



NCDA

MENTORING PROGRAM

GUIDEBOOK

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(Approved by the NCDA Board – October 2016)

Welcome!

Dear NCDA Mentoring Program Participant,

Welcome to the NCDA Mentoring Program! Your participation will support the connections that are valuable to early professionals and experienced professionals alike. In order to learn and grow, we need each other and NCDA. The Mentoring program has been designed based on NCDA's mission to provide professional development to inspire and empower individuals to achieve their career and life goals.

NCDA recognizes that as a working adult and an NCDA member, your time is very valuable. Please know that your commitment to this program is not taken lightly, nor is ours. We offer sincere appreciation for volunteering to participate in order to advance your goals, our profession and the association.

With Gratitude,



Sharon Givens



National Career Development Association President 2021-2022

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Overview

The National Career Development Association (NCDA) Mentoring Program is designed with the intention of cultivating relationships as well as inspiring and empowering its participants. The program provides the opportunity for early career professionals to be mentored by accomplished, experienced professionals who share similar interest, experiences, and goals.

The NCDA Mentoring Program has an overarching goal to foster structured, trusting, and collaborative relationships between early career professionals and seasoned career professionals. The goal of the mentoring relationship is to advance and improve the field of career development while fostering the individual's and association's mission.

The NCDA Mentoring Program seeks mentors who will guide, support, and encourage mentees to further develop and enhance their professional identity and career development journey. The key to a good mentoring relationship and successful experience is a united commitment by the mentor and mentee to share interests, effectively communicate, and reach a mutual agreement regarding the overall goals and expectations.

Purpose

The NCDA Mentoring Program is an inclusive, multicultural leadership development opportunity dedicated to early and seasoned career professionals organization-wide. The intent of the program is to advance the profession through the engagement of meaningful conversations, the achievement of overarching goals, and a shared wisdom that supports continuous career development and lifelong learning.

Aim

NCDA envisions that career professionals who are NCDA members have access to a mentor to help them thrive in their career journey and benefit from continued support and involvement in their professional association.

Objectives

- Provide guidance and support to career professionals
- Encourage an exchange of ideas, practice, and scholarship.
- Connect members, so as to foster community and longevity with NCDA.
- Facilitate NCDA's mission of providing professional development.
- Promote the strategic plan of NCDA.

Eligibility Requirements

- Mentees must be NCDA members in good standing for at least one (1) year.
- Mentees must have 2-5 years work experience in the field of career development.
- Mentors must have over ten (10) years' experience in the field of career development.
- Mentors must be NCDA members in good standing for at least five (5) years and actively serving NCDA or recently served NCDA in the capacity of Board member, commission or council member, committee chair, or similar role. NCDA Fellows and Eminent Award winners are also eligible.
- Mentees and Mentors must be able to commit to the program for one (1) year.
- Technological skills and equipment to carry out the program (e.g., internet, telephone, etc.)
- NCDA members in good standing have agreed to abide by the 2015 NCDA [*Code of Ethics*](#).
- NCDA does not discriminate against any individual based on age, culture, disability, ethnicity, race, religion/spirituality, creed, gender, gender identity and expression, sexual orientation, marital/partnership status, language preference, socioeconomic status, or any other personal characteristic not specifically relevant to job performance.
- Mentees and Mentors agree to allow NCDA to share their relevant professional information for the purpose of implementing the program (e.g., application responses may be shared with a mentoring task force in order to make appropriate matches).

Responsibilities

- The mentoring relationship must remain professional and respectful for all participants at all times.
- NCDA will invite members to be mentors and accept applications from mentees then review each to make matches based on preferences, skills, interests, demographics, and availability.
- NCDA will supply each participant with the Mentoring Program Guidebook and access to the Mentoring Program webpages.
- NCDA will offer occasional virtual meetings for either or both mentees and mentors, who should make every attempt to participate.
- NCDA will assess the satisfaction of the Mentoring Program through feedback from all participants.

