

AMERICAN SOCIETY OF ADAPTATION PROFESSIONALS

Mentorship Program

Engage in meaningful one-on-one interactions. Grow the field of Adaptation.



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The ASAP Mentorship Program

The ASAP Mentorship Program connects emerging climate resilience and adaptation professionals with accomplished members of the American Society of Adaptation Professionals (ASAP). The program provides a nine month framework for engagement focused around the needs of the mentee, and gives the mentor an opportunity to share their professional knowledge, experience, and network. ASAP matches mentor and mentee applicants based on a combination of factors, including professional goals, interests, and geography.

Program Structure

The program takes place over approximately nine months. To kick-off the program, mentors and mentees participate in an onboarding call with peers (ie - mentors together with other mentors and mentees together with other mentees). The core of the program is the one-on-one relationship between the mentee and mentor, and each pair holds at least four one-on-ones throughout the nine months. Mentees are responsible for taking the lead on coordinating and structuring these interactions, and all participants receive guidelines from ASAP on how to get the most out of each conversation. ASAP staff and program leaders are also available to provide assistance and insight when needed.

Additionally, participants are expected to join at least two of three ASAP-hosted Cross-Cohort Calls, which are an opportunity for all program participants to convene together for program reflection and professional development. Mentees will also have an additional mentee-only call midway through the program. In the final month of the program, ASAP facilitates off-boarding activities designed to nurture longer-term connections and learning, as well as get feedback on the program.

Program Timeline

- **Month 1: On-boarding conference call with peers**
- **Month 2 or 3: First one-on-one mentor/mentee meeting**
- **Month 4: Second one-on-one meeting**
- **Month 4 or 5: Mid-program mentee-only call**
- **Month 5 or 6: Third one-on-one meeting**
- **Month 7 or 8: Fourth one-on-one meeting**
- **Month 9: Off-boarding activity**



The program also includes quarterly Cross-Cohort Calls in March, June, and September.

Anticipated Meeting Format & Objectives

Meeting	Format	Sample Objectives*
January: On-boarding conference call with peers	30 minute conference or video call with mentor, mentee, and a Mentor Program co-chair.	<ul style="list-style-type: none"> Set expectations for mentors and mentees Offer sample process for identifying the question/problem that will form the core of the mentee-mentor interactions Offer sample process for establishing shared objectives Answer questions
February or March: First one-on-one mentor/mentee meeting	60 minute phone call or in-person meeting between mentor and mentee.	<ul style="list-style-type: none"> Mentor and mentee learn about each other Mentee shares the core challenge/problem they identified Mentor and mentee establish shared objectives for the next 8-9 months
March: Cross-Cohort Calls	60 minute video call with all mentors and mentees in the cohort	<ul style="list-style-type: none"> Learn about the adaptation career path of an experienced mentor in the program; share what pairs are discussing during their one-on-one meetings; network with other participants
April: Second one-on-one meeting	60 minute phone call or in-person meeting between mentor and mentee.	<ul style="list-style-type: none"> Discuss problem or challenge related to Mentee's work Discuss professional development of mentee
May or June: Third one-on-one meeting	60 minute phone call or in-person meeting between mentor and mentee.	<ul style="list-style-type: none"> Discuss problem/challenge related to mentee's work Identify resources, networks, tools, and people for mentee to engage Discuss career pathways for mentee
June: Cross-Cohort Calls	60 minute video call with all mentors and mentees in the cohort	<ul style="list-style-type: none"> Learn about the adaptation career path of an experienced mentor in the program; share what pairs are discussing during their one-on-one meetings; network with other participants
July: Mid-program mentee-only call	60 minute video call with all mentees in the cohort	<ul style="list-style-type: none"> Reflect on your experience with the program and your one-on-one meetings so far. This is an opportunity to ask questions and get guidance from other mentees and ASAP staff on how to approach the remainder of the program.
July or August: Fourth one-on-one meeting	60 minute phone call or in-person meeting between mentor and mentee.	<ul style="list-style-type: none"> Discuss career pathways for mentee
September: Cross-Cohort Call	60 minute video call with all mentors and mentees in the cohort	<ul style="list-style-type: none"> Learn about the adaptation career path of an experienced mentor in the program; network with other participants; share feedback on the program
September: Off-boarding activity	Variable	<ul style="list-style-type: none"> Hear from mentors and mentees about their experience. Help participants determine next steps. Gather feedback on the Mentorship Program.

