

laCMA Mentorship Program

The “laCMA Mentorship Program” provides an opportunity for aspiring managers to gain advice and insights from senior local government executives who provide volunteer support.

What does “One-to-One Mentoring cover?

It’s open-ended and informal. The aspiring manager sets the agenda. As an aspiring manager, how would you like to benefit? Maybe you’re looking for general career advice. Or, perhaps, you face some decisions and would value another perspective. Or, you may simply want to expand your network and receive better insight into the opportunities and challenges of local government executive leadership. Think about the various ways in which you’d like to benefit. A volunteer coach isn’t expected to have all the answers. Rather, he or she will help you find the answers that are right for you.

What commitment is involved?

It’s up to the aspiring manager and the volunteer coach. We recommend that you have a clear understanding about your relationship so that it’s mutually rewarding. The Statement of Mutual Understanding offers some items to discuss (confidentiality, topics of interest, availability, etc.) once you’ve found a match and decided that the chemistry is right to continue.

How do I find a match?

Search the “Mentors Gallery” in the Members Only section on the laCMA website and learn about the volunteer mentors. Do you want someone in your area to meet with in person or are you interested in someone outside the area and plan to communicate by phone and email? Choose a prospective mentor. Call or send him or her an email to check on availability and to request a telephone appointment to explore the fit.

What are some guidelines to help the coaching discussions be productive?

You can have a very productive coaching session in an hour or less. The laCMA Membership Committee has prepared Coaching Guidelines (available on the laCMA website under “Mentorship Program”).

What do we do when it’s time to change the relationship?

The coaching arrangements are voluntary and either the volunteer coach or the mentee can change or end the relationship. We simply ask that you inform one another of the change in circumstances and give thanks for whatever you have gained together.

laCMA Mentorship Program
State of Mutual Understanding
One-to-One Mentoring

We are voluntarily entering into a coaching relationship which we hope will be of benefit to both of us and to laCMA. We want this to be a rich, rewarding experience. The following is an outline of how we intend to proceed.

- Confidentiality (What information, if any, will you share with others about the details of your mentoring relationship?)

- Intended duration of the relationship (We suggest an initial term of 3 to 6 months.)

- Frequency and form (in person, phone, email) of contact (We suggest connecting at a minimal bi-monthly or quarterly basis to maintain continuity and sustain momentum.)

- Approximate amount of time to be invested by Mentor

- Requested role of the Mentor (model, guide, observe and give feedback, recommend developmental activities, facilitate learning, suggest/provide resources, etc.)

- Additional points

- We agree to a no-fault conclusion of this relationship, if for any reason, it seems appropriate.
- We agree that the mentee is responsible for his or her choices and actions throughout the Mentorship Program. The Mentor is not responsible for how the mentee uses any advice or perspective offered.

Mentor Date

Mentee Date

Please email a copy of the executed agreement to _____



How to Create a Great Coaching Relationship

Don Maruska, MBA, JD, Master Certified Coach
Director, Cal-ICMA Coaching Program
visit the "Coaching Corner" at www.cal-icma.org

Being a coach to someone is mutually rewarding. Aspiring managers gain encouragement and guidance for their careers.

Coaches gain deeper insights into their own careers and the satisfaction of helping others. You can benefit from coaching at any stage in your career. Here are the key steps creating a great coaching relationship.

1. Ask "What are your hopes?"

Start your relationship by understanding what's important to the person you are coaching and, most importantly, why. Help them look a little deeper for what truly interests them.

2. Uncover the real issues.

What stands between them and where they want to be? What issues or obstacles need attention? Use reflective listening (paraphrasing what you hear from them) to help them surface underlying concerns. Listening thoughtfully is a big gift.

3. Explore options.

What choices do they see? What additional options can you offer that may fit with what they hope for their careers? Choices encourage and empower people.

4. Share stories and experiences.

Rather than telling people what to do, offer stories about what you've seen or experienced that may be relevant to them. Stories help people understand the messages more deeply and integrate them into their own thinking.

5. Hold a big vision for them.

Sometimes people hold themselves back in their careers. They make too many assumptions about what they think can and can't happen. Tell the person you are coaching what you want for them. Encourage them to consider a big leap.

