

DANIELS COLLEGE OF BUSINESS
UNIVERSITY OF DENVER



THE EXECUTIVE MENTOR PROGRAM

PROGRAM HANDBOOK
2008-2009

DANIELS_{AT}WORK

Welcome

Thank you for participating in the Executive Mentor Program at the Daniels College of Business. Since the program's inception in 2004, more than 525 students have been matched with an Executive Mentor. This is a wonderful opportunity for students to learn professional and personal skills from mentors serving as coaches, teachers, facilitators, advocates, and friends.

I look forward to working with you to make this a meaningful and rewarding experience.

Sincerely,
Jill Montera
Executive Mentor Program
Suits Center for Career Services
University of Denver, Daniels College of Business
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Program Overview

The Daniels College of Business is focused on creating leaders equipped to thrive within the complexities of business today. Our objective is to merge the experiences inside and outside of the classroom in order to help students make the transition from an academic environment to the world of work. As a result, the Executive Mentor Program is intended to:

- ∞ Help students learn how business is practiced
- ∞ Assist students with their career goals
- ∞ Help students build their professional networks

Prior to the start of each cohort, students who wish to participate in the program attend a mandatory orientation session and commit to the 11-month timeframe. Once orientation is complete, students have the opportunity to review the biographies of the mentors to find the professional whose background most accurately fits their interests and goals. Students then select their mentor through an online bid process.

Once students and mentors are matched, both are notified via e-mail from the Suits Center. Each team has a designated Team Leader who will guide the group. Before the first meeting with the Executive Mentors, student groups will meet to establish goals and create a plan for the mentoring program. Student groups typically meet with their mentor four to six times a year.

Mentor Expectations

Share Knowledge and Experiences

Share knowledge about specific jobs, career paths, organizations, industries, and business topics, based on the goals for the program. Share personal experiences that help students learn how business is practiced.

Coach and Guide Mentees

Provide students with perspective and advice on their career path and other career related topics. Offer suggestions and feedback based on each student's direction and encourage students to explore new areas.

Facilitate Networking

Commit to serve as a resource for the students. Connect students with other professionals to allow them to hear different perspectives. These professionals may be internal or external to the organization and can be at any level.

Actively Listen and Ask Questions

Listen to the needs of the students and provide an accepting and supportive atmosphere. Respond to the students with thought provoking, open-ended questions.

Experiment with Process

Be flexible with the process and environment for meetings with the mentees. Utilize different techniques (e.g., role plays, experiential learning) and meeting locations to facilitate learning.

Provide a Positive Role Model

Act as a role model for students and teach them the importance of professionalism.

Maintain Respect

Uphold core relationship values including privacy, confidentiality, honesty and integrity. Respect differences while discovering common ground.

Commit to Entire Program

Commit to actively participate in the 11-month program. Keep scheduled appointments with students or reschedule if necessary. Attend scheduled events or notify Jill Montera if unable to attend.

Promptly Communicate Issues

Contact Jill Montera with any program issues.

Mentee Expectations

Be Prepared

Understand the mentor's background, industry and company. Ensure that goals are established, topics are identified, agendas are created, and questions are prepared for each meeting. Be prepared to talk about current news events and how they may be impacting business.

Take Responsibility For Relationship

Take ownership to keep the mentor relationship moving forward. Be proactive to ensure that the group stays on task and meets identified goals and keep the mentor informed of progress. Realize that having a mentor is a privilege and work hard to leverage the opportunity.

Be Receptive to Feedback

Accept feedback and suggestions from the mentor. Follow through on requests made by the mentor.

Show Professionalism

Uphold a high standard of professionalism. Be on time, dress appropriately, and promptly return telephone calls and e-mails. Show appreciation and gratitude towards the mentor.

Maintain Respect

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Commit to Entire Program

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Suggested Activities

Below is a list of suggested activities for mentors and mentees to do together. Use this as a guide and be creative when planning activities.