- NCDA is not responsible for ethical practice or malpractice. The NCDA Ethics Committee may be contacted if ethical questions arise.
- Mentor and mentees will exchange contact information, and any other supplemental information, to aid the connection.
- Mentors and mentees will meet either virtually, in-person, via telephone, or any combination as meets their needs.
- Mentors and mentees will together determine their goals.
- The mentor/mentee connection will occur over a one (1) year period. Together they will decide what works best for them in terms of meeting schedules.
- Mentors and mentees will contact NCDA if either decides to terminate participation.
- Mentors and mentees will be asked to fill out a brief program evaluation twice (both early on and at conclusion of the program). No additional reports are required, although feedback is welcome at any time.
- Mentors and mentees will use available resources, including those provided by the program and by NCDA to strive for the success of the relationship.
- Mentors and mentees understand that this is a voluntary opportunity; therefore, no compensation will be provided for participation; no fees will be collected.
- All communication among participants and NCDA will be strictly confidential unless the other party needs to be notified to resolve an outstanding issue or cooperate in a transitional process. All personal information revealed within the context of this relationship should be kept in the strictest confidence.

Disclaimers

- NCDA offers the Mentoring Program as a pilot program for 2022-2023, without guaranteeing any future programs.
- NCDA does not guarantee any outcome for any participant.
- Mentors and mentees who participate in the program release NCDA from any and all liability from damages or other claims and agree to hold NCDA harmless from any injury or illness, mental or physical, related to this relationship and/or the activities therein.
- Mentors will be working to help the mentee develop professionally, but the mentee's clinical and work supervision is a separate entity. The mentor is not intended to replace – or supplement - the mentee's formal supervision.

- NCDA is not responsible for goals, outcomes, termination, progress or lack thereof, or anything not stated directly here.
- View all Legal Disclaimers on the NCDA website at www.ncda.org

Program Structure

The NCDA Mentoring Program will commence with the matching of the mentors with mentees in October 2022 and continue until September 30, 2023.

NCDA will contact all participants via email and supply the mentor and mentee with the Guidebook, one another's contact information, any other supplemental information provided by the mentor or mentee, and general suggestions for making the most out of their mentoring experience.

Mentors and mentees will meet at least every two weeks for the first two (2) months and monthly thereafter.

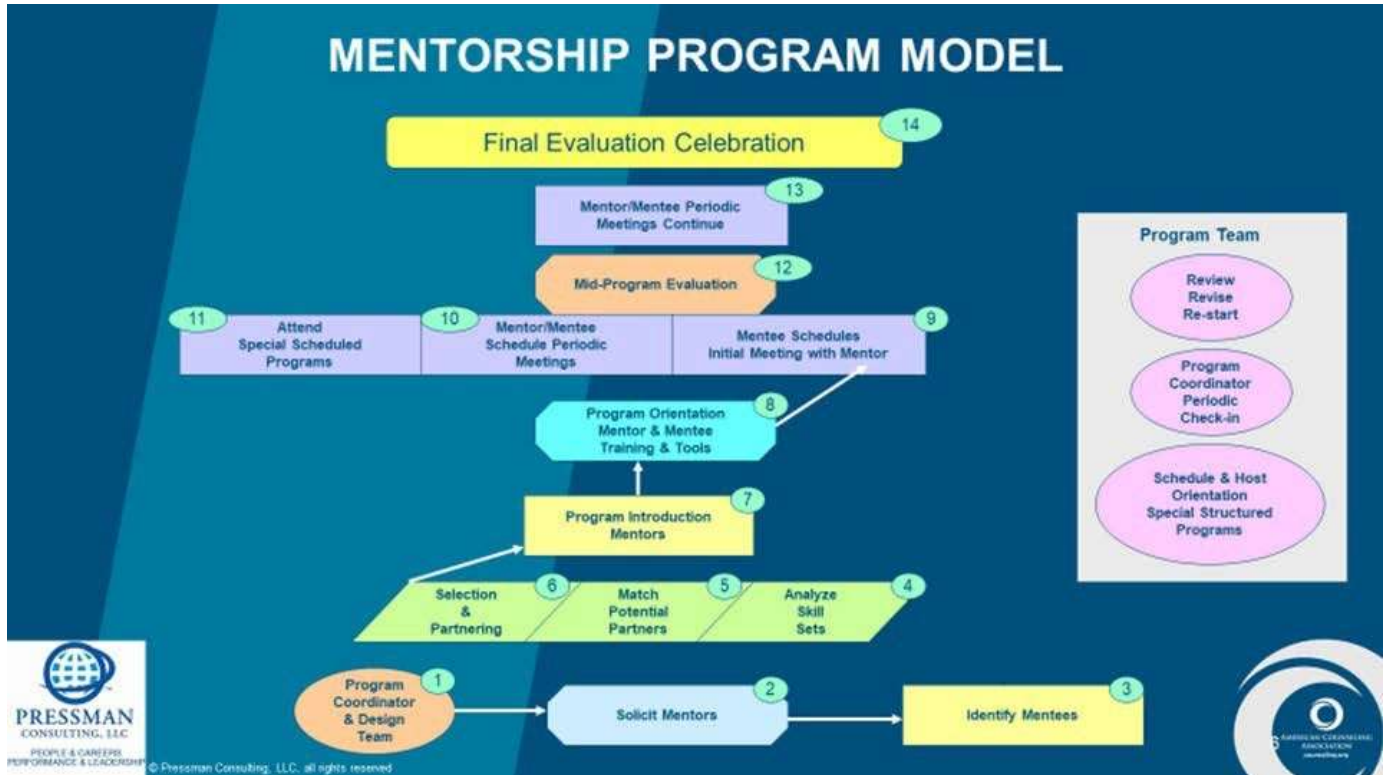
Mentors and mentees will receive training, orientation, and best practices programs via video conferencing (or recordings) from NCDA.

