



Peer Mentoring Program

MENTOR GUIDE

LEADING | ENGAGING | PROMOTING RACIAL EQUITY

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Introduction

WKKF PEER MENTORING PROGRAM

The purpose of the program officer mentoring program is to support the onboarding, role immersion, collaborative capacities, pipeline development, and role success of program officers in accomplishing the foundation's mission in communities.

The WKKF Peer Mentoring Program is the opportunity for peers to work collaboratively in the exchange of skills, the transfer of knowledge and culture as well as deepen practice as an effective grantmaker. The focus of this program is to offer guidance and support to individuals as they continue to grow, develop, and continuously improve in the art of grantmaking.

WHAT IS MENTORING?

Mentoring shares **knowledge** and builds **skills** mastery; while increasing **engagement** and **connectivity**. It is:

- A bi-directional, expertise-sharing, and a growth-seeking activity
- A structured learning opportunity
- A way to build cross-functional knowledge
- A way to attract, retain, and assimilate talent
- A way to support skill and career development

WHY A PEER MENTORING PROGRAM?

Learning is a primary component of the L3 framework, and we learned a lot about how grantees view us from the 2016 GPR.

As we processed the feedback, we realized that we could begin to implement changes by leveraging the knowledge, skills, and experience within the foundation to enhance the relationships with colleagues, other nonprofits, and community leaders.

The Peer Mentoring Program is a collaborative learning opportunity for mentors and mentees to share knowledge and build skills mastery, while increasing engagement and connectivity.

PURPOSE OF THIS GUIDE

This guide is designed for the mentors, as identified by the foundation, who will partner with assigned mentees to deliver the WKKF Peer Mentoring Program. While mentors will use the guide as the framework for completing the program, they will also be a reciprocal learning partner, who supports and learns from the mentees.

HOW TO USE THE GUIDE

While implementing the peer mentor program, mentors will use this guide to:

- Support mentees through program completion
- Coach mentees through individual and group exercises
- Utilize probing questions to facilitate collaborative discussions
- Reinforce learning through activities, examples, and reflections

You will utilize this guide as a training manual to implement the program and to support the four learning guides that each mentee will complete:

- Cultivating Relationships
- Exploring Funding Opportunities
- Maintaining Relationships
- Developing an Exit Strategy

MENTOR'S ROLE AND RESPONSIBILITIES

The mentor's role is, primarily, to support the mentee as a learning partner during the program launch and, subsequently, as an accountability partner post implementation of the program. Mentors will work with mentees in a reciprocal learning approach that enables each to positively grow from the collaboration.

Successful mentors will fulfill the following roles and related responsibilities:

*Roles	Responsibility
Accountability partner	Keep tabs on financial status and programmatic goals of grantees
Administrator	Move the mentee (and the people) through the process
Advocate	Help the mentee make the case for supporting a grantee or a line of work
Analyst	Collaborate with the mentee to evaluate strategies, review proposals, or assess situations with an objective and dispassionate eye

Bridge builder	Model to mentee the possibility for strange or unlikely partners to work together
Closer	Support the mentee in bring deliberations and due diligence to an end to make a grant
Collaborator	Partner with funder colleagues on grantmaking
Connector	Link grantees to one another or to others to maximize outcomes
Consultant	Partner with mentee to provide advice or expert assistance to grantees or grantseekers
Convener	Bring people together to discuss and learn about a problem or topic
Critical friend	Give honest critique without smashing hopes or undermining confidence
Decision giver	Support the mentee in sending a clear and timely “no” or “yes” to a grantseeker
Disturbance generator	Helps mentees and grantees question their answers
Facilitator	Lead or coordinate the work of a group to get ideas on the table or to get things moving
Fundraiser	Support mentees as they help grantees raise money from other foundations and donors
Idea mover	Take a leap with new ideas or people in a field or community or inside the foundation
Impact assessor	Determine whether or not outcomes are worth the investment
Matchmaker	Introduce mentees to donors, practitioners, or policymakers where the interest might be mutual
Mediator	Reconcile differences and aid communication between parties
Organizer	Think and act tactically to get something done
Rescuer	Work with mentee to save a good grant that has floundered or gone astray
Scanner	Confirm mentee has gathered information from many sources as a prelude to grantmaking action
Sounding board	Listen actively to mentees for ideas, opinions and points of view
Strategist	Co-create with mentee and sell a long-term plan of action to achieve a particular grantmaking goal

Talent scout	Keep an ear to the ground to learn who's doing what (and well) in a field or community and share with mentees
Translator	Help mentee understand what's happening in a field or community and vice versa
Validator	Affirm good work by mentees and others in the field
Voice amplifier	Find and support people at the margins of a field or community
Wild card	Invent a role to fill a need

*Leveraged from Roles@Work: <http://www.grantcraft.org/tools/roles-at-work>

ICONOGRAPHY

The following icons will be used through the guide to remind you of the primary role required for the task or activity:

Coach

Mentor

Listen

Reciprocate

Inquire

Learning Guide 1: Cultivating Relationships

Topics Covered:

Activities

There will also be a mentor training guide/manual (Good practice guide for WKKF Peer Mentoring). The nuts and bolts of how to show up and be a good mentor. Want to pull one or two good approaches from Learning Partners materials and see what may be applicable to this good practice guide. How to ask good questions? Basic pieces around coaching (Learning Partner), Reciprocity (How this is a two-way street)

Ideas / Topics for inclusion:

- What is Peer Mentoring @ WKKF? Definition of a Peer Mentor
- What is our mentoring model / framework? (Illustrative)
- The “being” of WKKF Mentor – When do I serve as:
 - Coach
 - Mentor
 - Reciprocal
 - Listen
 - Appreciative inquiry
 - Behaviors we want to see from Mentors
- Providing leadership context of mentorship in the field of philanthropy
- Mentor roles/responsibilities
- Collaboration between Mentor/Mentee design
- Resources / Tools:
 - Links / Articles / Books
 - Roles to connect with???
 - How do you connect with other Mentors to build a community of practice?
- Self-reflection / Journaling
- Learning Partners materials
- How to ask good questions?
- How to give constructive feedback
- InPartnership tools for feedback
- How to enter into a meeting with:
 - Mentee
 - Cohort / “Pod”
 - Communities of practice
- Celebration / Ceremony – Badges / Gamification with social learning
- Virtual workplace – How do we keep mentors connected?

GOTO Meeting User Interface

GOTO Meeting Facilitation Tips