

DEDICATED TO HELPING BUSINESS ACHIEVE ITS HIGHEST GOALS.



# NBAA MENTORING NETWORK

Guide for Mentees

Welcome to the NBAA Mentoring Network. This program is designed to help mentees grow within their roles and within the business aviation industry. It also provides tips, techniques and guidance for getting the most out of your mentoring relationship.

There are four stages to the mentoring process:

1. Preparation
2. Collaboration
3. Growth
4. Closure

Each stage is further broken down into three sub-categories:

- Introduction
- Action Steps
- Outcomes and Benefits

This guide will walk you through each stage to help you have a successful experience.

## Stage 1: Preparation

### INTRODUCTION

The preparation stage is everything that happens before you actually meet with your mentor. This includes not only the process of signing up and being matched to a mentor, but also taking the time for a self-assessment to determine if you have the time to commit to being a mentee. If you are prepared to make that commitment, you will also want to evaluate your own strengths, professional journey, biases and goals.

### ACTION STEPS

#### Application

Interested NBAA members can sign up to be mentored through the NBAA Mentoring Network website. The program is not limited to individuals who are new to business aviation – it is also open to those who may be transitioning into a new role such as:

- maintenance tech to maintenance manager;
- transitioning fleet types, like Citations to Gulfstreams;
- across lines of business, such as aircraft sales to MRO rep;
- or trying to start a new department or business.

Applicants will complete a mentee profile which will be submitted to the NBAA Mentoring Steering Group.

#### Selection Process

Once a future mentee submits an application, the Mentoring Steering Group will examine the list of mentors and the list of mentees to create pairs that will best help mentees learn and grow in the desired areas. After determining the best matches, each party will be independently notified that a match has been found and provided some preliminary information about their partner. If the mentor agrees they will be a good fit to accomplish the goals of the mentee, he or she can accept the request. The mentee will have a similar opportunity to confirm the selected mentor as a good match.

### Beginning the Relationship

Once both parties have agreed that the relationship will be a good fit, a confirmation email will be sent with contact information for each party. It will be the responsibility of the mentee to reach out to the mentor to set up the first meeting.

## **OUTCOMES AND BENEFITS**

Identifying an appropriate match is the essential first step in beginning this meaningful journey.

## **Stage 2: Collaboration**

### **INTRODUCTION**

During this stage, the mentor and mentee will discuss the format and purpose of their relationship. They should start to get to know each other and discuss the mentee's goals, when they'll meet, how they'll meet, what they'll talk about, and what they won't talk about. This is an opportunity to establish goals and boundaries as well as rapport.

### **ACTION STEPS**

#### Mentoring Contract

During the first meeting, the mentor and mentee should introduce themselves and discuss the future of their relationship. This will include such topics as identifying the goals of the relationship, the duration of the relationship, their availability and level of commitment, boundaries and confidentiality. These discussions can help set expectations and ground rules for a healthy relationship. The conversation should be documented by signing the NBAA Mentoring Agreement. Signing the agreement will codify the relationship and hold both parties accountable. For further accountability, the mentee is encouraged to turn in a copy of the agreement to NBAA.

## **OUTCOMES AND BENEFITS**

Identifying specific goals for the relationship will provide a framework that will maximize positive results.

## **Stage 3: Growth**

### **INTRODUCTION**

The third stage is where the mentor and mentee exchange ideas and concepts to help the mentee reach the previously identified goals.

While the primary focus should be on meeting the mentee's goals, there may be meetings in which further discussion of the goals would not be impactful. The NBAA Mentoring Discussion Guide can be used to help promote learning beyond the goals developed in the Collaboration stage.

This is phase in which you'll spend the most time, so it is important to understand how to maximize your experience to facilitate learning.

### **ACTION STEPS**

#### Collaborative Mentoring Paradigm

A mentor's role is not an authoritative figure who dictates the way things should be to a younger or less experienced individual. Nor should the mentee be a passive receiver, even though the relationship is driven by their needs. A good mentor will guide the mentee to learn, grow, and be able to find their own answers. They work together to achieve specific, defined goals that focus on developing the mentee.

## Succeeding as a Mentee

It is imperative that a mentee prepares adequately for meetings and invests time and energy in the growing process.

- Successful mentees:
- Are prepared for each meeting and are eager to learn
- Have the ability to work as a team player
- Are patient, try new things and are willing to take risks
- Have a positive attitude and are open-minded
- Take responsibility for their own development and results
- Actively seek information and opinions
- Learn from mistakes and disappointments
- Clarify or elaborate on ideas
- Analyze the information and insights they are given
- Are diplomatic and able to resolve differences
- Accept praise and criticism

## Developing Trust and a Cooperative Relationship

Each relationship will develop at its own pace. There is no 'magic formula' to making one work. However, the following tips will help you to build a great and mutually beneficial relationship with your mentor:

- Be predictable and consistent. A mentee should keep their promises and be reliable. For example, if you are scheduled to meet with your mentor at a certain time, it's important to be prepared and punctual. Their time is important, and should be respected. Being consistent with your attitude is also helpful.
- Establish and respect confidentiality. In a mentoring relationship, the mentor might share private thoughts and personal experiences to aid the mentees' development. These conversations should be kept private.
- Maintain communication. Bright, successful people do not always think alike. Indeed, it is often through differences that the most useful learning can occur. During these times, it is important to keep communicating and remain non-judgmental. If you have concerns, don't understand or disagree with the mentee, it is vital to be open about this so it can be discussed.

