HB/ Healthcare Businesswomen's Association

Mentoring Program Resource Directory

HBAnet.org

Using This Directory

Key Documents for All Committee Members

Accessing Resources

What is summarized in this directory? How should it be used?

This directory **identifies resources** provided by the HBA for use in organizing, planning, implementing and evaluating its regional mentoring programs. It lists forms, tools, complete slide decks and other materials **for Mentoring Program Committees as well as for program participants**—mentors, mentees and circles. These materials have been organized into 13 sections listed in the Table of Contents (slides 6-11).

Most resource names are followed by **(US)**, **(EU)** or **(US & EU)**, which indicate the mentoring program(s) for which they are designed. US = US/group mentoring programs; EU = HBA Europe 1:1 virtual program; and US & US = may be used by both the US/group mentoring and EU/l:1 virtual mentoring programs.

Mentoring Directors/Deputy Directors: Please share this directory <u>and</u> the following documents with all members of your mentoring program committee, so everyone is aware of resources and procedures needed to accomplish the work:

- 01.01 - Committee Structure & Roles
- 01.03 - Mentoring Program Operations Manual

How can I access copies of the actual resources?

All resources have been uploaded to the library of the "HBA Mentoring Program Leaders" group on the HBA Online Community, which mentoring directors and deputy directors can access 24/7. If you are a current mentoring director or deputy director of an HBA regional mentoring program and cannot access this group, please contact mentoring@hbanet.org.

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Terms of Use

Free use of several resources in this guide has been granted by authors/developers who retain the copyright to their material; the copyright to other resources is held by the HBA.

- **Do not delete any copyright or credit lines** that appear in the footers or on individual pages or slides.

- All resources in this guide are **for use only within HBA regional mentoring programs and should not be used or distributed outside the HBA and its mentoring programs.**

If you have any questions about individual resources or their intended use, contact mentoring@hbanet.org.

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Abbreviations

1:1 = mentoring program model where 1 mentor is paired with 1 mentee

COE = Center of Excellence

DD = Deputy Director

EU = Europe

F2F = Face-to-Face

MD = Mentoring Director

MPC = Mentoring Program Committee

OIC = Operations and Internal Communications (committee)

US = United States

Table of Contents

(continued on next page)

Resources have been uploaded to the "Library" of the current "HBA Mentoring Program Leaders" group on the HBA Online Community.

Table of Contents

(continued on next page)

HB/ Healthcare Businesswomen's Association

Table of Contents

Table of Contents

(continued on next page)

Healthcare
Businesswomen's
Association

Table of Contents

(continued on next page)

HBA Healthcare Businesswomen's Association

Table of Contents

12 - Final Surveys

- 12.01 - Email with Link to Final Mentee Survey (US & EU)
- 12.02 - Email with Link to Final Mentor Survey (US & EU)
- 12.03 - Email Reminder to Complete Final Mentee Survey (US & EU)
- 12.04 - Email Reminder to Complete Final Mentor Survey (US & EU)
- 12.05 - Final Mentee Survey (US)
- 12.06 - Final Mentor Survey (US)
- 12.07 - Final Mentee Survey (EU)
- 12.08 - Final Mentor Survey (EU)

13 - Closing Celebration

- 13.01 - CLOSING WEBINAR - Email with Registration Link (US & EU)
- 13.02 - CLOSING WEBINAR - Email Reminder to Register (US & EU)
- 13.03 - FACE-TO-FACE CLOSING - Final Reminder & Meeting Confirmation (US)
- 13.04 - CLOSING WEBINAR - Slides (US)
- 13.05 - CLOSING WEBINAR - Slides (EU)
- 13.06 - FACE-TO-FACE CLOSING MEETING - Slides (US)
- 13.07 - CERTIFICATES - Mentee, Mentor, Committee (US)
- 13.08 - CERTIFICATES - Mentee, Mentor, Committee (EU)

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The Resources

Section 01

Committee Start-Up Resources

Key Resource
Provide to all Mentoring Program Committee Chairs & members.

- **Describes regional mentoring program leadership, committee structure & roles.**
- **Identifies the program's 5 committees & the roles & responsibilities of each.**
- **Provides reporting structure**
- **Indicates the term & timing of the work.**

01.02 - MENTORING PROGRAM COMMITTEE - Contact List Template

OIC Committee gathers contact information from all Mentoring Program Committee members using this template.