6. Invite action.

Most people need a nudge to take flight and really soar. "I'd like to invite you to consider [whatever action seems appropriate]." You're not telling them what to do, but you are giving them something concrete to which they can react. Always leave the choice to them. Don't become attached to your own suggestions.

7. Build a "dream team."

Who can help them realize their potential? Guide them to expand their networks for success.

Celebrate the results!

Good Coaches....

- ❑ Model positive, professional behavior, i.e., are people to look up to
- ❑ Create safe environments for growth and learning by:
 - Providing challenging assignments to stretch skills and experience
 - Serving as an accessible resource and sounding board when needed
 - Treating mistakes as learning opportunities
 - Recognizing and rewarding outstanding performance
- ❑ Give protégés full credit for successes, but share responsibility for failures
- ❑ Provide candid observations, even constructive criticism, when deserved
- ❑ Work hard to develop a positive, mutually beneficial coach—protégé relationship
- ❑ Push protégés onwards and upwards when it's time (Sometimes, even the bravest needs a nudge.)

Good Protégés....

- ❑ Take the initiative in scheduling regular time to meet with their Coach. Then, take the initiative in setting the agenda.
- ❑ Are open to candid feedback, even when it's not pleasant to hear
- ❑ Ask for what they need, when they need it
- ❑ Engage their Coach as a resource to discuss issues, evaluate results, and identify future steps for continued professional growth
- ❑ Are open to challenging, seemingly "impossible" assignments
- ❑ Work hard to develop a positive, mutually beneficial coach—protégé relationship. Express appreciation for coach's time and support.



IaCMA MENTORSHIP PROGRAM

Mentee Application

Contact Information

Name _____
Organization _____
Title _____
Address _____
City/ST/Zip Code _____
Phone Number _____
Email _____

Background Information

1. Please provide a brief statement about why you are interested in becoming a mentor and relate your experience to how it would benefit someone new to the profession, someone new to Iowa or someone new to the region. **(Please submit a resume in PDF form along with this application.)**

2. Have you served as a mentor previously? If so, please explain.

3. Please indicate the desired frequency of mentoring activities:

Monthly Quarterly
 Every Other Month Semi-Annually

4. Do you have any specific preferences regarding the traits and qualities of the mentee you are paired with?

5. **Optional:** Please feel free to use the following space to provide any additional information about yourself.

Please submit application, resume, and any relevant documents to ...

IaCMA MENTORSHIP PROGRAM

Mentor Application

Contact Information

Name _____

Organization _____

Title _____

Address _____

City/ST/Zip Code _____

Phone Number _____

Email _____

Background Information

1. How many years have you worked in local government/city management? _____

2. Please provide information regarding your educational background.

3. Please provide a brief statement about why you are interested in becoming a mentor and relate your experience to how it would benefit someone new to the profession, someone new to Iowa or someone new to the region. **(Please submit a resume in PDF form along with this application.)**

4. Have you served as a mentor previously? If so, please explain.

5. What **three (3)** areas of expertise do you consider your strongest assets?

- | | |
|---|---|
| <input type="checkbox"/> Finance | <input type="checkbox"/> Council-Manager Relations |
| <input type="checkbox"/> Police | <input type="checkbox"/> Executive Staff Relations/Teamwork |
| <input type="checkbox"/> Fire/Emergency Medical Services | <input type="checkbox"/> Refuse/Recycling |
| <input type="checkbox"/> Public Works | <input type="checkbox"/> Outsourcing of Municipal Services |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Intergovernment Cooperation |
| <input type="checkbox"/> Management | <input type="checkbox"/> Performance Measurement |
| <input type="checkbox"/> Information Technology/Services/Systems | <input type="checkbox"/> Strategic Planning |
| <input type="checkbox"/> Economic Development | <input type="checkbox"/> Work/Life Balance |
| <input type="checkbox"/> Engineering | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Democratic Advocacy/Community Engagement | |

6. Please indicate the desired frequency of mentoring activities:

- | | |
|--|--|
| <input type="checkbox"/> Monthly | <input type="checkbox"/> Quarterly |
| <input type="checkbox"/> Every Other Month | <input type="checkbox"/> Semi-Annually |

7. Do you have any specific preferences regarding the traits and qualities of the mentee you are paired with?

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