

# **CEIBS Mentoring Programme Mentor Guide**

**(Version 2019-2020)**



**China Europe International Business School**

## The Value of Mentoring

CEIBS is a top-level business school that creates and transfers knowledge and provides world-class business education and research. It is also a warm family. Our Mentoring Programme is a unique combination of these two features.

First of all, the CEIBS Mentoring Programme provides an efficient interaction platform for students and alumni from different management positions and industries. It enables MBA students to access knowledge and skills unavailable within the classroom from experienced EMBA students and alumni in order to get well prepared for business practice after graduation. Mentors also benefit by enhancing their leadership skills in offering diligent MBA students proper guidance on the path to success. The platform also provides mentors and mentees with a precious opportunity to forge life-long friendships and partnerships, making the CEIBS Alumni network more efficient.

On behalf of the School, I would like to express my sincere thanks to you for your active participation, huge support and great contribution to our MBA students and the School. We are convinced that we will make CEIBS a warmer and happier family through our concerted efforts!

A handwritten signature in black ink, reading "张维炯" (Zhang Weijiong).

**Professor Weijiong ZHANG**

**Vice President and Co-Dean, CEIBS**

## CEIBS Mentoring Programme Mentor Guide

### What is a mentor?

The word mentor originated from Homer's *Odyssey* thousands of years ago. Today, the word mentor has evolved to mean a **trusted friend, savvy advisor, excellent teacher, and wise person**. As an alumnus of CEIBS and part of the CEIBS mentoring programme, we are confident that you will exceed these standards as a mentor to our MBA students.

### Purpose of CEIBS Mentoring Programme

The CEIBS Mentoring Programme is designed to provide current MBA students with valuable advice *beyond the classroom* in order to help them grow and develop as a business professional. As a mentor, you will impart valuable knowledge, offer guidance, share experiences, and suggest ways the student can develop. The Mentoring Programme will be integrated with a required academic course - the "MBA Leadership Journey" - in order to integrate classroom learning with practical experiences from the field.

To help and guide our MBA students, you can participate in the following ways:

1. Choose to directly mentor one to three MBA students
2. Share your experiences with students through a lecture format

In addition, the school provides mentors with regular support and training:

1. The CEIBS Mentoring Programme Mentors WeChat Group
2. Mentor support email ([mentoringprogramme@ceibs.edu](mailto:mentoringprogramme@ceibs.edu)): *Please contact us with any questions*
3. Mentor sharing sessions/networking
4. Mentor peer-growth group

## The CEIBS Mentoring Programme Process

### 1. Register via the on-line application system

Please log on: <https://mentor.ceibs.edu/welcome.do> to register to become a mentor as soon as possible. Your contact information will only be shared with students for mentorship application.

First you will select the type of activity that you prefer to participate in:

- **Regular Mentors:** since the CEIBS Mentoring Programme is a vital component of the Leadership Journey course, it is compulsory for each MBA student to meet with their mentor at minimum twice between October and March (more meetings are recommended). Regular mentors will need to fulfil the following responsibilities (*tentative, subject to change*):
  - 1) Mentor must meet with the mentee twice during the following times:
    - **Term 2 (October 11 - December 13, 2019)**
    - **Term 3 (January 3 - March 13, 2020)**
  - 2) Read several reflections on their personal development by the mentee. Please provide encouragement, guidance, instruction, and even criticism to help the mentee develop.
  - 3) At the end of Term 3, the mentee will reflect on their leadership experiences. Please help the mentee develop concrete plans to become a better leader in the future.

**To introduce yourself to MBA students so that there can be a better matching process, please include the following information in your CV:**

- **Work experience**
- **Values**
- **Personal style**
- **Hobbies and interests**

In addition, please include your expectations for your mentee and the support that you can provide to your mentee. It is suggested that **your CV should be at minimum**

**300 words in order to provide sufficient information to mentees.** If you do not have any language preference, please provide the details of your CV in English.