- Emails the completed list to Mentoring Director, Deputy Director & all Mentoring Program Committee members
- Sends a copy to Lori Whitehand at: lwhitehand@hbanet.org
- Updates & redistributes list, as necessary

Last Name	Preferred Email	Secondary Email	Preferred Phone	Secondary Phone	Committee (See Committee Structure & Roles)	Position (eg, Member, Chair)

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Section 01

Committee Start-Up Resources

Sample Schedule & General Timeframes*	Activity	Tips, Hints, Reminders	Resources (Available in the "HBA Mentoring Program Leaders" group)

Month of March (~4-6 weeks prior to Kickoff)	**Match Process**
	 • Match Committee does final check for any missing Mentee and Mentor Applications; sends final reminders for immediate completion of any outstanding applications.
	 • Match Committee contacts HBA Central's Lori Whitehand (lwhitehand@hbanet.org) to close Mentee and Mentor Applications on SurveyMonkey.
	 • Match Committee reviews mentee and mentor application information. Using match criteria **(05.01)**, committee:
	   – Creates co-mentor pairs
	   – Creates mentee groups of 4-5
	   – Combines mentor pairs with mentee groups
	 • Match Chair reviews proposed mentoring group composition with MD prior to finalizing.
	 • Match Committee sends out Mentee and Mentor acceptance emails using the mentoring program email account. **(05.02, 05.03, 05.04, 05.05)**
	   – Per acceptance email, those offered a place in the program are asked to immediately confirm their participation by return email.
	 • Match Committee tweaks mentoring group composition, as needed, to deal with business conflicts, personal issues, decisions not to participate.
	 • Match Chair prepares final list of mentees and mentors who will not be participating in the program (ie, nonacceptances AND those who were accepted into the program but decided not to participate); reviews w/MD.
	   – Sends out nonacceptance notifications **(05.06, 05.07, 05.08, 05.09)** to mentees and mentors those who could not be placed in a group.
	   – Prepares a list of any Mentee Program Fee refunds needed (ie, mentees who could not be placed in a group AS WELL AS mentees who decided not to participate in the program and notified the committee by the deadline). Sends one list with all refund requests to HBA Central event administration (events@hbanet.org) for processing. Note: Refunds may take several weeks to process/post.
	 • Match Committee ensures mentees and mentors who have been accepted into the program and decided to participate are current HBA members or join HBA prior to the Kickoff; follows up with those who aren't members to make sure they join.
		• **Be ready to reconfigure groups** if business/other conflicts surface. This can happen up until the Kickoff (although by sharing the names of group members with each circle early on, late surprises can be minimized).
		
		 • It can be VERY helpful to have several individuals who are willing to be **"on-call/stand by" mentors** (ie, can jump in to serve, if needed, at the last minute). These individuals may come from the Mentoring Program Committee, Regional/Chapter Boards or past Mentor pool.
			• Always check **00.00 - Mentoring Program Resource Directory** for instructions/tips on using resources listed below:
			
			 • **05.01** - Match Process, Principles, Tips
			
			 • **05.02** - Acceptance Notice - Mentee (US)
			
			 • **05.03** - Acceptance Notice - Mentor (US)
			
			 • **05.04** - Acceptance Notice - Mentee (EU)
			
			 • **05.05** - Acceptance Notice - Mentor (EU)
			
			 • **05.06** - Nonacceptance Notice - Mentee (US)
			
			 • **05.07** - Nonacceptance Notice - Mentor (US)
			
			 • **05.08** - Nonacceptance Notice - Mentee (EU)
			
			 • **05.09** - Nonacceptance Notice - Mentor (EU)

21-page guide to activities, actions & resources for planning, implementing & evaluating HBA mentoring programs.

- Organized chronologically
- Details specific actions to be taken by mentoring program leadership & committees
- Provide recommended timeframes for each activity
- Highlights key collaboration points with regional Centers of Excellence.
- Identifies mentoring program resources & how to use them.