Each participant will complete the first feedback form by December 12, 2022 by visiting the NCDA Mentoring webpage. A final evaluation will be due by October 16, 2023.

NCDA is available via email or phone if at any time the mentor or mentee has concerns, questions, or feedback related to the program or process.

Mentoring Program Model

The NCDA Mentoring Program is based on the mentorship program developed by the American Counseling Association (ACA) for its members in 2021. Former ACA President, Dr. Sue Pressman, provided the following model and lifecycle:



Mentor Invitation Process

NCDA members were invited to participate as a mentor if they were an active member of NCDA, served in a leadership role, or had a desire to provide support and guidance to new career professionals. Potential NCDA mentors were emailed an invitation letter and a link to complete if interested in serving as a mentor for a new career professional. Once selected, NCDA mentors were invited to complete a survey to assist with the matching process with a mentee. Members in good standing for at least five (5) years, were active in NCDA as board trustees, commission or council members, committee chairs, or other similar roles such as Fellows or Eminent Award winners, were invited to be mentors.

Mentee Application Process

NCDA members who are new career professionals are provided the opportunity to complete an NCDA mentee application if they met eligibility requirements. The information from the completed application from the mentee will be used to match mentees with mentors.

Mentoring Benefits

Mentoring affords unique benefits to its participants that are limitless depending on the effort put forth by the mentor and the mentee.

Mentee Benefits:

- Improved professional skills, confidence, and career development.
- Valuable insights, tips, and resources from established career professionals.
- Expanded professional networks.
- Fortified connection to NCDA, the premier professional association for those in the field of career development.
- Potential progression into leadership roles or other NCDA opportunities, such as committee involvement or the Leadership Academy.
- Enhanced quality of professional and personal lives:
 - Boosts self-esteem, encourages positive risk-taking
 - Improves awareness and being open to new perspectives
 - Increases knowledge of trends and resources (e.g., technical tools such as apps)
 - Reduces stress – *you are not alone*
 - Strengthens skills sets and provides alerts to skills taken for granted

Mentor Benefits:

- Acknowledgment and recognition as a leader in the field of career development.

- A sense of fulfillment and personal/professional satisfaction by giving back to the profession - a proud aspect of your professional legacy
- Enhanced leadership, coaching, and feedback skills.
- Increases social connection / social capital
- Continued professional development and learning.
 - Fosters reflective practices
 - Encourages an open mind set (versus a fixed mind set)
 - Exposure to new perspectives, theories, and paradigms through a reciprocal learning environment
- Fortified connection to NCDA, the premier professional association for those in the field of career development

Mentoring Relationship

The mentoring partnership is an agreement between two people sharing experiences and expertise that involves active listening, role modeling, setting clear boundaries, applying analytical/critical thinking skills, and providing honest feedback to help with personal and professional growth.