- **Lecture Sharing Mentors:** If you cannot commit to being a Regular Mentor due to time constraints, you can help the CEIBS Mentoring Programme by giving lectures and workshops to help the development of students. Example topics are as follows:
  - How to improve professional skills
  - Industry introduction and insights
  - How to develop and maintain connections
  - How to boost strategic thinking capability
  - How to boost general management capability
  - How to start a business in China (for overseas students)
  - How to conduct/expand businesses overseas

If you wish to participate in the Mentoring Programme by giving a lecture or workshop, please submit a description of the topic you would like to lead, providing clear positioning, along with your detailed CV.

## **2. Meetings with Students**

Before the official kick-off of the CEIBS Mentoring Programme, we will organize meetings between mentors and mentees to help them introduce themselves to you. During this session, mentors have a chance to introduce themselves to the students and there will also be a discussion and Q&A session. We strongly encourage first-time mentors to attend this meeting in order to become more familiar with the mentees and have a better chance of being matched with a mentee that will enhance your experience.

## **3. Review Application Materials and Confirm Mentorship**

You will receive an email when a student submits an application through the online system to be your mentee. Please follow the instructions in the email to log onto the system and check the application. A complete application contains the following items:

- Application form with contact details, photo and a brief self-introduction

- Cover letter
- CV

In some cases, you may receive more applications than expected. If you find the application materials are not enough to help you make a decision, you may contact your applicants to find out more about them in an informal interview.

To ensure the timely processing of materials, your prompt confirmation is highly appreciated. **Please note that due to the large number of highly qualified mentors, not all mentors will be selected to be a mentor in this academic year. If you are not selected this year, we still encourage you to continue to participate through our other mentorship activities. Your experiences are invaluable to help our students to further develop their skills and capabilities.**

#### 4. CEIBS Mentoring Programme Kick-off Ceremony

After the mentor-mentee match is confirmed, we will invite all mentors to attend the CEIBS Mentoring Programme Kick-off Ceremony and 1<sup>st</sup> training session together with your mentee.

Your first meeting with the mentee provides a solid foundation for a mutually rewarding relationship. Forging a mentoring relationship relies on the efforts of both parties.

If you cannot attend this event, please arrange a one-hour meeting with your mentees at a mutually convenient time and venue. We suggest that the first meeting should be held in an informal setting outside the office.

#### 5. Tips for Mentors

Mentors are expected to guide their mentees on the following:

- **Thinking:** strategic decision-making for personal growth and development based on a personal values system
- **Insight:** provide a vision and strategic perspective to development with insights on approaches to coping with difficult inter-personal relationships
- **Method:** sharing experiences to teach them how to develop themselves
- **Opportunity:** offering opportunities for personal development
- **Resources:** leveraging your existing resources to help in mentee development

During the first meeting, mentees may not know which kinds of questions they can ask you. Therefore, it is suggested that you focus on sharing your own experiences.

Before the meeting, your mentees will be required to reflect on their development strengths and weaknesses.

## 6. Set Goals and Achieve Consensus

Mentors and mentees need to get to know each other during their first meeting in order to set the same targets and achieve consensus on the mentoring schedule, as well as expectations for how mentees should work towards personal development with the help of the mentor.

- **Setting Goals**

Goal-setting is of considerable importance for the CEIBS Mentoring Programme. It can deepen the mentor-mentee relationship by increasing mentors' understanding of their mentees' expectations. With common goals as a framework, this mutual understanding provides a basis for an enhanced relationship. However, as the relationship develops, the goals and targets may need to be fine-tuned.

In some cases, halfway through the mentoring schedule, mentors and mentees may mutually discover that there has not been much progress in development of the mentee. Under these circumstances, mentors are required to examine whether they are taking actions towards the stated goals or if an adjustment to the goals is needed.

