



young leaders group
MENTORSHIP
PROGRAM

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INTRODUCTION & PROGRAM OVERVIEW

The mission of the ULI Orange County/Inland Empire Young Leaders Group (YLG) Mentorship Program is to foster an exchange of professional ideas, friendship, and expertise among young real estate professionals and industry veterans in Orange County and the Inland Empire. This program matches young professionals under 35 years old ("Protégés") with experienced professionals ("Mentors") for guidance and support, while offering mentors an opportunity to strengthen ties with the young future leaders of the local real estate community and the Urban Land Institute (ULI).

The program was developed using successful examples of similar programs in the real estate industry. The general format will consist of approximately seven (7) individuals (1 mentor & 5 to 6 protégés) meeting, at a minimum, every other month to discuss career objectives and best practices. Each meeting will last approximately two hours and will center on a topic of general group interest supported by a brief presentation by one of the group protégés.

The District Council Mentorship Program kicks off in January each year, and should be followed shortly thereafter by the first meeting of the group. It is recommended that the Mentor organizes this first meeting soon after the kick-off as a "get-to-know-you" and organizational meeting, to plan forthcoming group meetings.

The ultimate goal of the program is to allow participants to gain industry knowledge through interaction with individuals outside of his/her current area of employment and develop lasting relationships with senior industry professionals and colleagues.

MENTORSHIP PROGRAM DEFINED

The Mentorship Program consists of:

- A group of 5 to 6 members under the age of 35 and 1 Mentor.
- Members will be from diverse professional backgrounds
- Mentor is a ULI member with qualifications specified in the Mentor Application.
- Meets on a regular basis (a minimum of 6 times during the 2016 calendar year)
- Meetings are generally 1.5 – 2.5 hours in length.
- 100% attendance is expected.
- No two people from the same company (and try to avoid competitors).
- Lasts for one calendar year.
- Confidentiality—trust and openness to exchange ideas and build relationships.

The Mentorship Program provides an ongoing opportunity to share and discuss with a group of peers the issues that young real estate professionals face. The program is designed to enhance the skills of the protégé by embracing ULI's culture of sharing mistakes made and lessons learned.

The Mentorship Program provides:

- A confidential, trusting environment for educational and idea exchange.
- Exploration of business and personal interests/issues.
- Business and personal networking.

- Development of people skills.
- Professional and personal growth.

The Mentorship Program is not a social club, although strong social relationships frequently grow out of the experience. It's not a therapy group, even though some members have found ongoing participation to be therapeutic. It's not a problem-solving group, although practical advice is available.

BENEFITS

As in any group, the more one puts into an activity, the greater the return from that experience. The Mentorship Program benefits the participants, the Mentors, and the YLG as well as the Orange County/Inland Empire District Council and the Institute.

PARTICIPANTS

Program participants have an opportunity to grow both professionally and personally by learning from others' perspectives, whether by working through a current business problem or resolving a career or personal issue. In turn, by listening to peers and supporting them in the resolution of their problems, the participant has an opportunity to contribute to the group. You also will increase your self-knowledge.

A more obvious benefit of Program participation is gaining exposure to others' business and career histories. As none of the Program members have a vested interest in the others' companies, they can be frank and open in expressing their views.

MENTORS

Although many ULI members are interested in traditional mentoring programs, the time required for one-on-one mentoring usually precludes them from participating. The structure of this Mentorship Program is an efficient, yet satisfying alternative. Meeting as little as six times during the year, the Mentor can manage the time commitment, personally connect with a small group of young professionals, and gain the satisfaction of bringing the ULI experience to those new to the field.

FIVE CRITICAL SUCCESS FACTORS

Success of the Mentorship Program is characterized by an extremely high level of personal respect shared by all members. In the ULI tradition, members create an atmosphere of trust and openness in which each person can contribute and where individual problems and opportunities can be identified and explored. The five critical success factors are leadership, confidentiality, structure, culture, and commitment.

LEADERSHIP

A concerned, committed, and experienced Mentor is vital to the successful operation of the program. To qualify for consideration, a Mentor must be a current member and have at least five years of experience in ULI, preferable serving on a Product Council or an active member of the Orange County/Inland Empire District council. Leadership is shared across the group as well, and each member is responsible for the success of the Program.

CONFIDENTIALITY

Participants must have total certainty that matters discussed will remain confidential. It is essential that members of the group do not breach confidentiality, and the Mentor should stress this at every meeting. A breach of confidentiality usually means expulsion from the Program. If a member leaves, everything discussed, including the member's statements, must remain confidential. The Mentor should remind members at every meeting of the absolute expectation of confidentiality. At regular intervals, the Mentor should initiate a discussion about the group's understanding of confidentiality.

Do not assume new members understand confidentiality.

STRUCTURE

To guarantee a true ULI experience, assignment of protégés follows the method used for ULI Product Councils, ensuring a cross-section of professional backgrounds in every group. Only one participant per company is allowed in any one group.

CULTURE

Programs mirror the cultural norms of the Institute, such as openly sharing mistakes made, lessons learned. Given that Program participants are relatively new to the organization, it is important that the group clearly understands these norms and agrees to a set of rules and guidelines that cover all expectations from confidentiality to attendance.

COMMITMENT

It is essential that every member be committed to the Program in order to create the type of atmosphere necessary for success. Members who place a high priority on the Program arrive on time, are fully attentive and respectful of other members, participate with vigor, stay until the conclusion of the meeting, and arrange their busy calendars with the Program in mind.

TYPICAL MEETING AGENDA

START AND END ON TIME

People are very busy—be cognizant of time during the meeting so you can get through the entire agenda before the end of the meeting.

Updates are about listening!

UPDATES

Most meetings get underway with an uninterrupted three- to five-minute update from each member. In addition to providing continuity, this opening ritual offers the opportunity to identify potential Program topics.

PRESENTATION IDEAS

Presentations generally follow updates and are an opportunity to expand upon and develop a subject. Each Program will take on its own characteristics, but the heart of the experience is the presentations.

PROTÉGÉ PRESENTATION

Members may make presentations on any topic—both professionally and/or personally. At the beginning and end of their presentation, they should clearly state what kind of feedback or information they are looking for from the group. This is a great opportunity to get instant feedback from peers on a particular topic or issue.

CASE STUDY

A participant briefs the group on a current project, outlining the key issues and sharing mistakes made, lessons learned. Not unlike a Plan Analysis Session conducted at the Spring Council Program and Fall Meeting, case studies provide valuable feedback to the participant and build relationships within the group.

SITE VISITS

Construction sites and newly opened projects are popular. With only five people touring a location and meeting with principals, the Program provides a unique experience not available to others. If it is a participant's project, the case study is delivered on site.

GUEST SPEAKER

Bring an industry leader into the group to share experiences. What was their career path, lesson-learned, great successes, biggest challenge, etc.?

Make sure presenters do not make a sales pitch/advertisement.

ARCHIVE

The archive is an ongoing inventory of ideas for member presentations and topics for the Program. As different people in the group talk, the Mentor should keep track of things that could be potential future topics of discussions. It provides a means to manage issues and helps establish issue priorities. When the group is deciding what the topic(s) at the next meeting should be, the Mentor should share what is in the archive.

ROLES/PROTOCOL DURING THE MEETING

PRESENTER'S ROLE

Be open and honest. Share successes, challenges, and lessons learned. If you are looking for some sort of feedback, be specific. It is important for the presenter to clearly state what he or she wants from the group. They may just want to tell and share a story, or they may want specific information. "I need some input or feedback."

"I need help to clarify my situation."

MENTOR'S ROLE

The Mentor sets the structure that helps people take initiative and participate effectively. The Mentor facilitates during presentations and manages the group dynamics and interactions. By modeling openness and risk-taking, the Mentor is helping to set the standard that disclosure is something that happens naturally and safely in the Program. The Mentor also ensures a safe place for the presenter.

It is best not to interrupt the presentation.

PARTICIPANT'S ROLE

Program members need to become aware of their impact on others, especially on a presenter who is feeling vulnerable. Members practice Program protocol to improve communications and to give others the space they need during updates and presentations. Questions to think about as you listen to the presenter include the following:

- What is it that the presenter wants from the Program?
- What is the main issue?
- What are the underlying issues?
- Focus on the person. How can you relate to the presenter's situation?
- Focus on the problem. Avoid being judgmental and offering a "quick fix" or a single solution.

- Offer a personal experience that will provide possible insights and alternatives—this lets the presenter know that others have had similar experiences and survived.
- What clarifying questions do you need to ask at the end of the presentation?

The role of the Mentor is not to tell the protégé what to do, but to help the protégé discover his or her own solution. The only person who can develop the best answers is the member with the issue.

SAMPLE MEETING FORMAT

The optimal location for a meeting is where minimal distractions occur; for example, a private room or office. Most Programs meet for 1.5 to 2.0 hours.

It is recommended that meals and alcohol be enjoyed separately from the Program meeting. If alcohol is to be consumed, it would be best enjoyed after the meeting.

OPEN MEETING (40 MINUTES)

- Start on time
- Review confidentiality
- Communication starter
- Review attendance
- Updates (3–5 minutes) (generally not done at the first meeting)
- Review agenda

PRESENTATION (20 MINUTES)

- Set up by Mentor or coach
- Presentation or planned topic
- Discussion
- Process feedback
- Break (15 minutes)

CAREER INSIGHT (20 MINUTES)

- This is the time for any protégés to bring up issues or questions he or she would like to gain feedback on from the group.

HOUSEKEEPING (10 MINUTES)

- Follow up with members
- Review details of next meeting
- Identify presenters//topics for next meeting

CLOSE MEETING (15 MINUTES)

- Get feedback by going around the room:

- What worked?
- What didn't work?
- What to do differently?

- End on time

PROGRAM PROTOCOL

LISTEN

Focus on the presenters & their take on the issue.

ACCEPT

Accept others without judgement.

QUESTION

Ask thought-provoking questions.

RESPOND

Speak from your own experience.