The NCDA Mentoring Program matches professionals in the field of career development, who are early in their own career development (mentees), with seasoned professionals (mentors) in order to provide inspiration and empowerment through meaningful conversations and collaborative goal-setting. The relationship is considered one-to-one mentoring, which is popular within organizations that have a specific career path or cross-functionalization of workplace responsibilities for members of the workforce. Such mentoring programs are common when new skills and knowledge need to be acquired, developed or preserved for future growth and succession planning. The relationship is considered formal when there is some degree of prescribed structure.

To aid the relationship, resources are provided.

Program Resources

Mentoring conversation starters and questions are included in this Guidebook.

Two goals handouts are included in this Guidebook. First, is the SMART goals reminder and second is a worksheet for developing goals. It is up to the mentors and mentees to work together to define their appropriate goals for the relationship.

A few website resources are listed here. More are available on the NCDA Mentoring Program webpage.

8 Tips for an Amazing Mentor Relationship

This Forbes article offers advice on how to get the most out of your mentoring experience. It also includes insights from successful professionals who have seen the benefits of mentoring firsthand.

9 Tips for Mentees: Developing a Successful Mentoring Relationship

What happens after you find a mentor? Learn nine habits that will help you be a successful mentee.

12 Keys for a Successful Mentor-Mentee Relationship

Thrive Global, a startup dedicated to reducing stress and improving wellness, shares tips for developing an effective mentor-mentee relationship.

The Importance of Mentoring in Career Development

This article lists the ten best practices for being a better mentor.

Start, Build, & Establish a Successful Mentor-Mentee Relationship

This article includes practical insights, the GROW model, and the stages of the relationship.

Conversation Starters

Mentee: Questions to ask your Mentor:

- Why did you pursue becoming a mentor?
- What do you like best about being a career professional/mentor/leader?
- What are the challenges you face in your practice/agency/organization/school?
- Why is it important to you to be an NCDA member?
- What do you think are the greatest challenges facing our profession today?
- What do you think are the greatest successes in our field?
- What are important considerations when working with people from diverse backgrounds?
- How do you stay motivated?
- Who or what are some of your most important resources that you use to guide you in your role?
- What leadership books or theories have most influenced your ideas and thoughts?
- What NCDA activities/resources/webpages do you most recommend and why?
- Who are the personal and professional individuals that have inspired you and connected with you?
- How do you strike a healthy balance between your professional and personal life?
- How do you think career professionals can advocate for the profession?
- What are your professional goals and dreams (short term and long term)?
- What is the one action you have taken that has accounted for most of your success?
- How do you handle professional obstacles and roadblocks?
- What advice do you have for me as I continue forward in our profession?

Mentor: Questions to ask your Mentee

- How did your role as a career professional develop? How is it going now?
- What questions do you have about your future? About the future of the profession?
- How can I support you in your work environment?
- How can I support you as a member of NCDA?
 - What career development books or theories have influenced your ideas and thoughts?
- What aspirations or previous leadership experience do you have? What did you like or dislike about it?
- How would you describe your strengths and struggles?
- What obstacles have you faced?
- Talk about your time-management skills as a working professional.
- How do you stay motivated?
- How are you doing in terms of working toward your professional goals? How can I support you in reaching those goals?
- Have any of your experiences thus far inspired new goals or initiatives?
- What NCDA activities/resources/webpages are you already familiar with?
- What are your growth areas that have been most rewarding? Most challenging?
- How can you connect your strengths and skills with your areas most in need?
- Who else can help you with your development as a career professional?

SMART Goals Worksheet

Specific: What is your goal?

Measured: How will you track your progress?

Attainable: How can it be accomplished?

Relevant: How is it relevant to your career goals and the mentoring relationship?

Time bound: When will it be accomplished?

Goal Development Worksheet

“What do I want to accomplish?”

A goal is a statement of a desired outcome or accomplishment, which is specific, observable, and realistic. Based on your career pathway, write some goals for the next one, two, and three years.