*actual objectives of one-on-one meetings to be determined by each mentee.

Guidelines for Program Participants

The guidelines below are designed to enhance effectiveness of the Mentorship Program, and maximize respect and understanding among mentor/mentee pairs. Please read the general guidelines, as well as the specific guidelines for both Mentees and Mentors, so you know what is expected of both you and your counterpart.

Mentor men, tôr

1. A person with experience in a field of practice or research who advises, guides, or counsels emerging professionals in that field. At least 5 years of experience in the adaptation field.

Mentee men' tē

1. A person seeking advice, guidance, or counsel to inform and advance their professional practice or research. Less than 5 years of experience in the adaptation field.

"The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves."

-Steven Spielberg

What do mentors and mentees do?

- Ask investigative questions
- Focus on the person and the issue
- Probe and summarize
- Ask empowering questions
- Listen with empathy
- Ask discovery questions
- Contribute
- Offer suggestions
- Clarify Thinking
- Provide feedback
- Share experience
- Explore alternatives

Planning Your First Meeting*

- Take time to get to know each other
- Identify needs and expectations (what do you hope to achieve?)
- Set Mentor/Mentee goals (for professional development)
- Define any "deliverables" for the 9-month engagement
- Identify opportunities for learning from one another
- Start a running log of interactions and discussion topics



*During your onboarding activities you will receive additional guidance for planning your first meeting.



As described in the table below, this program facilitates “high structured, short-term” mentoring that could evolve into a different type of mentoring relationship after the program concludes.

Highly Structured

Virtually No Structure

Highly Structured, Short-term	Highly Structured, Long-term
This relationships is formally established for an introductory or short period in order to meet specific individual or organizational goals.	This mentor relationships is often used for succession planning and involves training someone to take over a departing person’s job/function or to master a craft or profession.
Informal, Short-term	Informal, Long-term
This type of off-the-cuff mentoring ranges from one-shot, spontaneous help to occasional or as-needed counseling. There may be no ongoing relationship. Still, because there is an intention in the moment to be of critical help to a person, the assistance goes beyond coaching.	“Friendship mentoring” consists of being available as needed to discuss problems., to listen, or to share special knowledge.

Short-term Spontaneous

Length of the Relationship

Long-term Maybe for Life



General Guidelines

Respect each others' time

Be on time to all meetings. Agree in advance on the length of time the mentor and mentee will spend preparing for and participating in mentorship meetings. We recommend one hour meetings, with the expectation that the mentor and mentee will each do one additional hour of preparation and/or follow-up work surrounding the meeting. For mentors, the bulk of the work will be follow-up, and for mentees the bulk of the work will be preparation.

Communicate Well

Be authentic, be responsive and work together to tee up a communication system that works for both of you. Some topics you may wish to cover:

- Preferences for in-person (where geographically possible) vs. phone vs. video chat interactions
- Setting up calendar invites (e.g. recurring invites)

Respect each other's boundaries

Discuss your respective comfort levels with communicating outside of scheduled interactions for the program, and preferred methods (e.g. email, phone) for those communications, if applicable. Discuss, based on guidelines below, what each party is expected to bring to the relationship, and any guidelines you wish to add specific to your own preferences.

Additional Thoughts

- Check in regularly (every 1-2 meetings) about the relationship and progress towards goals.
- Keep a running log of conversations, and ensure that each successive meeting relates to past.
- Actively craft the relationship and move it forward in a reciprocal way.

Questions to Consider Asking

- What are your strengths and challenges?
- What brings out your best work?
- How do you handle adversity?
- What makes you happy?
- What kind of person inspires you?
- What makes a good leader and team?

