



Kickoff Guide

OSHKOSH CORPORATION
Women's
NETWORK

Introduction

Welcome to your first mentoring connection! The Kickoff Meeting is about getting to know each other. It serves as an opportunity for members to start creating connections and building relationships. Given it's your first meeting, it's also a time to discuss how your connection will work, identify shared goals and plan your next few meetings.

Pre-Kickoff Checklist

- _____ Send an email to your mentor to introduce yourself and generate excitement around this great opportunity to network with other women in the company
- _____ Check out LinkedIn / TAMS profiles of your connection to learn a little about each before the kickoff
- _____ Set a date, time, and location for your kickoff meeting
- _____ Create the agenda for your kickoff meeting

Items to Cover at Your Kickoff

1. Introductions, Goals and Expectations
2. Review Mentoring Agreement Form and guidelines
3. Meeting schedule (day, time, frequency, locations)
4. Decide on a topic to focus on for your next meeting

Guidelines

1. Confidentiality
 - What is said in a meeting must stay (unless a comment or action is of considerable concern – then it should be brought to HR). Each person must enter with a willingness to share openly and honestly. Conversation will flow more freely if everyone is able to trust each other.
2. Personal Commitment
 - Commitment to the success of the connection includes attending all meetings, preparing for the meetings, completing action items identified by the group, and actively participating in conversations. Personal commitment is needed to keep a connection sustained and beneficial for all.
3. Good Communication
 - The quality of conversation and communication will determine the success of each meeting. Conversations need to be open, in depth, and inclusive in order to be beneficial. Building trust and commonality will help with communication barriers that may exist.



Tips on Managing a Mentoring Connection

Meeting Time & Location

- Suggest meeting at a location outside of the workplace. This will allow for a more relaxed atmosphere. Examples include: coffee shop, café, park, or a member's house.
- Try meeting at times suitable to everyone's work day and personal life. Suggest meeting early before work (ex. 7:00-8:00), after work (ex. 4:30-5:30), or at lunch. Trying to meet during the work day may be challenging to work around everyone's schedules.

Facilitating Conversation

- Use inclusive language when speaking
- Ask follow-up questions to dive deeper into the topic at hand
- Ask a direct question
- Ask open ended questions rather than yes/no questions
- Play devil's advocate – ask why/why not? what if?
- For more ideas, reference the Mentoring Guide attached

When to Involve Human Resources

- If you are uncomfortable with a comment that has been made or behavior that was displayed, please contact your HR Business Partner immediately.
- Once you report an issue or concern, HR will most likely not follow up with you to maintain confidentiality of the situation.
- However, if you continue to have concerns after your initial report, please reach out to your HR Business Partner again.
- If you do not know who your HR Business partner is, you can ask anyone in HR to assist in pointing you in the right direction.

Resources

The following is a list of resources that may help you along in planning your meetings and discussions. There are thousands of other resources online and elsewhere. This list is meant to help you get started and on the path to becoming a successful connection! To add to this list or find out more, visit the [Mentor Resources](#) page on the OWN site.

Media	Ted Talks
	Leanin.org Expert Lectures
Articles	Why Women Don't Apply for Jobs They're Not 100% Qualified for
	Overcoming the Confidence Gap for Women
	Revealing the Real Millenials: Successes and Aspirations
	Work Life Balance Infographic





Mentoring Agreement Form

We are both voluntarily entering into this partnership. We wish this to be a rewarding experience, spending most of our time discussing developmental activities. We agree that...

1. The mentoring relationship will last for 12 months and will end by amicable agreement once we have achieved as much as possible.
2. We will meet at least ___ time every _____ (minimum 1x/month). Meeting times, once agreed, should not be cancelled unless this is unavoidable. At the end of each meeting we will agree on a date for the next meeting.
3. The aim of the partnership is to discuss and resolve goals and objectives that are to be outlined by the mentee before and discussed during the first meeting.
4. We agree that the role of the mentor is to:

5. We agree that the role of the mentee is to:

6. We agree to keep the content of these meetings confidential.
7. The mentee agrees to respect the mentor's time by requesting appointments for impromptu meetings and phone calls.
8. The mentor agrees to be honest and provide constructive feedback to the mentee. The mentee agrees to be open to the feedback.

Date: _____

Mentor's signature: _____

Mentee's signature: _____

Date for Review: _____



Mentoring Guide for Mentees

To build an effective mentoring relationship, you must first establish what you and your mentor would like to get out of the relationship. Spending time at the beginning of the relationship clarifying what each party can expect to give and get through mentoring is essential. It is especially beneficial for the individuals involved to discuss, and agree upon expectations. You must be open to sharing your career goals, successes, and failures and also be open to receiving feedback and advice.

