



Lions Clubs International

THE LIONS MENTORING PROGRAM

Advanced Mentoring Guide



*“Knowledge becomes wisdom only after it
has been put to practical use.”*

Anonymous



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A special thank you goes out to Sid L. Scruggs III, International President, whose interest, leadership and perseverance gave rise to the Lions Mentoring Program. In this process, he has mentored many to achieve his vision.

INTRODUCTION

To the Mentor:

Thank you for your willingness to help a successful Lions club member develop into an effective Lion leader. Your role is pivotal in ensuring that Lions Clubs International maintains an adequate pool of potential leaders who can ensure that the most pressing needs of our communities and the world are met.

The Lions Advanced Mentoring Program is designed to give structure and coherence to that process. As an experienced Lion you may be familiar with the procedure. This booklet is designed to be used by both you and your mentee and will familiarize you with all aspects of the program. It adheres to the same procedure you may be familiar with in Basic Mentoring. However, because experienced Lions may join the mentoring program at the advanced level, some material included in the Basic Mentoring Guide is reproduced here.

Thank you again for this generous service to your mentee and to Lions Clubs International.

To the Mentee:

Thank you for your decision to become a Lion and your participation in the Lions Advanced Mentoring Program. Your goal is to become the best Lion leader you can be by focusing on results and the replication of your knowledge and experience. This booklet will help you and your mentor set goals, plan activities and mark your progress as you develop the skills needed to organize and inspire your fellow Lions. You may be a graduate of the Lions Basic Mentorship Program and the process will be familiar to you. However, because experienced Lions may join the mentoring program at the advanced level, some material included in the Basic Mentoring Guide is reproduced here.

Thank you and good luck as you embark on this exciting journey of personal development.

ABOUT MENTORING

Why Seek Out a Mentor?

The highest ambition any Lion can have is to effectively serve the community and the world. However, those Lions who aspire to become leaders at higher levels of the organization need to develop the special skills required to successfully organize and inspire their fellow Lions. The Advanced Mentoring Program also helps them achieve this goal in the shortest amount of time.

Every Lion mentee is unique and will take something different from the program, but the personal benefits of participating may include:

- **Higher Motivation** - mentees are aware that the organization is invested in their success
- **New Knowledge and Skills** - mentees acquire knowledge and develop skills that are applicable within and outside their Lions clubs
- **Quicker Advancement** - successful mentees receive more leadership opportunities and receive them sooner
- **Bigger networks** - mentees cultivate valuable contacts within and outside their Lions clubs
- **Feedback** - mentors provide both constructive criticism and positive reinforcement

Who is an Advanced Mentee?

Every Lion who wishes to increase his or her ability to serve as a Lion leader can be a mentee. Just as every Lion will take something different, all Lion mentees bring their unique assets to the program. However, to benefit fully from Advanced Mentoring, an ideal mentee should:

- Have a strong desire to be part of the program
- Understand and be able to communicate goals and objectives with a mentor
- Take responsibility for meeting goals
- Be willing to accept both positive feedback and constructive criticism and be able to make adjustments when needed
- Be open to trying new things and taking chances
- Periodically review and assess his or her progress and make adjustments where needed

Why be an Advanced Mentor?

By being a mentor you are helping to ensure the health of Lions Clubs International for years to come, thereby ensuring that your community and the world will continue to have the help and service that only Lions can provide.

In addition to assuring that the pressing needs of those who need our service will be met, you also gain:

- **Personal satisfaction** - most mentors are proud of helping a new Lion achieve high standards
- **Sharpened skills** - coaching and challenging mentees help sharpen mentors own leadership and interpersonal skills
- **Recognition** - mentor Lions are respected throughout the association
- **Information** - mentees can offer new ideas and fresh insights about Lions clubs
- **A legacy** - mentors reproduce their own success by passing their knowledge and experience to the next generation of Lion leaders

Who is an Advanced Mentor?

Not every Lion can be an Advanced Mentor. To conduct the first level of Advanced Mentoring, Mentors must be an experienced and respected Lion who holds a Membership Key, has successfully chaired a club committee or held a club office, and completed the Certified Guiding Lion program.

To conduct the highest level of the program, The Replication Level, Mentors must also hold an advanced Membership Key or an extension award, and have been a club president and a district officer as well. Additionally, the Mentoring Lion must have attended a Constitutional Area Leadership Forum or Lion Leadership Institute and an International Convention.

“Few things help an individual more than to place responsibility upon him, and to let him know you trust him.”