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02.01 - Set-Up Form - Group Mentoring Programs (US)

Program Set-Up Forms

- **Submit 16 weeks prior to Kickoff date (so there is adequate time to promote program & recruit mentees & mentors as well as to complete the match process, issue acceptances/nonacceptances, train/orient mentors & mentees, etc).**

- **Both the Mentee Application Survey & Mentor Application Survey must be customized, finalized & tested to open registration. Links to each required in set-up form.**

- **Kickoff date needed to open registration (& also for the application surveys).**

- **Allow 5 full business days from submission of fully completed form to opening of registration (for program set-up, creation/testing of workflow emails, etc).**

Program Set-Up Forms

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Program Set-Up Forms

- **Examples: Mentor Training, Mentee Orientation, Networking Socials, Kickoff, Closing Celebration**

- **Recommend setting up mentoring program-related events at least 8 weeks prior to event date.**

Section 03

Marketing & Promotion

Reach out to your region's Marketing Center of Excellence (COE) President to have social media slides developed for your program.

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03.02 - Chapter Event Slides

Reach out to your region's Marketing Center of Excellence (COE) President to develop one or more slides that can be shown at chapter/regional events to promote the mentoring program.

- Start this process early: It takes time for your fellow volunteers to prepare these materials.

- Again, work ahead: Ensure these slides reach the right individuals at the local/regional level so they can be incorporated into the Opening Remarks (& the presenter's slides) at these events.

- Make sure these slides are available in advance of when registration opens for the mentoring program. Ask that these slides be displayed at all chapter/regional events before & throughout the open registration period.

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03.03 – Promo Email to Past Participants (US programs)

Recommended Subject Line:
Invitation to re-enroll in this year's mentoring program - Registration closes [date]

Dear Mentoring Colleague,

You know, first hand, how group mentoring can enrich professional development, accelerate career advancement and expand your leadership network. As a past participant in an HBA mentoring program, we are pleased to provide this special announcement and invitation to re-enroll in this year's program.

Registration is now open for the [year] HBA [region] Group Mentoring Program, [make underlined copy a link to the program registration page] which offers the following choice of locales for in-person meetings of mentoring groups:

- [City, State or other description]
- [City, State or other description]
- [City, State or other description]
- [City, State or other description]
- [City, State or other description]
- Depending on interest, a small number of virtual groups may be created

This program is only offered once a year, and **registration will close on** [registration close date] to accommodate Mentor Training (date), Mentee Orientation (date) and the Kickoff event (date).

Don't miss this opportunity to re-engage with a new circle of HBA members in this results-oriented program. Register now! [make underlined copy a link to the program registration page]

P.S. Please feel free to share this with others in your professional circle who you think could benefit from this experience.

Warm wishes,
HBA [region] Regional Mentoring Program Committee

P.S. If you have questions about this program, please contact [Name] at [phone number] or email [mentoring program email address].

Promotional email draft to past participants of an HBA Group Mentoring Program.

- Customize areas highlighted in "yellow" with your program's information & registration deadline.

- Pull the list of last year's mentoring program participants from ProTech (include mentees & mentors; delete cancellations). Note: Mentoring Director & Deputy Director have 24/7 access to ProTech reports.

- Send the list & the customized email to your region's Marketing Center of Excellence (COE) President, so they can work with HBA's Marketing Staff to send out from Informz.

Section 03

Marketing & Promotion

Promotional email draft to past participants of the HBA Europe 1:1 Mentoring Program.

- Customize areas highlighted in "yellow" with your program's information & registration deadline.

- Pull the list of last year's mentoring program participants from ProTech (include mentees & mentors; delete cancellations). Note: Mentoring Director & Deputy Director have 24/7 access to ProTech reports.

- Send the list & the customized email to your region's Marketing Center of Excellence (COE) President, so they can work with HBA's Marketing Staff to send out from Informz.

