



**iMentoring
Program**

2021

**WICT Greater Ohio
Mentor Program Guide
for Protégés**

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Introduction

Women are seriously under-represented in cable telecommunications companies' leadership roles. Recent studies show that a diverse leadership structure – one that includes women and minorities – translates to bottom-line profits. WICT's programs and initiatives are designed to offer leadership programs and services that provide leadership opportunities for women while advancing the industry overall. A successful mentoring program includes both national and local support to provide the greatest possible benefits for WICT members and the industry.

WICT's Mission

WICT's mission is to develop women leaders who transform our industry. As the oldest and largest organization serving women professionals in cable and telecommunications, WICT is at the forefront of an industry undergoing constant change. Since its founding in 1979, WICT has remained steadfast in its resolve to advance the position and influence of women through proven leadership programs and services at both the national and local levels.

WICT chapters are an integral part of Women in Cable Telecommunications. Twenty-two chapters across the U.S. provide highly rated programs and networking events. Each chapter has its own distinct style and governing board. Chapter members help shape the goals and direction of their local chapters within the umbrella provided by the national organization.

Women in Cable Telecommunications embraces a spirit of collaboration. WICT partners with leaders of the cable telecommunications industry to provide leadership programs and services. In addition, WICT challenges companies to create professional advancement opportunities for the women they employ.

WICT's programs benefit the entire industry. Support for its programs and initiatives helps foster environments that provide leadership and development opportunities for women, while advancing the industry as a whole. Studies by the American Management Association and by the Society of Human Resources Management demonstrate the bottom-line benefits of diversity in the workplace. In addition, the findings of the WICT Foundation's 2016 *PAR Initiative* report further attest to the market advantages of senior management diversity in the cable telecommunications industry.

WICT Touchstones

The WICT Touchstones of Leadership form the foundation for all of WICT's initiatives. They serve as our compass along the path of strategic and effective leadership development. We encourage you to leverage the WICT Touchstones as a motivational tool on your journey.

Know Yourself

Know what you stand for. Know where you're going.

You must understand who you are before you can decide who you want to be. So take stock of your strengths and your weaknesses. Know your limitations. Set realistic goals for yourself, keeping in mind that a balance between work and life makes for a healthy leader. And, above all, know what you stand for. Maintain your own morals, values and ethics, so you can hold yourself - and others - to the standards you set. Then unleash the leader within you. Take your career by the horns and steer it in the exact direction you want it to go.

Communicate

With passion and poise. In writing and in person.

Communicating well means more than being articulate. It means being able to deliver a speech powerful enough to inspire an entire auditorium. And to put pen to paper in such a way that others can be rallied into action through the written word. It means negotiating for the best possible outcomes with both logic and compassion - and without failure. The ability to do all this is what makes a great communicator. And to do it all with conviction and passion is what makes a great leader.

Listen

With more than just your ears.

A true leader not only communicates well, she also listens well. She hears what everyone has to say and learns from them - adding to her knowledge and her ability to understand others. It is by listening with her heart as well as her head that she builds relationships and communities around her, and helps others grow into strong leaders.

Connect

To your peers, your industry, and everything around you.

You can't move forward without understanding where you are. So get to know your environment. The people you work with. The industry you work in. Immerse yourself in the economics and business practices that affect your company, your clients, and your customers. Keep your ear to the ground. Be aware of what your competition is up to, and gain the upper hand. Build a support system for yourself and those within your community. Great leaders get connected. Stay connected. And use every ounce of information to their advantage.

Be A Catalyst

Raise standards. Promote respect. Set the wheels of change in motion.

Progress is never made by standing still or by relying on the same tired, old ideas. It is up to leaders to push the envelope - to transform our industry by developing ideas that are bigger and better than ever before. So take initiative. Raise the bar and set higher standards. Demand equality on all fronts. Embrace diversity. And above all, never accept less respect than you offer others. Because change can only take hold if grounded in respect.

Be Fearless

Take risks. Be confident in your convictions. Bring others along.

Great leaders look fear in the eye and use it to their advantage. As the force driving them into uncharted territory. And the adrenaline that keeps them climbing the corporate ladder. They are smart, strategic, and always ready to take action. They don't surrender or retreat. They're committed to their vision and believe in it above everything else. Because of this, others are willing to follow. Without fear.

Inspire

And others will follow.

Rally those around you to join in your mission. Be a mentor, a guide, and a role model - one who learns from what she teaches. Help those around you achieve their full potential with a helping hand that paves the way for future leaders. Be dynamic and strong and you will inspire others to embrace your vision as THE vision. The one they want to be part of. And the one they choose to follow.

Value of Being Mentored

A good mentor can act as your advocate and introduce you to key industry players. A mentor can encourage you to set and achieve your career goals, provide direct and constructive feedback, help you develop self-awareness, challenge you to grow beyond your perceived limitations, and listens to you and is easy to communicate with. Many mentors have been mentored in their own careers and say that the mentoring experience enhanced their skills in working with different types of people, allowed them to learn more about themselves, and gave them the opportunity to connect with people they would not have otherwise had the opportunity to do so.