BUSINESS TRAINING

- Case Study**
Discuss a project or issue with the mentor. Offer perspective based on knowledge learned in business school.
- On-Site Meeting**
Attend a business meeting with the mentor. The meeting could include the mentor's direct reports, peers or supervisor.
- Company Tour**
Take a company tour with the mentor to learn about the company, culture, and work environment.
- Business Related Case or Book**
Read a business case or business book with the team and discuss the topics.

CAREER DEVELOPMENT

- Career Planning**
Share career plans with the mentor. Discuss talents, skills and interests with the mentor and ask for guidance and coaching on career plans.
- Career Tools**
Review resumes, cover letters, and other career tools with the mentor and ask for constructive feedback.
- Career Skills**
Practice informational and job interviews with the mentor. Mentor groups can also attend career workshops together.
- Career Shadowing**
Shadow the mentor at work. Learn information about the mentor's industry, company, role, and career path.
- Personality/Career Assessments**
Take a personality/career assessment as a group. Discuss results, findings and implications on career direction.

NETWORKING

- Business Function/Professional Organization**
Attend a business function with the mentor including a conference or networking function.
- Meet Other Professionals**
Work with the mentor to meet other professionals in order to hear different perspectives on business.
- Informal Outing**
Attend a sporting event with the mentor, volunteer as a group, or invite the mentor to lunch or dinner.

Resources for Suggested Activities

Listed below are some of the many resources DU and the Daniels College of Business offer to the Executive Mentor Program.

Career Workshops and Panels

Career related workshops and panels focused to help students navigate and manage their careers. Topics include strategic resume writing, effective networking, case interviewing, salary negotiations, as well as many industry and job function panels. For more information, contact Jill Montera at jmontera@du.edu or 303-871-3859.

Personality/Career Assessments

Tools and tests to help students explore career options and understand preferences for industries, companies, job functions, leadership styles, etc. Options include: CareerLeader, Insights Discovery, and Strengths Finder. For more information, contact Jill Montera at jmontera@du.edu or 303-871-3859.

Voices of Experience

Presentations hosted by the Daniels College of Business which link leadership theory to practice and real-world experience. Speakers have included Jack Welch, former CEO of General Electric; Norm Augustine, retired Chairman and CEO of Lockheed Martin; and Richard Notebaert, Chairman and CEO of Qwest Communications. For more information, access <http://www.daniels.du.edu/Events-VOE.aspx>.

Second Friday Seminars

Half-day or one day continuing education seminars taught by Daniels faculty. Seminars take place on the second Friday of each month. Topics include Talent Management, Team Effectiveness, Values-Based Leadership, as well as many others. For more information, access <http://www.daniels.du.edu/2ndFridaySeminars.aspx>.

Tickets to DU Athletics

The University of Denver hosts a number of athletic events including basketball, hockey, lacrosse and many others. For more information and the schedule, access <http://www.denverpioneers.com/>.

Tickets to the Newman Center for Performing Arts

The University of Denver hosts a number of performing arts events including music, dance, and theater. For more information and the schedule, access <http://www.du.edu/newmancenter/>.

Calendar – January 2008 Cohort

October – November 2007

Student orientation sessions

January 4-8, 2008

Online mentor bid process

January 9, 2008

Mentor and mentee teams assigned

February 1, 2008

Deadline for team meeting

February 11, 2008

Deadline for goal review with Jill Montera

February 15, 2008

Mentor and Mentee Kick-Off Event (required for all mentors and mentees)

February 2008 through November 2008

Meetings with mentor and mentees

Calendar – June 2008 Cohort

April – May 2008

Student orientation sessions

June 18-24, 2008

Online mentor bid process

June 25, 2008

Mentor and mentee teams assigned

July 18, 2008

Deadline for team meeting

August 11, 2008

Deadline for goal review with Jill Montera

August 15, 2008

Mentor and Mentee Kick-Off Event (required for all mentors and mentees)

August 2008 through May 2009

Meetings with mentor and mentees

Resources and Tools

The following resources and tools were created to help facilitate the Executive Mentor program and enhance the learning opportunity. Use these as guides and templates but customize appropriately.