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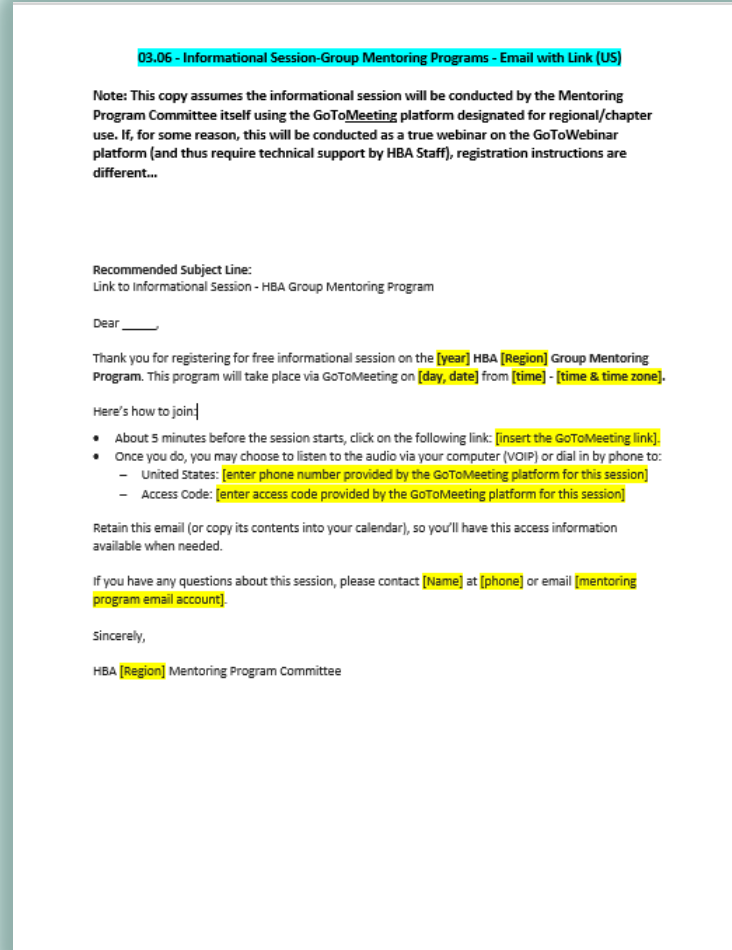Businesswomen's
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Marketing & Promotion

Description of an informational session on the HBA Group Mentoring Program.

- Customize areas highlighted in "yellow" with your program's information.

- This virtual session is conducted by the Mentoring Program Committee itself on the GoTo**Meeting** platform designated for Regional/Chapter use.

Section 03

Marketing & Promotion

03.06 - Informational Session-Group Mentoring Programs - Email with Link (US)

Note: This copy assumes the informational session will be conducted by the Mentoring Program Committee itself using the GoToMeeting platform designated for regional/chapter use. If, for some reason, this will be conducted as a true webinar on the GoToWebinar platform (and thus require technical support by HBA Staff), registration instructions are different...

Recommended Subject Line:
Link to Informational Session - HBA Group Mentoring Program

Dear _____,

Thank you for registering for free informational session on the [year] HBA [Region] Group Mentoring Program. This program will take place via GoToMeeting on [day, date] from [time] - [time & time zone].

Here's how to join:
- About 5 minutes before the session starts, click on the following link: [insert the GoToMeeting link].
- Once you do, you may choose to listen to the audio via your computer (VOIP) or dial in by phone to:
  - United States: [enter phone number provided by the GoToMeeting platform for this session]
  - Access Code: [enter access code provided by the GoToMeeting platform for this session]

Retain this email (or copy its contents into your calendar), so you'll have this access information available when needed.

If you have any questions about this session, please contact [Name] at [phone] or email [mentoring program email account].

Sincerely,

HBA [Region] Mentoring Program Committee

Email with link to an informational session conducted on the GoToMeeting platform managed by the Mentoring Program Committee.

- Customize areas highlighted in "yellow" with your program's information & link/dial-in number from GoToMeeting.