Booker T. Washington

THE LIONS MENTORING PROGRAM

The objective of the Lions Mentoring Program is simple: to help every member worldwide achieve the goal of better serving his or her community and the world. It does so through a program of personal development that helps members realize the potential that their unique skills and knowledge offer. The confidence gained and abilities acquired in the program prepare mentors and mentees for leadership in clubs, in the association and are applicable to the wider world as well.

Experience tells us that quality leaders are a direct product of quality recruitment followed by quality training. Most management trainers agree that the very best leaders, the top one percent, are those individuals that have been mentored and trained to reach their fullest potential. These are the ones who are often referred to as the five percent who will rise to the top in any organization. These are also the ones who have been nurtured, had their individual skills developed and have been given opportunities to perform and succeed.

For a humanitarian service organization like Lions Clubs International, this means more and better service to the people who need it most.

Basic and Advanced Mentoring

The Lion Mentoring Program is done at two levels: Basic and Advanced. Many of you have already completed Basic Mentoring.

The Advanced Mentoring Program is divided into two parts:

Part One: *Results* - The emphasis of this level is upon developing accountability for results by focusing on community projects and programs that provide useful and needed humanitarian service. Completion of this level provides a stepping-stone for accepting a leadership role within the club.

Part Two: *Replication* – This is the final level of the Lions Mentoring Program and concentrates on the mentee’s role in developing others for leadership in the association and for humanitarian service. It ensures long-range growth and can serve as a basis for leadership within the district structure and for participation in the Senior Lions Leadership Institute. This phase can be augmented with additional training at district level and at area forums.

This guide is intended to be used by mentors and mentees in the Advanced Mentorship Program. If you think that Basic Mentoring might be more appropriate for you or if you would like to serve as a mentor in the Basic Program, please see the Basic Mentorship Guide (MTR-11).

Successful Mentoring: Five Essential Elements

It would be surprising if mentoring is not already taking place on an informal basis within Lions clubs today. Members with common goals or interests are likely to make contacts and form friendships that allow for an exchange of information and support. The Lions Mentoring Program formalizes this process, outlines and illuminates the steps of successful mentoring, offers ideas and ways to build on these already significant relationships, and rewards participants. The results will be seen in stronger relationships and in stronger clubs.

The knowledge, goals and specific activities are but one part of a successful mentoring program. The other, perhaps equally important component is the relationship between the mentor and mentee. Lions clubs around the world include members with diverse personalities and backgrounds. This ensures that every mentoring partnership will be unique and have its own characteristic style.

The most important elements of success are the dedication and enthusiasm of the mentee and mentor. Here are other characteristics essential to the mentor/mentee relationship:

Mutual Respect. In the mentoring relationship each partner has something to respect in the other. Mentors have knowledge and wisdom based on years of experience. Mentees possess enthusiasm, are dedicated to learning and have a sincere desire to serve as effectively as possible. Both partners must recognize the strengths of the other and should celebrate their successes and mutual achievements.

Trust. Trust is essential in almost any successful human relationship. The ways to build trust are through open and honest communication, reliability, consistency and through each partner's loyalty to the other and to the organization.

Relationship Building. All relationships require work, but mentoring is an especially active journey of growth for both partners. That makes it especially important that mentors and mentees communicate clearly and frequently and address any problems without delay. All decisions should be thoughtfully discussed and arrived at together.

Being Realistic. Mentees must be realistic in their expectations about how much time and energy their mentor can devote to the partnership. Mentees must also be realistic in their estimates of how much time and energy of their own they will be able to contribute. Mentors should give honest and constructive feedback about this assessment. In doing so, mentors and mentees will establish clear expectations and boundaries for the relationship.

Time. Successful mentoring doesn't "just happen." It requires time and attention from both partners. It is essential to put meetings, conversations and e-mails on a regular schedule *and stick to it!* It is also a good idea for mentors and mentees to communicate informally between meetings.

THE LIONS ADVANCED MENTORSHIP PROGRAM

Part One - Results

This level of the Lions Advanced Mentoring Program helps mentees develop leadership and managerial skills. After working through these goals, the mentee will have an excellent understanding of the “what,” “how” and “why” needed to successfully conduct a service activity. Specifically, mentees should:

Thoroughly Understand Club Activities and Goals

Please discuss your answers with your Mentoring Lion.

- What are your club’s major service activities?
- How many people benefit from your club’s services each year?
- What are your community’s needs?
- How does your club meet those needs?
- What programs and projects is your club currently developing?
- What needs will these projects meet?

Understand Your Committee Assignment

Please discuss your answers with your Mentoring Lion.