Topics for Planning Meeting

Once teams have been assigned, Team Leaders will convene the other mentees in order to prepare for the initial mentor meeting. The initial team meeting should focus on the following:

- ❑ **Introductions**
Provide introductions including graduate program, career path, and program interests.
- ❑ **Contact Information**
Share contact information for all team members including e-mail, telephone, and cell phone.
- ❑ **Meeting Times**
Determine with the group the best times for meetings.
- ❑ **Team Leader**
Determine with the group who will act as the Team Leader. Team Leader will act as the single point of contact with the mentor and is responsible for all meeting logistics.
- ❑ **Team Overview**
Create a team overview to provide the mentor with an idea of each person's background and areas of interest for the program. This information should be shared with the mentor in advance of the initial meeting (see Sample Team Overview).
- ❑ **Team Goals and Meeting Ideas**
Determine the goals, objectives and possible meeting ideas for program. The team leader will then make an appointment with Jill Montera to review this information. Following the review, this information should be shared with the mentor in advance of the initial meeting (see Sample Team Goals).
- ❑ **Research**
Conduct research on the mentor including background, company, industry, and related news.

Sample Team Overview

Sally Johnson

Program: MBA

Expected Graduation: August 2009

Phone: 303/871-3859

Email: sjohnson@du.edu

Overview

Sally began Daniels' full-time MBA program last March. As someone who is dedicated to environmental issues, Sally's undergraduate degree is a BS in Environmental Policy & Behavior (University of Michigan, 2000). Upon graduation, this degree took her to Washington, DC, where she worked for an environmental consulting firm that helped a federal government agency implement a voluntary energy efficiency program. Representing this program, Sally worked with large private corporations to help them embrace and profit from energy efficiency. This experience exposed her to the concept of private businesses using their resources to advance environmental causes. After working in DC for three years, she switched jobs and moved to Colorado to support the National Park Service's efforts to improve the environmental management of private companies operating inside national parks and providing visitor services (e.g., the Old Faithful Inn in Yellowstone).

With a background in environmental issues and an interest in helping private companies reduce their environmental and social impact without sacrificing organizational goals or the bottom line, she decided that an MBA would make her more effective at achieving her goal of advancing corporate social responsibility.

One of Sally's passions is traveling to experience different cultures. (Her best expression of this was spending a semester in Nepal.) Due to the realities of time and money, Sally has developed domestic interests, including hiking, camping, reading, discussing politics and current events, and listening to music.

Goals for the Mentoring Program (in addition to team goals)

- ∞ Develop personal leadership style
- ∞ Understand how corporations practice social responsibility and handle the associated barriers
- ∞ Learn which businesses in the Denver area are good corporate citizens

Areas of Strength

- ∞ Dedicated to responsibilities; highly motivated
- ∞ Thinks analytically and critically

Areas for Development

- ∞ Persuading other to share my vision of a new business paradigm that incorporates social and environmental criteria into business decisions
- ∞ Defending my views when challenged
- ∞ Becoming more comfortable in a leadership position

Why I Selected My Mentor

- ∞ Mentor's background is aligned with my interest in values-based leadership
- ∞ I'm interested in learning more about my mentor's involvement with the Cystic Fibrosis Foundation

Ways My Mentor Can Assist Me

- ∞ Teach successful techniques for leading and working with groups of people
- ∞ Share lessons learned from mistakes
- ∞ Provide feedback on how my interests and skills can best be utilized in the real world
- ∞ Impart knowledge of the Denver business community

