

Accounting Scholars Program Mentoring Handbook

Mission

The mission of the Accounting Scholars Mentor Program (ASMP) is to develop the academic, leadership, and professional skills of Accounting Scholars Program (ASP) students.

What is Mentoring?

Mentoring is a structured and trusted relationship that, in this case, matches new ASP students with more experienced ones with the goal of guiding, supporting, and encouraging the development of the protégé. Effective mentoring, like counseling, places an importance on the relationship between the mentor and the protégé. Mutual trust, respect, commitment, and collegiality are important to the relationship and the process.

Perhaps most essential in the process is the mentor's unselfish sharing of his or her uniquely acquired wisdom and his or her ability to help the protégé integrate and develop his or her own unique skills and knowledge within the practice of their shared profession.

Why Mentoring in the Accounting Scholars Program?

Mentors have the opportunity to share their knowledge, experience, and insight into how to get things accomplished; give back to the organization; and build trust through increased communication. Most importantly, mentors have the opportunity to see the impact of their efforts on the professional and personal growth of their protégés. The best mentors combine technical competence, experience, the ability to communicate, and most importantly the ability to listen.

Protégés receive an opportunity to have someone to talk with who can provide feedback on strengths, shortcomings, and possible impacts on career choices or aspirations. Another possible benefit to the protégé is increased organizational awareness and encouragement to reach his or her full potential. The program provides protégés with excellent networking opportunities, formal and informal training to enhance their technical and communication skills, and a renewed belief in themselves and the importance of their roles in the organization.

Mentor Role and Responsibilities

Role

The partnership between a Mentor and Protégé is built upon trust, respect, and professionalism. Specifically, as a Mentor, your role will be one of *Coach, Guide, Motivator, and Advisor*.

A successful mentor should be:

People Oriented: One who is genuinely interested in people and has a desire to help others develop and grow. A successful mentor is one who provides adequate time with the protégé and has "good" people skills" and knows how to effectively communicate

and actively listen. A mentor must also be able to resolve conflicts and give appropriate feedback.

Good Motivator: A mentor needs to be able to motivate a protégé through encouraging feedback and challenging work assignments. A mentor once described this characteristic by saying, "a mentor needs to stretch the protégé's potential, setting new limits for what the protégé can do."

Effective Teacher: A mentor must thoroughly understand skills required by the protégé's position and goals, and be able to effectively teach these skills to his or her protégé. A mentor must not only teach the "skills of the trade," but also manage the learning of the protégé.

Responsibilities

- Initiate contact with your Protégé via Welcome Letter.
- Meet at least once a month with your Protégé to discuss progress, answer questions and facilitate growth and learning.
- Be available and maintain consistent contact.
- Maintain trust and confidentiality.
- Provide the Protégé with information about opportunities he/she should explore.
- Give constructive feedback.

Protégé Role and Responsibilities

Role

A Protégé is a student who is motivated to assume responsibility for her/his own professional and personal growth and development. The partnership between a Mentor and Protégé is built upon a foundation of trust, respect, and professionalism. As a Protégé, you will have the opportunity to:

- Learn about specific jobs, career paths, organizational cultures, and industries.
- Receive constructive feedback about personal and business skills.
- Obtain guidance about conducting yourself in business settings.
- Create a focused development plan with your Mentor and work towards achieving the stated goals.

Responsibilities

- Communicate your interests/needs/problems clearly.
- Accept Mentor advice and feedback without becoming defensive.
- Set realistic expectations of the Mentor.
- Work on areas of development the Mentor has identified.
- Be prepared for every meeting with new questions/needs/problems and the readiness to discuss development since prior meeting.
- Appreciate the mutual respect, trust, and openness between student and Mentor (including confidentiality).

Thirteen Laws of Mentoring

1. The Law of Positive Environment

Create a positive environment where potential is released and options discussed.

2. The Law of Developing Character

Nurture a positive character by helping to develop not just talent, but a wealth of mental and ethical traits.

3. The Law of Independence

Promote autonomy; make the protégé independent of you, not dependent on you.

4. The Law of Limited Responsibility

Be responsible to them, not for them.

5. The Law of Shared Mistakes

Share your failures as well as your successes.

6. The Law of Planned Objectives

Prepare specific goals for your relationship.

7. The Law of Inspection

Monitor, review, critique, and discuss potential actions.

8. The Law of Tough Love

The participants acknowledge the need to encourage independence in the protégé.

9. The Law of Small Successes

Use a stepping-stone process to build on accomplishment and achieve great success.

10. The Law of Direction

It is important to teach by giving options as well as direction.

11. The Laws of Risk

A mentor should be aware that a protégé's failure might reflect back upon him. A protégé should realize that a mentor's advice might not always work.

12. The Law of Communication

The mentor and the protégé must balance listening with delivering information.

13. The Law of Life Transition

As a mentor, when you help a protégé enter the next stage of his life or career, you will enter the next stage of yours.

Wickman, F. & Sjodin, T. (1997). Mentoring: The Most Obvious Yet Overlooked Key to Achieving More in Life Than You Ever Dreamed Possible.

Protégé Learning & Development Plan

My strengths are:

- 1.
- 2.
- 3.
- 4.

My areas for development are:

- 1.
- 2.
- 3.
- 4.

My goals for the ASP are:

- 1.
- 2.
- 3.
- 4.

My professional goals are:

- 1.
- 2.
- 3.
- 4.

Ways in which my mentor can assist me:

- 1.
- 2.
- 3.
- 4.