- What is your committee assignment?
 - What are your committee’s goals for the year (July 1 - June 30)?
 - How often does your committee meet?
 - What activities will your committee conduct this year (July 1 - June 30)?
-

Requirements for completion of the Results Level

Participation in Service and Club Activities

- Assume an active role in at least two (2) service activities.
- Chair or co-chair a club committee for at least one year.
- Conduct a community needs assessment; use the Community Needs Assessment form (MK-9) if appropriate.
- Develop a club service project, or review and give a written assessment of an existing club service project. Present project to your club’s leadership.
- Attend a club board meeting.
- Attend a zone or region meeting and a district cabinet meeting.
- Attend a district, multiple district or International Convention.
- Sponsor at least one new member.

THE LIONS ADVANCED MENTORING PROGRAM

Part Two - Replication

Congratulations on your continued achievement! You have successfully progressed through the Basic Mentoring and the first part of the Advanced portion of the Lions Mentoring Program, and now you are ready for the final leg of your journey – Replication.

This final level of the Lions Mentoring Program concentrates on the mentee role of developing others, and stresses long-range growth activities that prepare the mentee for a leadership role within the association. Completion of the goals will generally take several years.

As with the previous levels of the Lions Mentoring Program, clear communication continues to be vital to the success of your mentoring partnership. Together, you should decide on a plan to attain the goals of Part Two – Replication.

Your planning should include:

- How often, when, and by what means you will communicate.
- Which goal you will tackle first and how.
- Which steps will be taken and by when.
- What resources should be utilized to attain your goals.
- How will progress be measured.

The goals for each mentee in the Replication Level are to:

- Hold office of Club President.
- Obtain an advanced Membership Key.
- Give at least one orientation briefing to new club members.
- Participate in club extension by forming (or assist with forming) one of the following: A new club, Club Branch, Campus Club, Leo Club, or other club type (Please circle your goals.)
- Attend a constitutional area Leadership Forum, or a Senior Lions Leadership Institute, or an International Convention.

REPORTING AND RECOGNITION

A job well done brings its own rewards, but it is also nice to be officially recognized for our accomplishments.

Achievement Forms for Part One and Part Two are furnished to track your progress. As each goal is attained, simply check off that area of knowledge or achievement. This form provides a clear and concise way to measure your development, and to observe the results as your mentoring partnership evolves. In addition, this is your “road map,” acting as a guide to focus your efforts and attention on areas yet to be mastered.

Upon attainment of all goals, your completed Achievement Form, with all signatures in place, must be presented to the club secretary and a copy maintained in your club’s membership files. The original form should be sent to Lions Clubs International.

Successful Advanced Mentors and Advanced Mentees are awarded a handsome lapel pin. This pin bestows deserved recognition upon truly unique Lions.

When your club secretary receives the completed Achievement Form for Part Two, he or she should notify the appropriate parties to arrange for club recognition and a celebration of your continued success. Take this opportunity to share your experiences with the Lions Mentoring Program and to acknowledge your continued growth as a Lion. In addition to celebrating your accomplishment with your club, your outstanding achievement will be honored at the district level.

As partners in the Lions Mentoring Program, both the mentor and mentee should take a great deal of pride in your accomplishments. This journey has been a long one, but no doubt it has been extremely gratifying. Pause for a moment to reflect on how far you have come, and what you have learned along the way. Both of you have made a tremendous contribution to the health and vitality of the association, to your club and to your personal development. May you continue on this path of learning and growth as you mentor other Lions.

Congratulations to both of you!

FREQUENTLY ASKED QUESTIONS

1. What is the purpose of the Lions Mentoring Program?

The purpose of the Lions Mentoring Program is to help every Lions club member worldwide achieve the goal of better serving his or her community. The goal of mentoring should be to prepare and provide quality Lions for participation at the club level and beyond.

2. What is a Mentoring Lion?

A mentor is an experienced Lion who helps another club member develop his or her knowledge and competence by completing specific tasks. The goal of a Mentoring Lion is to develop a Lions club member into a quality, effective Lion.

3. What is a Mentee Lion?

A Mentee Lion is any member who wishes to enter into a partnership with a more experienced Lion for training and guidance to increase his or her ability to serve as a Lion. Under the guidance and instruction of a mentoring Lion, a mentee Lion advances in skills and confidence and is committed to taking action in response to what is learned.