- This copy assumes the informational session will **be conducted by the Mentoring Program Committee itself using the GoToMeeting platform designated for regional/chapter use**. If, for some reason, this will be conducted as a true webinar on the GoToWebinar platform (& thus require technical support by HBA Central Staff), registration instructions are different...
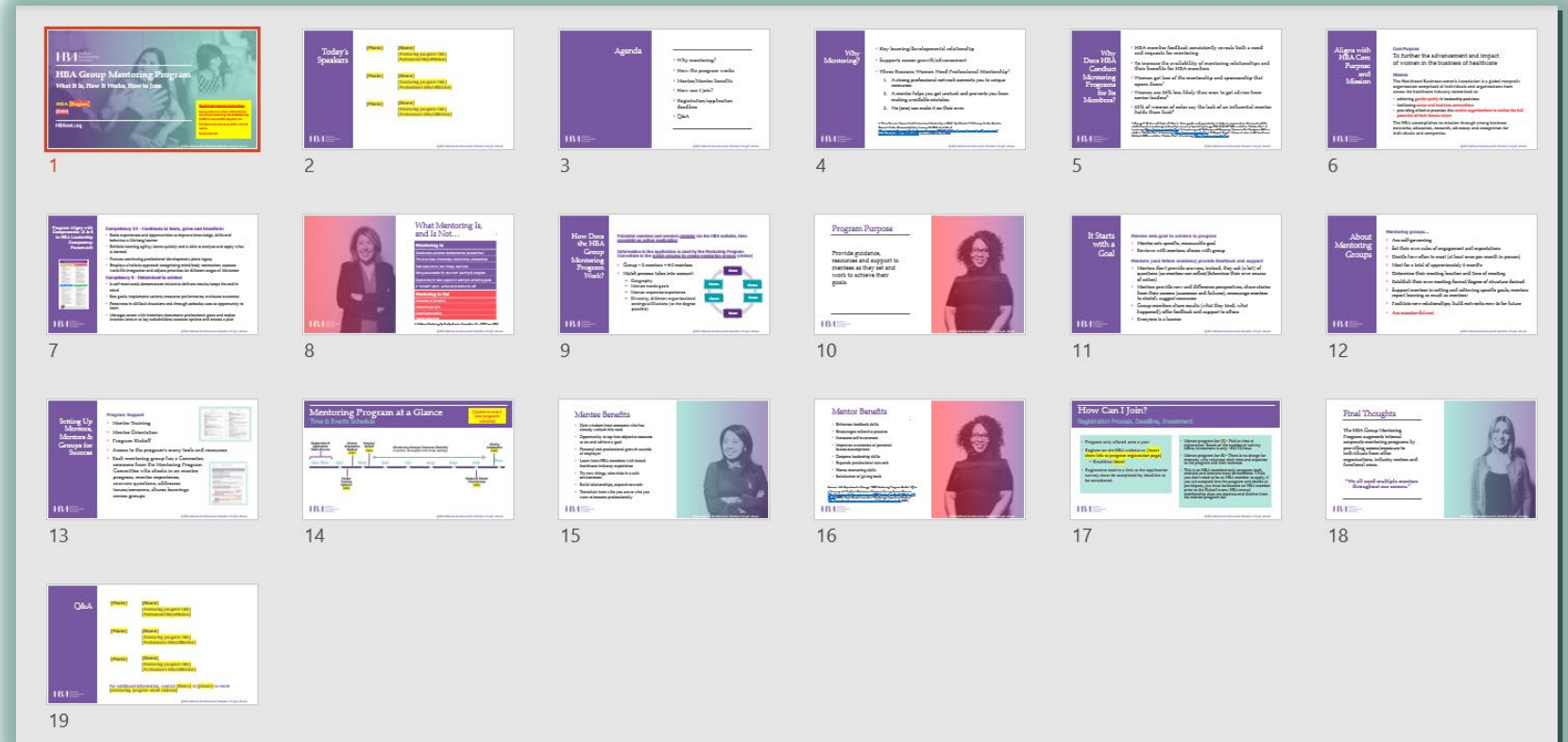
03.07 - INFORMATIONAL SESSION - Slides (US)

Complete slide deck (19 slides) for an informational session on HBA's Group Mentoring Program

- Customize highlighted areas with your program's information & registration deadline.
- Set-up & run a virtual informational session yourself using the GoTo**Meeting** platform designated for regional/chapter use.
- Slide deck may also be used for Lunch & Learn meetings.

04.01 - Mentee Application Survey (US)
04.02 - Mentor Application Survey (US)

Survey Monkey has imposed limitations on account access -

HBA is exploring how to manage these new restrictions. In the interim, contact HBA Central's Lori Whitehand (lwhitehand@hbanet.org) for assistance/support.

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Application Surveys

04.03 - Mentee Application Survey (EU)
04.04 - Mentor Application Survey (EU)

Survey Monkey has imposed limitations on account access -

HBA is exploring how to manage these new restrictions. In the interim, contact HBA Central's Lori Whitehand (lwhitehand@hbanet.org) for assistance/support.

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Section 04

Application Surveys

04.05 - Email Reminder to Complete Mentee Application (US & EU)

Recommended Subject Line:
Reminder - Complete your mentee application by [date] to be considered for the program

Dear Mentee Candidate,

To be considered for the HBA [Region] Mentoring Program, you must complete the Mentee Application by [date]. The information you provide in the survey will be used by the Mentoring Program Committee in the match process. Please complete this survey even if you were a Mentee in last year's program.

Click on this link to go to the application: [enter Mentee Application Survey link].

If you have questions about the application or the program, please contact [Name] at [phone number] or email [mentoring program email address].