Sample Team Goals

Meeting Date	Meeting Goals	Questions	Meeting Setting	Meeting Facilitator
September	<i>Gain a better understanding of how to develop our personal leadership styles</i>	<ul style="list-style-type: none"> ∞ How does Bill describe his leadership style? ∞ How did he develop it (books, courses, hands-on)? ∞ How does he coach and develop people into better workers? ∞ How does he inspire people to share a common vision? ∞ How has he strengthened potential weaknesses? ∞ How do you work with people who operate very differently than you? ∞ What is the most difficult thing about leadership? 	<ul style="list-style-type: none"> ∞ Having Bill take the Insights survey ∞ Attend the Second Friday Seminar on the morning of November 10th about Insights. Have lunch afterwards to discuss ∞ As a group, read a book on leadership and discuss. Suggested books: “Servant Leader” or “Real Power” by James Autry 	∞ Tom
November	<i>Learn more about management execution</i>	<ul style="list-style-type: none"> ∞ What skills are needed to oversee large budgets and many people? ∞ How do you manage functionally different divisions within a company? ∞ How do you balance big-picture strategy and day-to-day tasks? 	<ul style="list-style-type: none"> ∞ Attend Voices of Experience event on October 13th (Charles Knight, former CEO of Emerson) and meet afterwards for discussion ∞ Discuss job responsibility specifics with Bill and other managers at Lockton Benefits Group (i.e., “job shadow”), aligned with individual areas of interest 	∞ Sally
January	<i>Understand how to proactively manage our careers and lives</i>	<ul style="list-style-type: none"> ∞ How do you stay on top of changing career fields, technologies, needs? ∞ With heavy work demands, how do you balance personal life and professional life? ∞ What lessons have you learned from being active in the community? How much has this added to your life? 	<ul style="list-style-type: none"> ∞ Discuss while attending a DU hockey game and meeting as a group before or afterwards 	∞ Jennifer
February	<i>Build knowledge of certain business fields</i>	<ul style="list-style-type: none"> ∞ Benefits and insurance industry ∞ Strategic marketing 	<ul style="list-style-type: none"> ∞ Attend a Lockton business strategy or yearly planning meeting 	∞ Bill
April	<i>Gain insight to the Denver business community</i>	<ul style="list-style-type: none"> ∞ How does Denver compare nationally? ∞ What industries are growing / shrinking in Denver? ∞ How can individuals develop and maintain networks? 	<ul style="list-style-type: none"> ∞ Discuss in person with Bill ∞ Possible setting: Denver Business Journal free seminar 	∞ Sally
May	<i>Discuss career planning</i>	<ul style="list-style-type: none"> ∞ How do my skills align with my interests? ∞ What do I need to do in order to achieve my career goals from where I am at today? ∞ What advice does Bill have for us as individuals? 	<ul style="list-style-type: none"> ∞ Discuss in person with Bill, at the end of the year 	∞ Tom

Sample Introduction E-mail to Mentor

**** USE THIS AS A GUIDE, BUT CUSTOMIZE ****

Subject: Executive Mentor Program – University of Denver, Daniels College of Business

Dear Ms. Smith,

Thank you so much for volunteering your time to be an Executive Mentor at the Daniels College of Business. I would like to introduce you to your mentee team: Sally Johnson, Tom Anderson, Jennifer Thompson, and me, Bill Elliott. We are excited to meet you at the Kick-Off Breakfast and believe this is going to be a great experience for all of us!

On behalf of the team, I would like to briefly describe the goals that we have formulated for our time with you:

- ∞ Develop a strong understanding of career management, using examples from your experience. Each of us is in the process of changing careers and we would like your guidance on how to make these changes successful.
- ∞ Gain perspective from an experienced individual into the fields of finance, operations, and customer management.
- ∞ Learn how you performed the bank startup, and lessons that you learned from that experience that we can apply to our own careers.
- ∞ Gain an understanding of those things that you think are most important for successful management of others:
 - How you have approached managing others
 - What has worked best for you
 - What has not worked well for you
- ∞ Enhance our interviewing skills. Being interviewed is difficult, but interviewing others can be harder. We would like to gain insight into how you perform a successful interview of another, and what strategies you have found that have worked for you.

This list isn't complete, nor is it set in stone. We envision a collaborative process where we hope to create a valuable set of goals for all of us. I have attached a document with additional detail on these goals. I have also attached a document with a brief biography on each of us.

We look forward to meeting with you on Friday, where we hope to get to know you better while exploring our collective goals and preparing to move forward with this experience. Thank you again for sharing your time and energy with us. We are extremely excited about the possibilities that this Executive Mentor Program offers to each of us.

Best Regards,
Bill Elliott
Executive Mentor Program Team Leader



Daniels College
of Business

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