Mentoring is a development tool and a knowledge sharing opportunity. Your relationship with your mentor should be less formal than your relationship with your manager (i.e. your mentor should not take on the responsibilities of your manager). In addition to accelerating your performance, an effective mentoring relationship can:

- Enhance self-esteem and confidence when interacting with senior leaders
- Expand your professional network
- Increase job satisfaction and effectiveness
- Increase perspective and knowledge of different functions
- Be a resource to lean on for guidance and support

Managing the Mentor Connection

Receive your mentoring match

- Contact your mentor and schedule the first meeting

Have an introductory meeting with your mentor

Establish expectations for the mentoring relationship by sharing your answers to the following questions:

- What is your educational and professional background and how did you get to where you are today?
- What do you hope to gain from this relationship?
- Are there any ground rules you would like to set (e.g. confidentiality, openness, candor)?
- What items would you like to discuss in these meetings (work-life balance, competency development, short- and long-term goals)?
- What should the regular meeting schedule to be? (where, when, frequency) and how should we communicate between meetings?
- Discuss objectives you want to accomplish and create target completion dates for each objective.
- Discuss action items to be completed before the next meeting and schedule next meeting.

Establish a cadence of continued meetings

- Discuss items of interest, current challenges, and recent successes.
- Review progress on any actions items determined at the end of the last meeting.
- Discuss action items (if any) to be completed before the next meeting and schedule next meeting.
- Assess the effectiveness of the relationship and make changes if necessary.



10 Behaviors of a Successful Mentor



Clear Communicator
Supportive
Confidence Builder
Team Player
“Big Picture” Oriented
Challenging
Patient
Involved
Discrete
Respectful

Building Rapport

- Who am I?
- What significant experiences and events shaped your life?
- What is your educational and professional background?
- How did you come to be at Oshkosh?
- How did you find your profession?
- What is your favorite pastime?
- How would your family/spouse/friends describe you?
- What would you most like to be known for?

Laying the Foundation

- What are your expectations?
- What does success look like?
- How can I most be of service to you?
- How do I make this experience something you look forward to?
- Have you ever been in a mentor relationship before? What worked; what didn't?
- Let's gain agreement on communication logistics (how to best contact each other)
- Let's gain agreement on how we will operate. Examples to discuss include but are not limited to: how often and where we will meet, confidentiality, commitment, canceling, honesty, transparency, or whatever else will make the mentor and protégé find this experience rewarding.
- What actions are we committing to each other at the end of this session?

Core Culture

- Talk to me about the Oshkosh Way. How is it best modeled?
- Talk to me about our culture. How do you describe it? How do others describe it?
- What do politics look like?
- What is our history and how does that impact us today?
- What is our future; where are we going?
- What actions are we committing to each other at the end of this session?
- What have you had to learn the hard way here?

Core Leadership Competencies

- How does “Build Relationships” really work here? What does good look like? What does poor look like? When someone has done this well / poorly, what were the ramifications? {...}

Champion Change	Challenges status quo and champions new initiatives; catalyst for change
Lead Courageously	Addresses difficult issues; stands firm where necessary
Coach & Develop	Accurately assesses strengths and development needs; gives timely, specific feedback
Build Relationships	Relates to people in an open, friendly, accepting manner; initiates and develops relationships as a key priority
Provide Direction	Foster development of common vision; provides clear direction and priorities; clarifies roles and responsibilities
Establish Plans	Develops short and long-term plans that are appropriately comprehensive, realistic, and effective in meeting goals
Drive for Results	Conveys a sense of urgency and drives issue to closure
Demonstrate Functional Knowledge	Possesses up to date knowledge in the profession and industry

Share Your Experiences

- Facing difficulties or meeting new challenges
- Working with others
- Achievement, success, failure
- Trauma and setback
- Coping with stress
- Finding balance
- What do I wish I would have known then that I know now?
- What have I done or been involved in that has benefited me in my career or profession?



Activities to Consider Together

- TAMS Talent Profile Review / Updating
- Resume Review
- Mock Interview
- Job Shadow
- Attend Professional Events / Meetings
- Attend Training Event
- Social / Leisure Event

Handling Sensitive Subjects

A mentoring relationship is successful when it is built on mutual respect, honesty, commitment, and trust. Because of this, mentees may feel more open to share a sensitive subject.

It is important that your mentee trust the confidential nature of your partnership, however, if he or she reveals information damaging to the company or workplace environment, we must still adhere to company policy in dealing with these sensitive subjects. Such subjects may include (but are not limited to):

- Sexual harassment
- Workplace bullying
- Conflicts of interest

In the event a mentee shares such information, please reach out to your HR representative to determine an appropriate manner of proceeding. You may offer to your mentee to attend a meeting with the HR representative together, to offer support.

The confidential nature of your mentoring partnership should not override the company's obligation to handle such matters according to policy. If you have any questions about the handling of such subjects, please contact your HR representative.

