



K I M M E R R I L L

# MENTORSHIP

PROGRAM



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RAPP

# PROGRAM OVERVIEW

# KIM MERRILL MENTORSHIP PROGRAM OVERVIEW

In 2021 we lost an incredible, fierce individual. **Kim Merrill was one of RAPP's greatest mentors.** Kim felt that mentorship was our way of constantly giving back, reaching out a hand to help, pulling out chairs to the table and making room on the stage. She embodied fully what true mentorship means. Kim left a legacy of humanity, a good laugh, a strong hug, great compassion and empathy, and an unwavering commitment to supporting colleagues and doing the right thing. Kim was like the hub of a spoked wheel for hundreds and hundreds of people and changed their lives forever. For these reasons and many more, RAPP U.S. has memorialized her with naming our program after her as symbol of great mentorship, kindness and spirit.



We want to see you build a strong career at RAPP and extend your network outside of your manager and teams you work with. The mentorship program is designed to **establish safe spaces for meaningful coaching relationships** within RAPP to help **guide careers** and **develop future leaders** at the agency.

Participating in the mentorship program will enable team members to leverage seasoned, diverse backgrounds and perspectives to uncover growth opportunities in their role and unpack challenges through meaningful dialogue and authentic relationship building. Share your career journey with someone who has been there!

# KIM MERRILL MENTORSHIP PROGRAM OVERVIEW

These are some subjects that mentors can identify as areas of expertise and mentees can identify as topics they want to learn more about.

- General career advancement
- Discipline-specific career advancement
- Developing diverse talent
- Building trusted teams
- Women in leadership
- Management fundamentals
- Advanced management skills
- Presentation/public speaking skills
- Interpersonal and negotiation skills
- Giving and receiving feedback
- Effective communication
- Marketing fundamentals
- Work-life-family balance
- Time management and good work habits
- Networking
- Business writing

**Mentorships that are focused on specific goals and subjects are more likely to yield positive results.**

# KIM MERRILL MENTORSHIP PROGRAM OVERVIEW

Each mentorship program participant can expense up to \$75 per quarter/program cycle for any of the following:

- Books or other materials directly related to the mentorship
- Coffees during mentorship meetings
- A quarterly lunch

Please bill time spent on your mentorship to the appropriate job code based on your office:

- CHIEXPMENTOR — 2021 CHI Mentorship Program
- DALEXPMENTOR — 2021 DAL Mentorship Program
- LAEXPMENTOR — 2021 LA Mentorship Program
- NYEXPMENTOR — 2021 NY Mentorship Program
- SFEXPMENTOR — 2021 SF Mentorship Program

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# MENTOR

# MENTOR

## Roles and responsibilities:

- A strong mentor has the experience to help a mentee avoid the pitfalls and identify possible paths to success.
- Mentors will provide seasoned perspectives to mentees to aid in unpacking challenges, navigating growth obstacles and reaching professional milestones.
- The mentor will invest the time to understand the mentee's career path, goals, strengths and obstacles, and get to know the mentee on a personal level.
- A mentor's priority is to support the mentee in establishing and attaining goals. Be genuinely committed to supporting their growth.



# MENTOR

## Building a trusted mentorship:

- There are a lot of areas where knowing someone personally will help them navigate things better. If a mentee is struggling with relationships with management, hiring decisions, gaps in their skill set, motivating their team, etc., having a more developed sense of who they are as a person will help elicit the best advice for handling it. Personality, introversion, extroversion, how they manage time, and what they enjoy doing will all make a difference. With this information, a mentor can better inhabit their mentee's shoes.
- The most successful mentors are those who are present in the sessions, listen intently and ask open ended questions.
- Candidly share relevant experience and listen with curiosity, not judgement.
- Share the conversation rather than doing all the talking.

# MENTOR

## Conversation starters:

**What is it that you really want to be and do?** This question is about aspiration and purpose. The reason why someone is doing what they are doing should come out here. The answer to this question should surface the driving passion of individuals — what is it they do or wish they could be great at doing?

**What are you doing really well that is helping you get there?** This question helps spotlight a core strength and the person's ability to execute toward their goal. What is someone naturally good at doing? Detailed and standardized operations? Leading and motivating a team? Numbers? What is it that someone does better than the average person that can help them achieve their aspirations?

**What are you not doing well that is preventing you from getting there?** This is about facilitating an honest and critical assessment of the roadblocks, challenges or weaknesses in a person or at RAPP that are slowing their ability to advance to the next level or master a project or program.

**What will you do differently tomorrow to meet those challenges?** Questions 2 and 3 help determine whether people are spending the right time on the right things. Progress cannot be measured just by hard work. Someone may have a great work ethic, but if the mentee is not focused on the right priorities, they may just be spinning their wheels. People also have a tendency to practice and repeat what they are already good at. It is human nature to show off your best side and hide weaknesses. Use this question to probe whether the person has the aptitude to change behavior.

**How can I help/where do you need the most help?** The answers to the first four questions matched against areas where you as a mentor have particular strengths, relationships or learning resources should help determine how you can best help someone achieve their goal.

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# MENTEE

# MENTEE

## Roles and responsibilities:

- Mentees are motivated and play a proactive role in their professional development and growth.
- The mentee will drive the mentorship by scheduling monthly virtual meetings and quarterly virtual lunches.
- The mentee will come to meetings prepared with thoughtful agendas that they share with their mentor in advance.
- It is the expectation of the mentee to take the initiative to learn, be open to coaching and be comfortable to ask sensitive or difficult questions.

# MENTEE

## Building a trusted mentorship:

- Be open, honest and candid about reservations that you may have. Address any issues upfront to support the development of an open and trusting relationship.
- Be honest and respond freely about strengths, weaknesses, goals and concerns. Be open to Mentor suggestions.
- Share your preferred learning style. Individuals learn differently.
- Bring to each meeting a focused set of topics they would like to address along with a set of 2-3 questions that will help get the clarity they need. Don't try to boil the ocean — this will only limit how deep your conversation can go and distract from the issues that matter most. Be really intentional about picking the 2-3 questions you want to solve within the time you have together.

# MENTEE

## Conversation starters:

**How do you spend most of your time?** Ask this question for one reason only — digging. Does your mentor have a favorite charity they support, an addiction to a particular Mediterranean cuisine, a particular focus in their personal life? Take the time to build an authentic connection.

**What would you do if you were me?** Don't waste your time looking to impress your mentor with how smart you are. Tell them about your specific challenges and ask for their recommendations.

**How can I help you?** This is a killer question that catches most mentors off guard. Most mentees are only concerned about what they can take from a mentor. When you communicate that you are genuinely willing to give, you will set yourself miles apart from everyone else. Who doesn't like a win/win relationship?

**Is this where you thought you would end up?** How they got there is usually an interesting tale with mistakes and revelations. Learn from them.

**What used to be your biggest weaknesses?** A good answer reveals the number one trait of a great mentor — self-awareness.

**Who else would you recommend I connect with?** This question might be better saved for later meetings when there is more trust. It can exponentially expand your network. Sometimes the best source for other mentors is your existing one.

**What professional organizations are you associated with and in what ways?** Learn how to become a rising star in the industry. Your mentor can help you filter out the best conferences, groups, etc.

**Anything FORM.** FORM is an acronym for family, occupation, recreation and motivation, and it represents four universal rapport-builders. For example, you might find out that you have a location-based connection with your mentor after asking about their family or birthplace. Connection made.

FIERCELY

INDIVIDUAL

RAPP