## Communicating with the Mentor

Mentors are responsible for facilitating mentees' learning process. However, mentors are not necessarily professional educators so their skill and experience may vary. It's helpful to understand what style of learning best suits you and communicate that to your mentor. It is commonly understood that most adults' preferred style of learning falls into one of six categories:

- **Visual learners** need to see simple, easy-to-process diagrams or the written word. PowerPoint presentations and flip chart graphics are very helpful to these learners.
- **Aural learners** need to hear something so that it can be processed. They may prefer to read aloud if presented with written material. They enjoy lecture format learning.
- **Print learners** process information by writing it down. They take a lot of notes, notes that they may never look at again.
- **Tactile learners** need to do something in order to learn it. They are likely to avoid written instructions and dive right into a hands-on attempt to work it out.
- **Interactive learners** need to discuss concepts. Breakout discussions and Q&A formats support this type of learning.
- **Kinesthetic learners** learn through movement. Training exercises and role plays help. Giving people the flexibility to stand and move about the classroom also helps these learners.

The NBAA Mentoring Network is nationwide, so it's possible your ability to meet face-to-face with your mentor may be limited. Communication may have to occur through mediums such as phone, email, video conferences or even social networking. Today, readily available video conferencing technologies such as Skype, FaceTime, or Google Hangouts, may be a good alternative to face-to-face meetings for some partnerships.

In addition to using verbal and nonverbal feedback, you can take other steps to ensure that communication is being received as intended:

- Invest time and effort in setting the climate for learning, such as turning off mobile alerts and avoid other distractions
- Identify and use multiple venues for communication
- Set a regular contact schedule, but be flexible
- Make sure that connection results in meaningful learning

### Mid-Program Review

Midway through the program an assessment will be administered to the mentor and mentee to determine how both parties feel the relationship is progressing. This information will only be visible to NBAA and the Mentoring Steering Group to assess the following:

- Overall successfulness of the mentoring relationship
- Matching success
- Best practices in the program
- Address any potential issues in the relationships

In the event it is requested, NBAA can provide feedback through observation or meeting to assist with the relationship.

### How to Address Trouble in the Relationship

While not likely to happen, it is possible that tension or difficulties could arise. This can happen at no fault of either party.

It is important to address any concerns openly and honestly as quickly as possible. If you notice something that is not right, try to address the topic and resolve the issue amongst the two of you. If the problem persists, you can reach out to the NBAA Mentoring Network Staff Liaison, Brian Koester, at [bkoester@nbaa.org](mailto:bkoester@nbaa.org) or 202-783-9454

It is possible that the relationship could encounter an obstacle that cannot be overcome, despite attempts to resolve the issue with mentee. In such a case, it may be necessary to terminate the relationship prematurely. To terminate the relationship, contact the NBAA staff liaison, who will document and walk both parties through the process.

## **OUTCOMES AND BENEFITS**

This stage is where the learning takes place. Both the mentor and mentee are responsible for monitoring and actively participating in the relationship to ensure the goals are being met.

## **Stage 4: Closure**

### **INTRODUCTION**

This stage is about reviewing success, evaluating the process and identifying further development needs (if any) for the mentee as the mentoring relationship period comes to a close.

### **ACTION STEPS**

#### **Assess the learning and outcomes**

Closure is important although it can sometimes be a challenge. At the end of the relationship, meetings may become less

frequent, and you may face a temptation to allow the relationship to naturally fade. However, in a mentoring relationship, a formal closure stage is critically important.

Plan the closure meeting jointly so you can revisit the agreement for the last time and identify a learning conclusion. A learning conclusion is a highly focused and reflective discussion concentrating on the specific learning you have taken away from your mentoring experience. You will want to make the most of this opportunity by thoughtfully preparing for this discussion. Answer the following questions regarding the mentoring relationship and agreement:

1. Did we meet all the goals and achieve learning objectives that we agreed to?
  - If yes, what was achieved and learned as a result?
  - If no, what got in the way? In what ways might we have contributed to the lack of progress?
2. Overall did we feel the relationship was successful?
  - If not then why?
  - What could we have done better?
3. What are the next steps?
  - What goals does the mentee have now?
  - Do we wish to have informal mentoring with periodic unplanned meetings?

## **OUTCOMES AND BENEFITS**

This stage allows the participants to identify an end point to the mentoring relationship along with next steps for the mentee. It is also an opportunity to inventory the successes achieved along with lessons learned.



National Business Aviation Association

1200 G Street NW, Suite 1100

Washington, DC 20005

[www.nbaa.org](http://www.nbaa.org)

(202) 783-9250 | [ops@nbaa.org](mailto:ops@nbaa.org)

## **ABOUT NBAA**

Founded in 1947 and based in Washington, DC, the National Business Aviation Association (NBAA) is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive and successful. Contact NBAA at 800-FYI-NBAA or [info@nbaa.org](mailto:info@nbaa.org). Not a member? Join today by visiting [www.nbaa.org/join](http://www.nbaa.org/join).