Warm wishes,
HBA [Region] Mentoring Program Committee

04.06 - Email Reminder to Complete Mentor Application (US & EU)

Recommended Subject Line:
Reminder - Complete your mentor application by [date] to be considered for the program

Dear Prospective Mentor,

To be considered for the HBA [Region] Mentoring Program, you must complete the Mentor Application by [date]. The information you provide in the survey will be used by the Mentoring Program Committee in the match process. Please complete this survey even if you served as a Mentor last year.

Click on this link to go to the application: [enter Mentor Application Survey link].

If you have questions about the application or the program, please contact [Name] at [phone number] or email [mentoring program email address].

Warm wishes,
HBA [Region] Mentoring Program Committee

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Section 05

Application Review & Notifications

Match Process, Principles, Tips
Prepared by Liz Stueck

US programs (in-person, group model)

1. Getting Started
   - Download data (in Excel format) from both the mentor and mentee application surveys, so information can be sorted and resorted on different variables.
   - Most programs create mentee groups and mentor pairs separately; sometimes different individuals from the Match Committee are assigned to each task. Once that's done, mentee groups are matched with mentor pairs.
   - Ideal group composition: 2 mentors paired with 4-5 mentees
2. Any Immediate Disqualifiers?
   - Can't make an in-person kickoff (if waived, Committee/Connector must be willing to help this individual make a quick connection to their group)
   - Can't commit to program expectations, time requirements, etc.
   - Mentor applicants without requisite experience (can you suggest they participate as a mentee first?)
3. Criteria
   - Since the HBA US mentoring model is based on in-person groups, the first or primary sort is **geography** (ie, mentoring locales) to help facilitate in-person meetings.
     - While a small number of virtual groups *may* be offered, this is **not** the primary focus of the US regional program. Proposed virtual group members should be those who, for whatever reason, prefer/need a virtual setting (as vs those who accept this as much less preferred option).
   - Mentoring **area of focus** (mentees) with mentoring **area of expertise** (mentors)
   - What mentees **want to learn** (eg, entrepreneurship) with reported mentor **experiences** (eg, have started a company)
   - For co-mentors
     - **Diversity of organizational setting** (ie, pair a professional coach or consultant with an industry leader; don't pair two coaches--or two consultants--together)
     - **Level of experience** - Pair a mentor who is new to the HBA program with one who has served before.
     - **Gender diversity** - If you have male mentors in your program, do not pair them together.
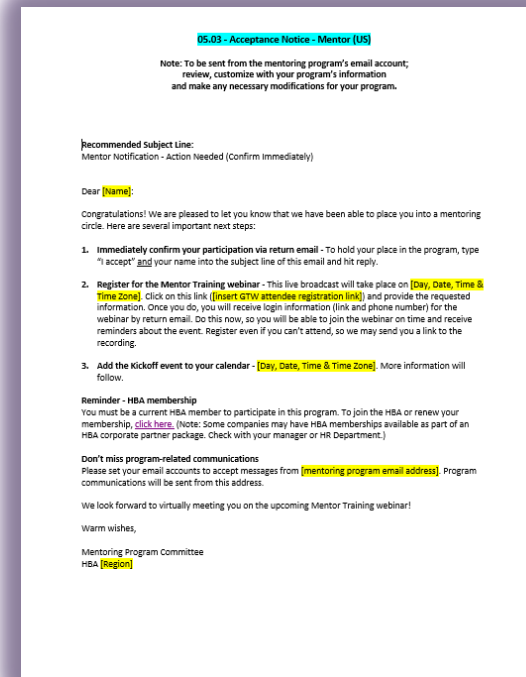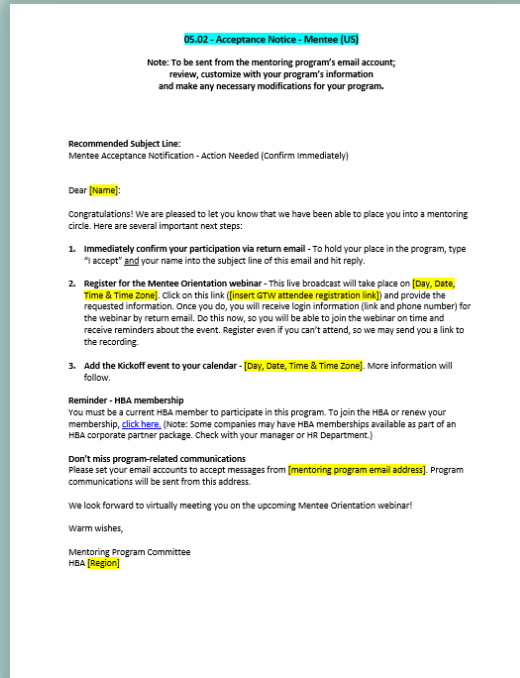
Page 1 of 2