4. What can Mentees typically expect from their Mentors?

Mentors provide some or all of the following: encouragement, support, honest opinions, candid information and advice, guidance, suggestions, assistance in making good choices, information on opportunities available, help in defining and reaching goals, help in developing a network, idea stimulation and insight into Lion career paths.

5. What can Mentors typically expect from their Mentees?

Mentees must demonstrate a desire to learn, the ability to maintain a steady effort to gain skills and knowledge and abilities, flexibility, open-mindedness, a focus on goals, open communication, responsibility for their own development, ability to receive feedback and look at situations from other perspectives, and a willingness to try new things.

6. Who appoints the Mentoring Lion?

A Mentoring Lion is appointed by the club president. It may be the mentee's sponsor, but if the sponsor is not available a mentor may designate an experienced and willing member of the club.

7. Must a Mentoring Lion be a member of the Mentee Lion's club?

It is preferable for the mentor and the mentee to be members of the same Lions club. It is mandatory that the mentor be available to coach, assist and support the mentee. Members of the same club will be best able to observe and measure a mentee's progress and to help build self assurance while maintaining the mentee's interest and enthusiasm.

8. How is a Sponsor different from a Mentor?

A Sponsor attests that a Lions Club candidate is morally, socially, and financially responsible and that he or she believes that the new Lion will become an active member and will support the Lions' Objects and Ethics. Sponsors also pledge personal interest in this Lion's development. While every Lion should be actively recruiting quality members not every Lion may have the experience or time to mentor every new member he or she sponsors. A mentor is an experienced and dedicated Lion who has served in various capacities in the club and association. Mentors must be willing and capable of developing another member's competence and commitment by providing direction, coaching and support to prepare that member for various roles at the club level and beyond.

Competence is a function of knowledge and skills, which can be gained from education, training and experience. Commitment is a combination of confidence and motivation, which can be developed through proper coaching and support. Realizing that people are instructed by reason, but inspired by passion, it is crucial for the Mentoring Lion to demonstrate passion, spirit and enthusiasm as well as knowledge. The Mentoring Lion is responsible for a mentee's development beyond that provided by the sponsor.

9. Can there be more than one Mentoring Lion in a club?

Yes, as long as each meets the requirements, a Lions club may appoint as many mentors as are needed.

10. Can a Lion be a Mentor and a Mentee at the same time?

Yes. Lions who are mentees in Advanced Mentoring may serve as mentors in the Basic Mentoring Program.

11. How is progress reported?

Mentoring partners track the mentees progress at frequent meetings throughout the program. At the completion of the Advanced Mentoring Program, the mentor, mentee, club secretary and club president jointly submit an achievement form to the Membership Operations Department at International Headquarters. This qualifies the mentee and mentor for lapel pins recognizing their achievement.

12. If a problem develops during the program, who should be contacted?

The problem should be discussed with another mentor or the club president, district governor, or, if needed, the Membership Operations Department of Lions Clubs International.

13. Is there recognition for successful completion of the Lions Advanced Mentoring Program?

Yes. Successful mentees and mentors each receive a lapel pin for their outstanding achievement.

“At the end of the day, it’s not what I learned but what I taught, not what I got but what I gave, not what I did but what I helped another achieve that will make a difference in someone’s life... and in mine.”

Sid L. Scruggs, III

APPENDIX

Resources

Many resources are available from Lions Clubs International to help mentors and mentees successfully complete Advanced Mentoring Program. They include:

- *Orientation Guide* (ME-13) - a basic orientation to our association
- *Lions Information* (ME-33) - A pocket-sized version of Lions Clubs International's Objects, Code of Ethics and Mission Statement

These publications are available through the Lions Clubs International Web site (www.lionsclubs.org), which can also answer most questions about Lions programs and activities.

- *Making it Happen!* (TK-10) – A step-by-step guide to determining community needs and developing programs to meet those needs.
- *Community Needs Assessment* (MK-9) – Helps determine what services your community is lacking.
- *Appropriate Committee Chairman Guide*.
- *Club Officer's Manual*: This is the complete guide to successfully managing a club.
- The various membership program guides and brochures will provide information about individual LCI programs.

The Lions Clubs International Web site offers a wealth of information about our association. To answer specific questions, learn about programs and activities, or to see what new reference material may be available, you are encouraged to visit the site at www.lionsclubs.org.