Desired Outcomes of the Mentorship:

Protégés will gain:

- Increased career direction and satisfaction
- Increased commitment to current organization/industry
- Tangible preparation for new role or responsibilities
- Refined capacity to forward-think when dealing with new conversations, responsibilities, jobs or situations before they occur
- Initiated responsibility of paying it forward

Mentors will gain:

- Professional and personal satisfaction through empowering another professional to develop, grow, and advance their goals
- Enhanced reputation/demonstrated position as a powerful contributor by visibly coaching mentee to success
- Increased understanding and connection to the work happening at different levels
- Exposed fresh perspective and inspired new and different ideas
- Honed leadership and coaching skills

Suggested Meeting Structure

Meeting 1	• Break the ice and establish a rapport
Meeting 2	• Agree to goals and development plan
Meetings 3 & 4	• Workshop and monthly action plan
Meeting 5	• Evaluate and assess
Meeting 6 & 7	• Workshop and monthly action plan
Meeting 8	• Wrap-up

1st Meeting: Breaking Ice & building rapport

Opening the Meeting

- Ask/establish reason for participating & what you are both hoping to learn
- Take notes and listen with intent
- Set meeting expectations & boundaries (meeting times/dates/availability)
- Get to Know Each other - share areas of expertise, acquired business knowledge, and a broad context of career – this should be candid and authentic

Conversation Starters

1. *What are you hoping to gain from this experience?*
2. *What do you love most about your job?*
3. *What was a proud moment of your career?*
4. *What is an area or skillset you are struggling to master?*
5. *What is a group, topic, or person who you'd like to have more exposure to?*

Close the meeting

- Review SMART Goal Template (see Meeting Two)
 - Mentor reviews the principles of SMART goals in preparation for editing and improving Protégés' goals.
- Obtain Protégés commitment to come to the next meeting with SMART goals outlined and a draft Development Plan
- Develop a meeting schedule

Meeting 2: Setting Goals and Expectations

Define SMART Goals

Specific

Measurable

Attainable

Realistic

Time-bound

Creating SMART Goals

Ask these questions in order:

1. Who?
2. Will do what?
3. by when?
4. How will we follow up to ensure success?

Tips for Writing SMART Goals

- Consider the career/life goals you want to achieve or problems you want to solve before entering the mentorship.
- Start each goal with an action verb (for examples, Increase, Complete, or Attain)
- Avoid writing “all or nothing” goals.
- Don’t mistake tasks or activities for performance goals.
- Make sure each goal is observable. The results of your efforts need to be evident to you and others who will provide feedback on performance.

Agree to Goals and Development Plan

Meetings 3-4; 6-7 Webinar/Events/Activities

Objectives

Tackle the tactical objectives resulting from the Protégés’ SMART goals and Development Plans. These discussions might include: Tips on becoming a first-time manager, Building high-performing teams, Navigating difficult conversations, dealing with challenging cross-functional relationships. Be prepared to pivot and adjust as needed.

Discuss learning/ideas or follow up from monthly webinars (if applicable)

Meeting 5: Evaluate and Assess

Objectives

- Check-in with one another by reviewing the goals, and share constructive feedback about how the sessions are tracking against these goals
- Complete a Keep, Start, Stop exercise
- Re-establish goals for the remaining months based on any changes occurring in business or professional life of Protégé

Meeting 8 Wrap-Up

Objectives

- Ensure that Protégé can look back, recognize, and recreate lessons learned from this experience
- Define what outcomes were achieved
- What learnings were truly valuable?
- Consider what you could have done better and take that in consideration for future mentoring relationships

Protégé Tips

- You are responsible for nurturing this relationship and defining goals, areas of strength, and areas of improvement. Do your research; know your mentor. Take time to review LinkedIn profiles in advance—come prepared.
- Show up for the relationship. Be prepared before your meeting with anything agreed upon and with an issue to discuss that's important to you. The issue need not be monumental--sometimes simple things can lead to great discussions and insights.
- Give back and get more. Mentors don't usually ask how the protégé has benefitted from the relationship. Take the time to share examples and to say "thank you" on occasion, and you'll often find that the mentor will give more without your having to ask. Sharing how a mentor has been helpful in the past gives the mentor guidance on how to be helpful in the future.
- Respect your mentor's time. The focus of mentoring is on you, the protégé. Therefore, don't expect your mentor to do all the work. His or her role is to facilitate your development, not do it for you. Spell out your goal for your mentor; the greater the clarity, the easier it is for him or her to help. Take the initiative and follow-up on agreed upon goals. Focus on listening and take notes.
- Think and ask "why." If you don't agree with your Mentor's advice, ask for clarity or insight into your mentor's mind frame. Seek to understand before seeking to be understood.
- Be mindful that this is a professional relationship, not a venting session with your best friend.
- Have a problem-solving mindset. A mentoring relationship is not meant to make you comfortable with where you are. It should challenge you both professionally and personally. Things like discussing your lack of confidence, challenging a mentor on an issue, trying something completely outside your comfort zone are all examples of stepping outside your comfort zone.
- Share "ground rules". Unstated assumptions or expectations can easily derail a relationship. Discuss how often you'll meet or what areas you will work on. When there's a change in expectations, discuss this as well. Relationships grow and change and so do expectations, so those agreed upon early on may not be the same later.
- Celebrate! Share your accomplishments with your mentor.