- **Platform**

Many mentors are often concerned that their busy schedule does not allow for sufficient time to meet with their mentees face-to-face. We do not expect extended face-to-face meetings. Communications through email, WeChat and by telephone or other online chat tools are also recommended. Mentees are usually not concerned with the amount of time spent in face-to-face meetings; they are more concerned about whether you understand their needs and how you help their personal development. **(However, it is important that mentors would have time to conduct the two compulsory meetings – either personally or via an online video chat.)**

In addition, both sides can create more opportunities to meet. For example, you can inform your mentees ahead of your travel to Shanghai, or you can invite your mentee

to the city where you live for a learning tour during their vacation, if he/she is interested.

- **Approaches**

- 1. Personal Experience Sharing**

One of the most valuable pieces of information to your mentee is your own personal experience, including your stories of successes and failures. Your personal life journey and suggestions on how you overcame the challenges in your life help to inspire our students and make them reflect on how they can personally develop to become leaders of tomorrow.

- 2. Corporate Experience Sharing**

As a company owner or senior executive, you have much depth of experience to share regarding how you achieved your current career success. Drawing on your company's resources can provide students with concrete examples of how to navigate the complexities of a corporation.

- 3. Drawing on Connections**

Sometimes, you may find that your social networks can help to answer questions or develop your mentee from a different perspective. If this is the case, you are encouraged to introduce these people to your mentee, or invite your mentees to your social networking events.

There are many ways to achieve the goals of developing your mentees. The suggestions above are only for your reference. We believe you will be able to explore more effective ways to help the mentees develop to their potential.

## **7. Realize the Value and Limitations of the Mentoring Relationship**

The CEIBS Mentoring Programme places an emphasis on the respect for the diversity in personality and professional skills. You do not need to address all of your mentee's needs; instead you need to determine the skills that you want to focus on that can help the development of the mentee in the long term.

For example, some mentors may guide mentees through a task/project so that they can learn through practical application. Other mentors prefer to be direct and suggest improvements in core skills. It should be noted that there is no *single* approach to



mentoring because everyone is different. Due to the differences among the mentees in terms of personality, gender, background and style it is important to be aware of this diversity and help your mentee in a way that embraces your mentee's unique characteristics.

We also want you to focus on the *long-term* development of your mentee. Sometimes your advice may be tough to accept in the short-term, but is necessary for the growth and development of your mentee in the long-term. We encourage you to keep giving this advice as mentees need to develop for the long-term.

## 8. Mentorship Meetings

After the first meeting, you may either agree on the date for your next meeting and/or set up a regular meeting schedule. Regardless of what you decide, please note the following:

- We suggest you contact your mentee at least once a month for an extended period of time (i.e. one hour); the meeting can take the form of a breakfast, company visit, luncheon, symposium, or any other approach. It can also be in the form of a virtual call through WeChat.
- Please make a periodic review of the initial goals and progress towards these goals as it enables both sides to experience a more rewarding process.
- Although it is the mentees' duty to be proactive and arrange the first and subsequent meetings, please contact your mentee if you have not heard from them for a month. If your mentee does not have a positive attitude or does not contact you on a monthly basis, please contact us at [mentoringprogramme@ceibs.edu](mailto:mentoringprogramme@ceibs.edu).

## 9. Suspension of Mentoring Relationship

### ***Suspension Halfway:***

- 1) If you find it impossible to communicate with your mentee during the first meeting, please send an email to [mentoringprogramme@ceibs.edu](mailto:mentoringprogramme@ceibs.edu), and we will work with you to resolve this situation.
- 2) Your mentee is assigned to you on a trial basis for a month, starting immediately after the Mentor-Mentee Kick-off Meeting. If you run into any difficulties during this trial period, please contact us. If you do not contact us during this time, the

mentee will be assigned to you permanently for the academic year.

- 3) If there is a serious conflict between you and your mentee, please contact us and we will work to resolve the situation.

### **Wrap-up:**

The CEIBS Mentoring Programme officially runs from October to June according to the academic calendar, but you are encouraged to continue the mentorship informally even after this Mentoring Programme is officially concluded. Your committed care and support really makes a significant difference to our mentees.