- For mentee groups
  - **Diversity in mentee functional areas** can provide new/different perspectives (as versus having all mentees come from one functional area) although sometimes mentees who have a similar area of focus (eg, scientists who want to learn more about the commercial side) can benefit from being in the same group.
4. Other Considerations
   - To the extent possible, **avoid having individuals from the same company in a group together**. If that's not possible, try to ensure that the individuals come from different parts of the organization. Always check the acceptability of this with both individuals.
   - Check for **mentee comfort** (or ambivalence) with having a **male mentor**. If a mentee answers "no" or "not sure" in the survey, do not place her in a group with a male mentor. Likewise, is the mentee comfortable with having a **male mentee** in the circle?
5. Input & Review
   - Match Committee should review proposed circle make-up with other Mentoring Program Committee members who may have **personal knowledge of the individuals**-- another reason why it's advantageous to have volunteers from across the region serve on the committee.
   - Match results should be reviewed with the **Mentoring Program Leadership** (Mentoring Director or Deputy Director) before being finalized.
   - When timing permits, it can be helpful to have **co-mentors preview** the list of proposed mentees in their group for any issues/conflicts, etc.
6. Issues & Adjustments
   - **Be prepared to make adjustments** - A mentor or mentee may decide NOT to participate or an issue unknown to the Committee may surface.
   - **Personal issues or potential conflicts of interest** (eg, past manager/employee relationships that were problematic, industry/vendor relationships, etc) may prompt a request for reassignment to another group. If this occurs, a Committee member should speak with the individual to ascertain the nature of the situation and determine if there is another group to which the individual can be switched. Having adequate time between notifications and the date of the kickoff can help get adjustments made early, ideally before group members first meet each other.
7. Tips & Best Practices
   - If possible, have a "spare" Mentor (or 2!) on tap; perhaps a "spare" Mentee, too. These individuals could be members of the Mentoring Program Committee…
   - **Don't start out with less than 4 Mentees in a circle.** (If there are only 3 mentees to start and one drops, the "group" format rapidly deteriorates.)
8. Resources
   - **February 2018 Mentoring Functional Call recording available at**: https://attendee.gotowebinar.com/recording/4625974561617643522

Page 2 of 2

05.02 - Acceptance Notice - Mentee (US)
05.03 - Acceptance Notice - Mentor (US)