Contact

Lions Clubs International
Membership Operations Department
Lions Clubs International
300 W 22nd St.
Oak Brook, IL 60523-8842
Tel: 630-468-6734
e-mail: memberops@lionsclubs.org Subject Line: Lions Mentoring Program

Suggested Reading

- Chip R. Bell, *Managers as Mentors* (Berrett-Koehler Publishers, Inc., 1998).
- Max DuPree, *Leading Without Power: Finding Hope in Serving Community* (JosseyBass/Pfeiffer, 1999).
- John C. Maxwell, *Developing the Leader Within You* (Thomas Nelson, Inc., 1993).
- Floyd Wickman & Terri Sjodin, *Mentoring* (McGraw Hill, 1997)
- Bob Biehl, *Mentoring* (Broadman & Holman Publishers, 1996)



Lions Clubs International

LIONS ADVANCED MENTORING PROGRAM

RESULTS LEVEL PLANNING FORM

Mentee Lion _____

Mentoring Lion _____

Consistent, clear, frequent communication is critical to an effective mentoring partnership. To ensure success, Mentoring Lion and Mentee Lion will communicate according to the following plan (include method of communication, frequency and schedule, place, etc.):

GOALS (See page 10 for goals to be achieved in Results level of the Advanced Mentoring):

Steps to take to achieve stated goal:

Mentoring Lion's suggestions/recommendations for goal:

Lions Advanced Mentoring Program
Results Level Planning Form (continued)

Steps Mentee Lion will take before next meeting with Mentoring Lion:

Resources required to achieve the stated goal:

Progress will be measured by:

Our next meeting is scheduled for:

Date Discussed: _____

Please make copies of this form as needed to plan how you will achieve each goal.



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LIONS ADVANCED MENTORING PROGRAM

RESULTS ACHIEVEMENT FORM

Mentee Lion _____

Join Date _____ Results Achievement Completion Date _____

Mentoring Lion _____

Club Name _____ Club Number _____ District _____

The following goals for the Results Level of the Lions Advanced Mentoring Program have been successfully attained by the mentee Lion with the guidance of the mentoring Lion:

Participation in Service and Club Activities

- Assume an active role in at least two (2) service activities.
- Chair or co-chair a club committee for at least one year.
- Conduct a community needs assessment; use the Community Needs Assessment form (MK-9) if appropriate.
- Develop a club service project, or review and give a written assessment of an existing club service project. Present this idea to your club's leadership.
- Attend a club board meeting.
- Attend a zone or region meeting and a district cabinet meeting.
- Attend a district, multiple district or international convention.
- Sponsor at least one new member.

We certify that the goals listed above have been attained.

Signatures:

Mentee Lion _____ Club President _____

Mentoring Lion _____ Club Secretary _____

Upon completion, please submit this form to the club secretary. Also, send a copy of this form to Lions Clubs International.





Lions Clubs International
LIONS MENTORING PROGRAM

REPLICATION LEVEL PLANNING FORM

Mentee Lion _____

Mentoring Lion _____

Consistent, clear, frequent communication is critical to an effective mentoring partnership. To ensure success, Mentoring Lion and Mentee Lion will communicate according to the following plan (include method of communication, frequency and schedule, place, etc.):

GOALS (See page 11 for goals to be achieved in Replication level of the Advanced Mentoring Program):

Steps to take to achieve stated goal:

Mentoring Lion's suggestions/recommendations for goal:

Lions Mentoring Program
Replication Level Planning Form (continued)

Steps Mentee Lion will take before next meeting with Mentoring Lion:

Resources required to achieve the stated goal:

Progress will be measured by:

Our next meeting is scheduled for:

Date Discussed: _____

Please make copies of this form as needed to plan how you will achieve each goal.



Lions Clubs International

LIONS ADVANCED MENTORING PROGRAM

REPLICATION ACHIEVEMENT FORM

Mentee Lion _____

Join Date _____ Replication Achievement Completion Date _____

Mentoring Lion _____

Club Name _____ Club Number _____ District _____

The following knowledge goals for the Replication Level of the Lions Advanced Mentoring Program have been successfully attained by the mentee Lion with the guidance of the mentoring Lion:

- Held office of Club President from July 1, _____ to June 30, _____.
- Obtained an advanced Membership Key for _____ new members.
- Gave at least one orientation briefing to new club members.
- Participated in club extension by forming (or assist with forming) one of the following:
A new club, Club Branch, Campus Club, Leo Club, or other club type (Please circle your achievements).
- Attended constitutional area Leadership Forum or Senior Lions Leadership Institute or International Convention.

We certify that the goals listed above have been attained.

Signatures:

Mentee Lion _____ Club President _____

Mentoring Lion _____ Club Secretary _____

Upon completion, please submit this form to the club secretary. Also, send a copy of this form to Lions Clubs International.





Lions Clubs International

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