

IIA Emerging Leaders Mentoring Program

Mentee Handbook



The Institute of
Internal Auditors

Program Mission:

To provide guidance and mentoring to new professionals in the internal audit field.

Program Objectives:

To provide guidance to emerging leaders in developing their career goals and aspirations, to develop leadership skills and increase self-confidence, and to invest in the future of the profession.

“Mentoring is a brain to pick, an ear to listen, and a push in the right direction.”

- John C. Crosby

Note to mentees:

Congratulations! You have taken the initiative to build a relationship with a mentor and have been paired with an experienced professional. Mentoring is an essential human connection in which one person invests time, energy and expertise to nurture the growth of another person. To gain from mentoring, you have to inquire, grasp, and absorb the mentor's offered wisdom. Below are guidelines and best practices that you can use throughout your interaction to support a successful relationship and further your development and career.

Program Guidelines

What is Expected of Me in My Role as Mentee?

- Define your goals and expectations for the mentoring relationship.
- Define your short and long-term goals.
- Convey your goals and areas of interest to your mentor.
- Maintain an active and up-to-date LinkedIn profile.
- Maintain clear and open communication and commitment to the program.
- Be proactive in scheduling discussions with your mentor.
- Be prepared – learn your mentor's background, industry, and areas of focus.
- Have an agenda—consider your goals and specific areas you would like to analyze and discuss.
- Ask thoughtful questions and reflect on feedback and answers. Accept feedback and learn from it.
- Be respectful of your mentor's time and generosity, and thank them!
- Take action and take control of your career development.
- Be available and commit to the mentor-mentee relationship to get the best value out of this program.

Most Valuable Mentoring Skill: Communication

Communication requires actively listening and asking questions to understand perspectives, questions, and concerns. As a mentee, you will need to ask powerful questions to learn and grow.

Discuss topics such as:

- Your expectations from the relationship.
- Your professional goals and aspirations.
- Your education and certification goals.
- Plans you have in place to achieve these goals.
- How your mentor can help you achieve your goals.
- Skills you feel you demonstrate well and skills you feel you can develop further.
- Ways your mentor can help with preparation to obtain internal audit certifications, networking opportunities, etc.
- Your mentor's working style, and how you should solicit advice, assistance, or feedback.

First Steps

Initial Communication

Mentees will be paired with mentors based on areas of interest, job levels, and industry types. After a match has been made, your mentor will be provided with your contact information and you will be provided with theirs. We ask that mentees initiate contact by sending an email introduction. When you contact your mentor, please inquire about their communication preferences (phone, email, etc.) Monthly meetings are recommended for the ongoing program. Mentees are also encouraged to add their mentors to their LinkedIn networks. Please ensure your profile is up to date, and reflective of current role and career goals.

A virtual orientation session will be scheduled by The IIA prior to the start of the program to discuss structure, expectations, and any questions.

First Meeting

During the first meeting, be sure to share your goals for the mentoring program and the discussions you would like to have. Set up a list of discussion priorities for future meetings, including professional background, professional goals and aspirations, career growth, skills development, networking, preparation for the CIA exam (or other professional certifications), career hurdles and how to overcome them, current events in internal audit and the business world, etc. Also discuss the preferred schedule for future meetings — frequency, days, times, etc. Depending on geographical location, in-person meetings should be considered when possible.

Mentorship Program Best Practices

Be Proactive and Prepared

You should view this mentorship relationship as an investment — the more you put in, the more you should expect to gain. Be proactive in reaching out to your mentor and in scheduling discussions. Be prepared for each meeting by bringing thoughts and questions to each discussion to ensure the conversation is thorough, productive, and organized. A prepared agenda should be provided to your mentor in advance of every meeting.

Plan Productive Meetings

Mentees are encouraged to meet monthly with their mentors, but this frequency can be adjusted based on individual schedules and preferences. It's important to meet on a regular basis to maintain momentum and to ensure topics previously discussed are still fresh in each party's mind. Try your best to stick to the agreed upon meeting time — competing priorities will always pop up, but you should make a strong attempt to avoid cancelling or postponing meetings.