1. What I want to accomplish by this time next year is . . .

2. What I want to accomplish by the end of the second year is . . .

3. What I want to accomplish by the end of the third year is . . .

4. The barriers or obstacles (e.g., time, money, commitments) I might face as I strive to meet my goals may include...

5. What can I do to overcome these barriers or obstacles? What resources are available to help me?

Mentoring Program FAQs

Why is NCDA starting a Mentoring Program now?

Sharon Givens, NCDA President 2021-2022, shared, “The NCDA mentoring program will be an opportunity for early career professionals to be mentored by experienced scholars and practitioners who share similar interest in the field. My vision is that the mentoring program will foster structured, trusting, and collaborative relationships. Mentors can enable mentees to take ownership of their career path, develop long term aspirations and explore future advancement. I imagine this program will build bridges, create meaningful experiences, and cultivate a pipeline of leaders in the field of career development and the association. Ultimately the program will advance the field of career development while fostering the association's mission. To mentor is to touch a life forever.”

What is a mentor?

“Mentors are individuals who have guided, sponsored, or otherwise had a positive and significant influence on the professional career development of another” (Allen & Poteet, 1999, p. 62).

What are the ideal characteristics of a mentor?

Mentors ideally should possess patience, listening skills, knowledge of the field, the ability to understand others, and a genuine interest in work they are doing.

Will student members be selected as a mentee?

Mentees must be current NCDA members with 2-5 years work experience and therefore students are not eligible at this time.

If I am experiencing significant issues at work, should I still apply to be a mentee?

The mentoring relationship is about developing the mentee for a career in the field of career development. In some cases, a mentoring relationship may not be as effective, such as if the mentee is dealing with extreme working conditions or harassment, has a loss of desire to continue in the field, is unable to manage cultural constraints (e.g., international time zone changes), etc. A member may decline to apply to be a mentee if such issues exist. The ethical mentor will make appropriate referrals if such issues arise. The NCDA Mentoring Director may be able to answer specific concerns about participation.

Can the mentoring relationship serve as supervision?

No. The mentor will be working to help the mentee develop professionally, but the mentee’s clinical and work supervision is a separate entity. The mentor is not intended to replace—orsupplement—the mentee’s formal supervision.

What can mentors and mentees do to make the most of the mentoring relationship?

The characteristics of an effective mentoring relationship include trust, open communication, and setting standards and expectations for the relationship. Use of program definitions and resources will aid the relationship. Adhering to responsibilities and boundaries is expected.

Can participants in this program receive continuing education credits?

No continuing education can be issued because the program is about relationships and individual goals rather than competencies. Participants should also understand that this is a voluntary opportunity- no compensation will be provided for participation.

What should I do if I feel the mentoring partnering is a mismatch or if I have an ethical question?

The mentoring relationship must remain professional and respectful at all times and both parties comply with the NCDA Code of Ethics. Openness to the time it takes to develop a relationship may calm fears of a mismatch. Should you develop concerns about your mentor-mentee relationship or if you wish to terminate your relationship with your mentor/mentee, please contact NCDA. The Ethics Committee may be contacted about ethical concerns.

Will this Mentoring Program be repeated in the future?

This is a pilot program and future decisions have not yet been made.

What resources and materials will mentors and mentees receive?

Participants will receive (a) an NCDA Mentoring Program guidebook with information and resources on the mentoring program, (b) NCDA Mentoring Program virtual gatherings for the purpose of orientation, training, connections or follow-up, (c) other connections with NCDA as needed, (d) access to the NCDA Mentoring webpage for additional materials (including secure pages), and (e) an NCDA Certificate of Participation. Additional materials may result from gathering the periodic check-ins from NCDA, early and final program evaluations on the NCDA Mentoring Program, or references in the field.

Who do I contact if I have a question about the NCDA mentoring Program?

Questions or concerns regarding the mentoring program can be address to either the Mentoring Visionary, Sharon Givens, the Mentoring Director, Deneen Pennington, or the Mentoring Coordinator, Melanie Reinersman. Contact information is listed at the beginning of this Guidebook or on the NCDA website at www.ncda.org

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