## **10. Feedback on Experience and Benefits**

When your mentorship draws to an end, we hope you can give us some feedback and suggestions about how to improve the Mentoring Programme through the following channels:

- Assessment form for mentees
- Mentor sharing

## **11. Mentoring Programme Awards**

- **Excellent Mentor Award** winners will be selected based on the result of the Annual Mentoring Programme Final Evaluation Survey submitted by mentees. It will be granted to the mentors who got the highest score and have significantly contributed to their mentees' progress.
- **Excellent Leadership Award** winners will be selected by CEIBS MBA office. It recognizes mentor group leader who have made a special contribution to Mentoring Programme and CEIBS Community.
- Mentors' stories and experiences may be shared through *TheLINK* magazine

This ***CEIBS Mentoring Programme Mentor Guide*** is meant solely as a reference. Thank you for taking the time out of your busy schedules to make a difference in the lives of our MBA students. Your contribution to the CEIBS community through your experiences, wisdom and passion will be greatly appreciated. Through this Mentoring Programme, we know that you will be able to be *a trusted friend, savvy advisor, excellent teacher, and wise person* to our MBA students – the very definition of a



Mentor.

## Appendix: Online Registration Process for New Mentors

1. Click on [https://mentor.ceibs.edu/register\\_notify.jsp](https://mentor.ceibs.edu/register_notify.jsp) and you will see the following webpage, please choose your language preference.



Dear New Mentors,

Thank you very much for your passion and commitment to being a current MBA students' mentor.

The CEIBS MBA programme class size is around 180 students every year. All courses are delivered in English which means every student is able to speak English fluently. However, 35% of our students are from abroad. The international students, except overseas-born Chinese, are not fluent in Chinese. So in order to assist you in finding suitable mentees and developing a good in-depth mentorship, please indicate your language preference below.

- If you prefer to communicate with your mentee in Chinese, please [click here](#)
- If you prefer to communicate with your mentee in English, please [click here](#)
- If you can communicate with your mentee in both Chinese and English, please [click here](#)

Thank you!  
CEIBS MBA Programme

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2. Please select your mentoring type:



Please choose which kind of mentor you would like to be:

Regular Meeting Mentor


Committed to meet with students at least once every two months. Support students throughout their Leadership Journey

Lecture Sharing Mentor

Available to schedule a sharing session with a group of MBA students

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3.1 If you chose to be a “Regular Meeting Mentor”, please fill in your personal information and upload your short bio, and click “Next” (then refer to Point 4 ahead).



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## CEIBS Mentoring Programme Online Application System

**CEIBS Mentoring Programme Mentor Registration Form**

English Name <input style="width: 90%;" type="text"/>	Chinese Name <input style="width: 90%;" type="text"/>
Programme & Class <input style="width: 45%;" type="text"/> <input style="width: 45%;" type="text"/>	Gender <input type="radio"/> Male <input type="radio"/> Female
Company <input style="width: 90%;" type="text"/>	Position <input style="width: 90%;" type="text"/>
Industry Experience <input style="width: 90%;" type="text"/>	Function <input style="width: 90%;" type="text"/>
Tel <input style="width: 90%;" type="text"/>	Mobile <input style="width: 90%;" type="text"/>
Email <input style="width: 90%;" type="text" value="yclair@"/>	Work Location <input style="width: 90%;" type="text"/>
Upload Photo <input type="button" value="选择文件"/> 未选择任何文件 <small>(Optional. Max. file size: 2MB)</small>	
• Please choose which aspect you think is your mentoring strength: <input type="checkbox"/> Professional Experience <input type="checkbox"/> Inner Growth <input type="checkbox"/> Networking	
• What types of guidance are you willing to offer to MBA mentees? <input type="checkbox"/> Industry information sharing <input type="checkbox"/> Networking with other mentors/contact sharing <input type="checkbox"/> Company visit <input type="checkbox"/> Invite MBA students to attend a business/ social activity along with you <input type="checkbox"/> Career development mentoring <input type="checkbox"/> Project/internship opportunity	
Others, Please specify <input style="width: 90%;" type="text"/>	
• Please Choose the Mentee Type which you preferred: <input type="checkbox"/> Career Transition <input type="checkbox"/> Entrepreneur <input type="checkbox"/> Company sponsored <input type="checkbox"/> Family Business	

• Please Choose the which kind of events you would like to organize:

Sharing Session    
  Networking/Social Activities    
  Company Visit    
  Leisure Activities

• Please choose how many MBA students are you willing to mentor ( up to 3 students ) ?