Utilize Video Conferencing

Video calls can make for more impactful and collaborative conversations, as participants can pick up on non-verbal cues. Mentees and mentors are encouraged to use video-enabled technologies to facilitate face to face discussions where possible. Make sure your mentor is comfortable with this approach before initiating.

Take Advantage of Your Mentor's Experience

Mentors have a wealth of knowledge and experience to share. Ask them for advice and guidance when discussing issues you are facing, but also ask them to share their perspective and experience.

Use the Mentorship Relationship as a Networking Opportunity

Maintaining a strong network is extremely important throughout your career, especially early on. Ask your mentor if they have any contacts in your geographical location and if they can make an introduction. It's never too early to start expanding your network and contacts list in addition to networking in your organization.

Follow Up and Stay in Touch

The relationship should stay for a long time. Always follow up on the topics discussed, actions to be taken and share your success stories with your mentor.

Suggested Discussion Topics

Discussions should be focused on career development and professional topics. Several suggested discussion topics can be found below. This is not intended to be an exhaustive list, but more of a starting point for the discussions.

- **Career Goals** – What is your goal one year from today? Five years from today? Ten years from today?
- **Certifications** – Why are they important, and which certifications are the most beneficial? What is the best approach to studying?
- **Professional Associations** – In which associations do you participate? Why are they important?
- **Books and Publications** – What knowledge resources do you utilize to expand your knowledge on the profession and business topics in general? Books? Journals? Magazines? Podcasts? Blogs?
- **Skills** – What skills have benefited you most in your career? What skills do you need to work on?
- **Challenges** – What have you found most challenging in your internal audit career? How did you overcome those challenges?
- **Career Lessons** – What did you wish you knew when you were first starting your career? What key lessons have you learned from your career so far and how have you learned from those experiences?
- **“Hot topics” in the Marketplace** – How are these affecting your organizations? What steps have you taken to address them?

- **Delivering Bad News** – How, as an internal auditor, have you successfully delivered bad news to stakeholders?
- **Key Audit Best Practices** – What are some of your key learnings and best practices as related to internal audit?
- **Future of Internal Audit** – How will the profession evolve going forward and what can I do to prepare?
- **Networking** – Are there other individuals you recommend reaching out to?
- **LinkedIn Profiles** – What are best practices for maintaining and maximizing the value of my LinkedIn profile?
- **“Outside of the Box” Ideas** – Brainstorm ideas for other activities, such as:
 - Co-authoring an article for IA Magazine
 - Taking the same online training
 - Attending the same conference
 - Reading a professional book or IIA article and discussing

Maintain and Respect Privacy, Honesty, and Integrity

A primary benefit is the opportunity to develop a relationship based on open, honest interaction with an experienced internal audit professional external to your organization. Feel free to ask career-related questions that you might be hesitant to ask someone at your organization. Your ability to uphold the confidentiality of your discussions is key to building and maintaining a strong relationship.

Please also remember that this program is intended to allow mentors to provide guidance and recommendations to mentees, but individual mentees are ultimately responsible for their own professional decisions and career paths.

Questions / Concerns

If you have any questions or concerns, please contact a member of The IIA Emerging Leaders Mentoring Knowledge Group:

- **Alex Rusate**, IIA ELMKG Member; Mentoring Program Lead
- **Clemet Osei Agyemang**, IIA ELMKG Member
- **Osman Romero**, IIA ELMKG Member
- **Paden Vanhorn**, IIA ELMKG Member
- **Austin Walker**, IIA ELMKG Member
- **Jaimie Yang**, IIA ELMKG Member

Contact The IIA Emerging Leaders Mentoring Knowledge Group at membership@theiia.org.

Thank you for taking the time to invest in your career and helping to advance the next generation in the internal audit profession!

“If you cannot see where you are going, ask someone who has been there before.”

-J. Loren Norris