Additional Resources

- 25 Questions to ask a mentor:
<http://www.beleaderly.com/25-questions-to-ask-a-mentor/>
- What makes a good mentor:
<http://polaris.gseis.ucla.edu/jrichardson/documents/mentor.htm>
- 10 Tips for being a good mentee:
<http://www.insala.com/Articles/top-10-tips-for-being-a-good-mentee.asp>
- Goal-setting:
<https://www.entrepreneur.com/article/291912>





Guidelines for Mentees

Execute Your Core Responsibility -- Guiding Mentor/Mentee Interactions:

You are responsible for setting clear goals at the outset of the program, taking the lead on coordinating meetings, and setting the direction for meetings with your mentor. You will receive guidance throughout the program to help you with this. You may wish to identify a core challenge or problem to ground your interactions over the 9-month program. Examples include:

- What strategies can I use to engage new community partners in my work?
- Where can I find funding for the organization I'm serving to continue their climate adaptation work?
- How can I gain technical knowledge about [climate adaptation or community resilience topic]?
- Work through questions about career path and professional opportunities in the climate adaptation or community resilience field

Know What to Expect of your Mentor:

It is important to know what to expect of your mentor, and shape your questions and requests around those boundaries. You can expect your mentor to:

- Serve as a sounding board for your discovering solutions to workplace challenges, and thinking about your career in the climate adaptation/community resilience fields.
- Provide suggestions for people and resources to connect with to enhance your work and career, and facilitate those connections when appropriate
- Provide limited technical expertise when appropriate

During conversations with your mentor, listen well and take time to get to know what skills and experience they bring to the relationship. At some point during the program you may decide to set new goals, focus on a new core problem, or need to brainstorm solutions to an of-the-moment challenge that has arisen in your work. We encourage you to communicate that to your mentor and set a new course together.

You Should Not Expect your Mentor to:

- Be able to answer all of your technical questions
- Offer you a job
- Make professional connections for you in all circumstances





Guidelines for Mentors

Execute Your Core Responsibility -- Facilitating a Positive Experience:

Your interactions with your mentee should aim towards keeping talent in the adaptation/resilience field long-term. To facilitate this, take time to get to know your mentee's interests, and think about how to integrate your knowledge, experience, or contacts into your interactions in a way your mentee will appreciate. In particular, think creatively and look for opportunities to impart knowledge about promising practices for climate adaptation and resilience work. This experience could be impactful on your mentee's decision to further pursue a career in the adaptation field; treat your relationship as a priority, not as an afterthought. When addressing your mentee's questions or problems, you may wish to:

- Explain strategies or principles of practice from the adaptation field
- Brainstorm solutions together
- Suggest people to connect with (and make the connection when appropriate). Keep other mentors in mind for this especially.
- Suggest information resources (e.g. reports, online tools)
- Suggest capacity building resources (e.g. webinars, trainings, funding opportunities)

You don't need to have all the answers, and it is not your job to solve your mentee's technical challenges. Rather, your job is to help your mentee think creatively about how to access resources that will help them find solutions. In particular, you may wish to reach out to others in your network who may be well-suited to address a given challenge. If you do have expertise in an area where your mentee is struggling, however, you may be all means offer technical support if appropriate.

Know What to Expect of your Mentee:

The mentee will identify a challenge/problem that will serve as the core of your interactions. The mentee is also responsible for setting the direction of each of your meetings. You may find that your mentee is a good fit to work on a project with you. We encourage you to extend opportunities to your mentee, but make sure to avoid using your position as their mentor to pressure them into working for you, and be sure



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Emerging Resilience Professionals Mentorship Program Guidelines

“In order to be a mentor, and an effective one, one must care. You must care. You don’t have to know how many square miles are in Idaho, you don’t need to know what is the chemical makeup of chemistry, or of blood or water. Know what you know and care about the person, care about what you know and care about the person you’re sharing with.”

— Maya Angelou