1    
  2    
  3

Communicate with mentee in:

Chinese    
  English    
  No Preference

What characteristics/experiences are you looking for in a mentee?


Hobbies/interests/Weibo Account/Wechat Number (Optional):

Upload Bio:(It will be very helpful for you to find a suitable mentee.)(Max. file size: 2MB)

未选择任何文件

\* Please kindly note that to complete the registration, you need to fill out all the items, except uploading the photo and indicating your hobbies.

3.2 If you chose to be a “Lecture Sharing Mentor”, please fill in your personal information and upload your short bio, and click “Next” (then refer to Point 4 ahead).



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### CEIBS Mentoring Programme Online Application System

**CEIBS Mentoring Programme Mentor Registration Form**

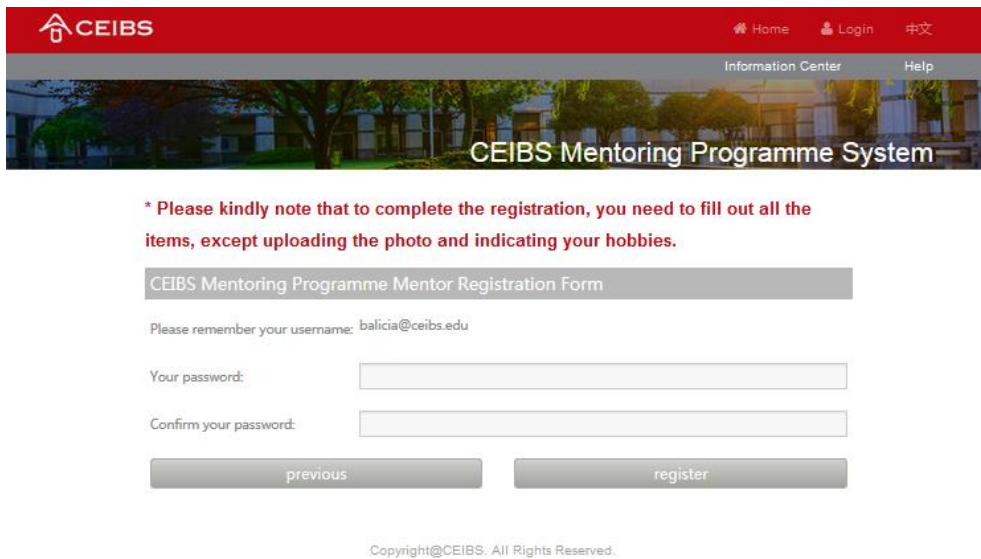
English Name <input style="width: 90%;" type="text"/>	Chinese Name <input style="width: 90%;" type="text"/>
Programme & Class <input style="width: 45%;" type="text"/> <input style="width: 45%;" type="text"/>	Gender <input type="radio"/> Male <input type="radio"/> Female
Company <input style="width: 90%;" type="text"/>	Position <input style="width: 90%;" type="text"/>
Industry Experience <input style="width: 90%;" type="text"/>	Function <input style="width: 90%;" type="text"/>
Tel <input style="width: 90%;" type="text"/>	Mobile <input style="width: 90%;" type="text"/>
Email <input style="width: 90%;" type="text" value="yclair"/>	Work Location <input style="width: 90%;" type="text"/>

Upload Photo:  未选择任何文件  
 (Optional. Max. file size: 2MB)

Please list some subjects you would like to share

\* Please kindly note that to complete the registration, you need to fill out all the items, except uploading the photo and indicating your hobbies.

4. Please set a password for your account, and click on “Register”.



5. Once you have registered successfully, you will see the final page below:

