

# ELM Guide

*A Resource for Both F&ES Mentor and Mentee*

*“Tell me and I forget, teach me and I may remember, involve me and I learn.” -Benjamin Franklin*

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## **Introduction**

Welcome to the ELM program! ELM is made possible by dedicated F&ES alumni willing to volunteer their time to provide educational and professional advice and guidance to motivated students eager to be successful at F&ES and beyond.

The ELM Guide was created as a resource to help both F&ES mentor and mentee understand expectations, responsibilities, as well as provide guidance on goal setting and topics to discuss throughout the year. Within this guide you will find a wealth of information on how to create a meaningful mentoring relationship. Please take the time to review the guide in its entirety.

As the year unfolds, we welcome your suggestions and feedback for improving our program. We also encourage you to reach out to us with your positive experiences, so that we can showcase your mentoring story to future ELM Mentors and Mentees.

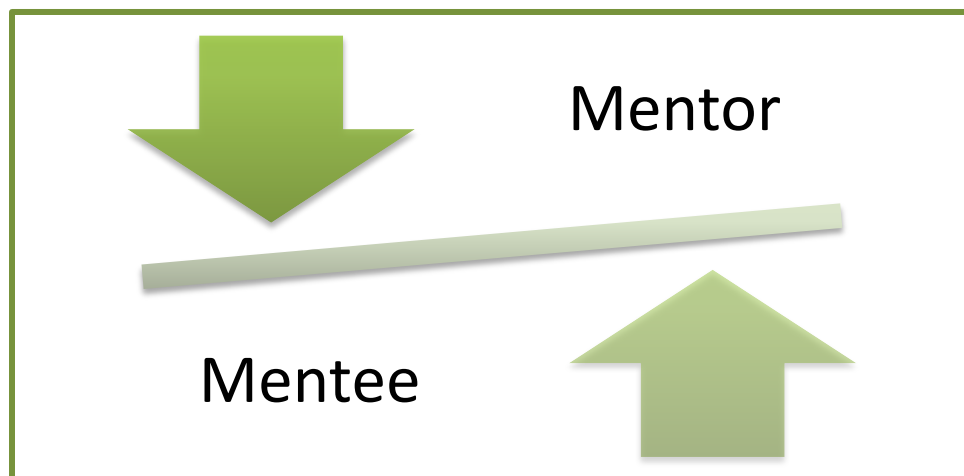
## **ELM's Mission**

ELM's mission is to help Yale F&ES students grow professionally through the guidance and advice of alumni, helping them to become environmental leaders and managers in today's world.

## The Benefits of a Mentoring

A mentoring relationship has benefits for both the mentor and the mentee. Research shows that individuals who partake in mentoring have better health and emotional development, improved confidence, and the skill set to create more positive, sustainable relationships in their life.

For a mentoring relationship to work it has to be a **reciprocal** relationship between the mentor and mentee. **Both** individuals must work at the relationship to make it successful by communicating openly, honestly and respectfully, and by keeping to the expectations and goals of the relationship. In the end, the mentoring relationship will be a mutually benefiting one, where both the mentor and mentee learn from one another.



## How to be a Great ELM Mentor

### *What is my role as an ELM Mentor?*

An ELM mentor is a resource who shares their background and education and professional experiences, helping their mentee improve his or her abilities and skills through observation, assessment, modeling, and by providing guidance.

As an ELM Mentor there is a breadth of knowledge and expertise to share with your mentee that will help set them on a path to professional success both at F&ES and beyond. Below are examples of topics and activities to do with your mentee -

### **Career Conversations & Job Search Strategies**

- ❖ Give tools and advice for how to conduct a successful job search
- ❖ Provide cover letter and resume feedback
- ❖ Lead your mentee through a mock interview and salary negotiation
- ❖ Offer guidance on where to best look for jobs
- ❖ Share information about a current event, issue, or change in the job field
- ❖ Introduce your mentee to other colleagues or contacts
- ❖ Practice interviewing and networking skills
- ❖ Attend a professional conference or event with your mentee
- ❖ Assist your mentee in building a professional portfolio that consists of their writing samples, class projects, research and awards
- ❖ Discuss ways to leverage LinkedIn to connect with employers

### **Graduate School Discussions**

- ❖ Share your F&ES experiences
- ❖ Share and discuss what you learned from your academic advisor(s), student interest groups, centers and programs, and peers
- ❖ Discuss course and field work that is most aligned with your mentee's career field
- ❖ Tell your mentee how you best prepared for transition from student to professional

### **Share Your Story**

- ❖ Discuss your hobbies
- ❖ Share your areas of interest and life experiences that helped shape for you what career field to go into



- ❖ Talk about the mentoring relationships you've had and how you benefited from the experiences
- ❖ Don't be shy! Share mistakes you've made and how you learned from them

### **Fostering the Mentoring Relationship**

Every mentoring relationship is unique in its own way. As the relationship develops over time it's important to ensure you are doing all you can to create a satisfying relationship with your mentee. Below is a list of things to consider when working with your mentee:

- ❖ Take time to get to know your mentee by asking insightful and meaningful questions about their background
- ❖ Follow-up on any important steps your mentee has taken such as an informational interview, job trek or conference, and research project, and remember to ask what they learned from the experience
- ❖ Be an active listener by providing constructive feedback. Offer options versus solutions. Ask your mentee how he or she would like to receive feedback e.g., direct and to the point, provide example, etc.
- ❖ Encourage your mentee to step out of their comfort zone and take risks
- ❖ Motivate your mentee by expressing confidence in their skills and abilities
- ❖ Don't give up! If your mentee isn't taking your advice, or following through with his or her goals, talk with them about what they are feeling and discuss meeting together more frequently

### ***What are the benefits of becoming an ELM Mentor?***

There are many benefits to becoming an ELM Mentor including creating a stronger connection to students and the School, access to cutting edge thinkers and top talent, the opportunity to strengthen leadership skills, and the chance to reconnect with peers. The most rewarding aspect of becoming an ELM Mentor is having the opportunity to make the difference in the life of a current F&ES student.

### ***What are my responsibilities as an ELM Mentor?***

Although the mentor and mentee decide how the relationship will work, we ask each mentor to adhere to the following guidelines:

- ❖ Approach the mentoring relationship with an open-mind
- ❖ Complete the ELM Agreement with your mentee
- ❖ Work with your mentee to set expectations and goals for the year



- ❖ Help your mentee build confidence by being supportive and realistic
- ❖ Create a space for your mentee to ask personal questions about values, balance and decision making in a private and trust worthy setting
- ❖ Provide honest and constructive feedback in a respectful manner
- ❖ Represent the program and School with integrity
- ❖ Complete the mid-year and end-of-year surveys

***What is not expected of me as an ELM Mentor?***

Creating a successful mentoring relationship entails creating boundaries and rules. We ***do not expect*** ELM Mentors to do the following:

- ❖ Offer your mentee a job
- ❖ Be endlessly available to your mentee
- ❖ Initiate all contact with your mentee

## How to be a Great ELM Mentee

### *What is the benefit of becoming an ELM Mentee?*

An ELM Mentee will wear many hats throughout the process, but the most important one will be to absorb their mentor's knowledge and have the ambition to know what to do with this knowledge.

It is up to the mentee to determine the amount of help he/she needs and in which areas, and it is up to them to ask for help and/or advice. The mentor is there to be a guide and resource.

The benefits of becoming an ELM Mentee are endless, some including, but not limited to the following:

- ❖ Expanding your professional network
- ❖ Improving your communication and interpersonal skills
- ❖ Developing a long-term and meaningful relationship with a professional in your field of interest
- ❖ Applying skill-set in a professional setting
- ❖ Exploring new ideas and areas of interest
- ❖ Gaining exposure to job search tips and strategies
- ❖ Learning how to transfer from student to professional
- ❖ Acquiring a knowledge-base for the best courses to take at F&ES, conferences to attend, and student interest groups to join

### *What is my role as an ELM Mentee?*

As an ELM Mentee we strongly encourage you to attend the **ELM Mentee Overview and Training Session** that takes place during the month of September. The session will provide a larger overview of the program, as well as how the program runs and mentee expectations. We ask each mentee to adhere to the following guidelines:

- ❖ Approach the mentoring relationship with an open mind
- ❖ Make **initial** contact with your mentor by sending an introductory email (see example in ELM Guide)
- ❖ Complete the ELM Agreement with your mentor
- ❖ Prepare with your mentor goals and objectives for the year
- ❖ Use active listening skills during conversations with your mentor
- ❖ Be receptive and open-minded to your mentor's feedback





- ❖ Do not ask your mentor for a job offer
- ❖ Represent the program and School with integrity
- ❖ Complete the mid-year and end-of-year surveys

Consider the below items that will help foster the mentoring relationship:

- ❖ Be prepared to ask for specific guidance and advice on your goals, plans and strategic ideas. The more specific you can be, the easier it will be for your mentor to help you
- ❖ Take the initiative to ask for feedback. Feedback can be difficult to hear, so we encourage you to tell your mentor how you prefer to receive feedback e.g., honest and direct, provide examples, infuse humor into the feedback, etc. **Remember to thank your mentor for being honest as their feedback provides you with an opportunity to better yourself and help you move towards achieving your goals**
- ❖ Be considerate and respectful of your mentor's time. Return phone calls and email messages in the timeframe agreed on in the ELM Agreement
- ❖ Purchase a notebook or journal for meeting notes. You will want to go back to your notes for further reflection on the topics discussed and to see if you are reaching your goals
- ❖ Express your appreciation for their help. Remember to take a moment and say 'thank you'



## The Matching Process & Initial Outreach

F&ES alumni interested in becoming an ELM Mentor are invited to create a profile through our ELM Mentor Database. Registration is rolling, so you can create a profile at any time.

F&ES students interested in becoming an ELM Mentee will be invited to complete the ELM Mentee Survey when they return to campus in August.

Alumni and students will be matched one-on-one based off of commonalities listed in their ELM profiles e.g., career sector, ethnicity, geography, country of origin, etc. ***Mentors – please note that you may not be selected to be an ELM Mentor each year. You will only be selected if your profile matches a student’s profile.***

Once mentor and mentee matches are in place, both parties will receive an email notification containing the other person’s name and contact information. The mentee will receive an overview of their mentor’s background. These notifications will be sent by September 30.

Mentees are expected to initiate contact by sending their mentor an introductory email within 48 hours of receiving the notification email.

Mentors, please respond to your mentee within 1-3 days of receiving their introductory email message.

### Introductory Email Example

*Dear John,*  
*My name is Alyssa Student and I have received notification from the F&ES CDO that you will be my mentor for the upcoming school year. I am excited to have you as my mentor and to begin working together.*  
*Please find attached a copy of my resume and LinkedIn profile, so that you can learn more about my background and career interests. I have also attached the ELM Agreement we will want to review and complete together during our initial meeting.*  
*Please let me know when you are available to conduct our first meeting and if you prefer a phone conversation or Skype. I am free to meet next week on Monday or Tuesday evening, after 5 pm EST.*  
*I look forward to your response.*  
*Sincerely,*  
*Alyssa*

***ELM Mentors – should you not receive an introductory email from your mentee, please contact Alyssa Student at [alyssa.student@yale.edu](mailto:alyssa.student@yale.edu)***

## Initial Conversation

The initial conversation is a great way to get to know one another. Use the conversation as a way to build rapport by asking questions about each other's backgrounds and areas of interest. Share with one another your F&ES experience - this is something you both have in common! Below are additional suggestions to help frame the initial conversation:

- ❖ Formalize together expectations and goals for the year
  - What do you **both** hope to get out of the relationship?
  - Mentee: What milestones do you intend to achieve, e.g., master the art of storytelling, etc.?
- ❖ Complete together the ELM Agreement as it will help set the foundation of the relationship, to ensure both parties know how and when to communicate, as well as what topics to discuss
- ❖ Review the mentee's resume and provide feedback
- ❖ Decide on the next meeting time and agenda items

## Goal Setting

We encourage goal setting to take place at the beginning of the relationship to help provide guidance and direction for both the mentor and mentee.

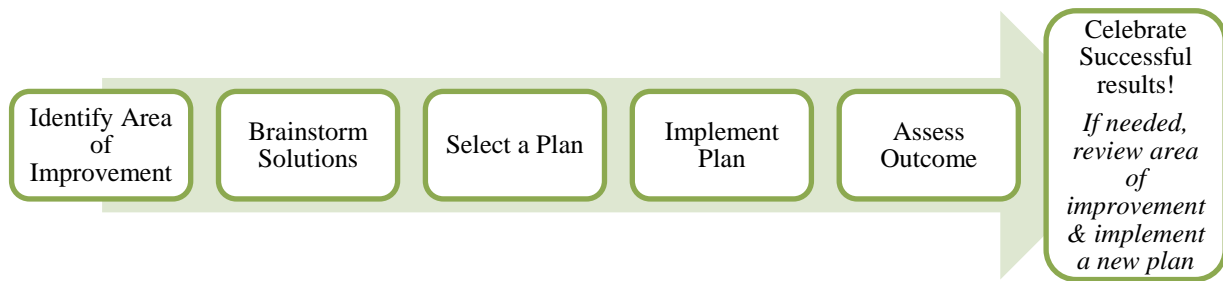
Goal setting will help the mentee achieve his or her goals for the year. The mentee should be directly involved in setting goals and they must genuinely be his or her goals. The mentor is solely there to guide the mentee in creating realistic, achievable goals and provide input where needed.

ELM Mentee: Are you unsure of your goals for the upcoming year? If so, answer the following questions with your mentor:

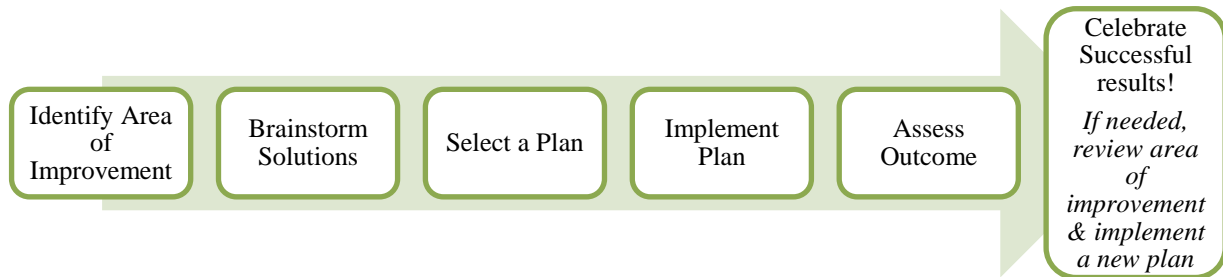
- ❖ Why did you register for ELM?
- ❖ What are you hoping to gain from being an ELM Mentee?
- ❖ How can your ELM Mentor be of help to you in your final year at F&ES?

It is important for the mentor and mentee to revisit each goal together to see if it has been completed. Remember to allow for enough reasonable time to achieve each goal.

### Goal Setting Process



### Goal Setting Example





## Contact Information

Thank you for participating in the ELM program. If you have questions and/or concerns, please don't hesitate to reach out to us

All the best,  
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