to April. However, Mentor Team members and scholars are often active in their mentorship relationship throughout the spring and summer.

How it Works

Both Mentor Team members and scholars are informed about opportunities to engage with the mentorship program through PLLC's newsletters and website. These opportunities range from events to workshops to classes (e.g. attending a Lougheed College Lecture).

Scholars seeking mentorship should email PLLC's Mentorship Coordinator. The Mentorship Coordinator will act as the first point of contact, helping scholars clarify their needs and schedule meetings with Mentor Team members.

The Mentorship Coordinator will seek feedback from both Mentor Team member and scholars, so please feel free to pass along insights or observations via email.

The Peter Lougheed Leadership College gratefully acknowledges the generosity of the Watson Family, without whom the Mentorship Program would not be possible. Their meaningful contribution allows us to connect the leaders of tomorrow with the leaders of today.