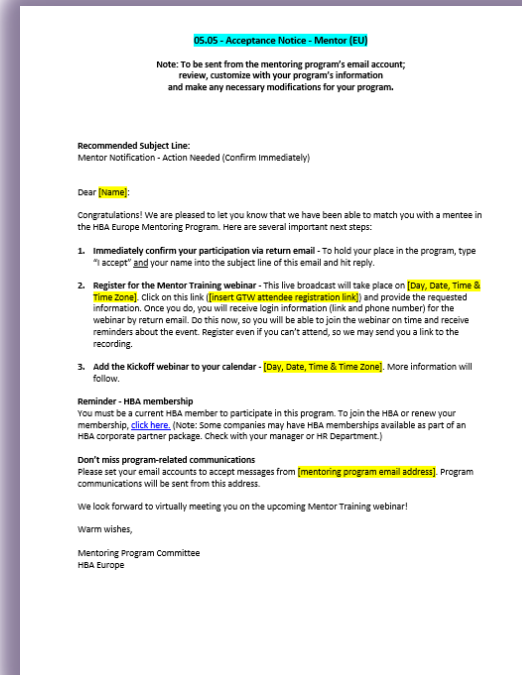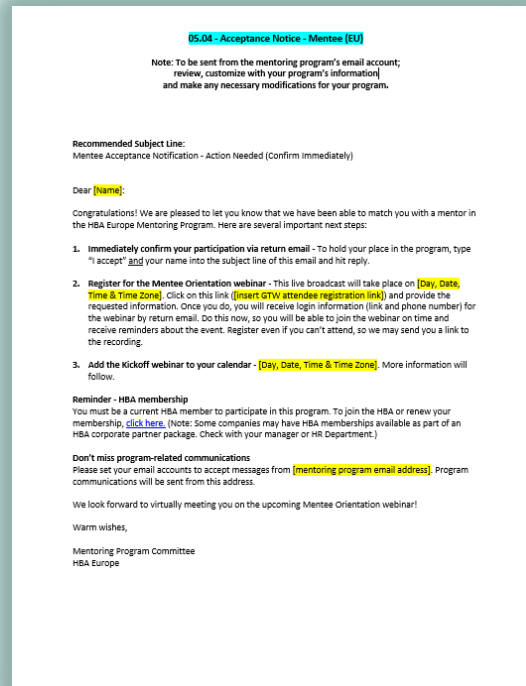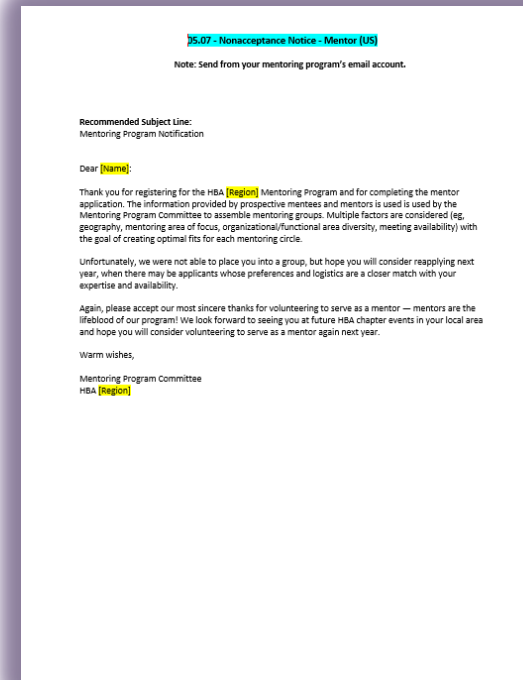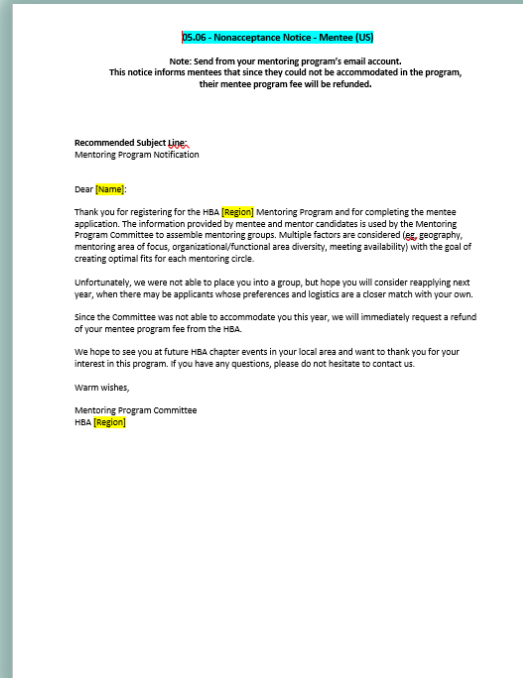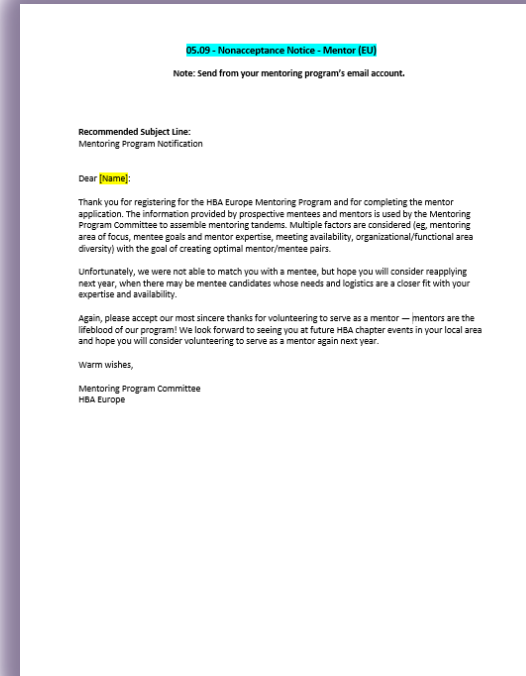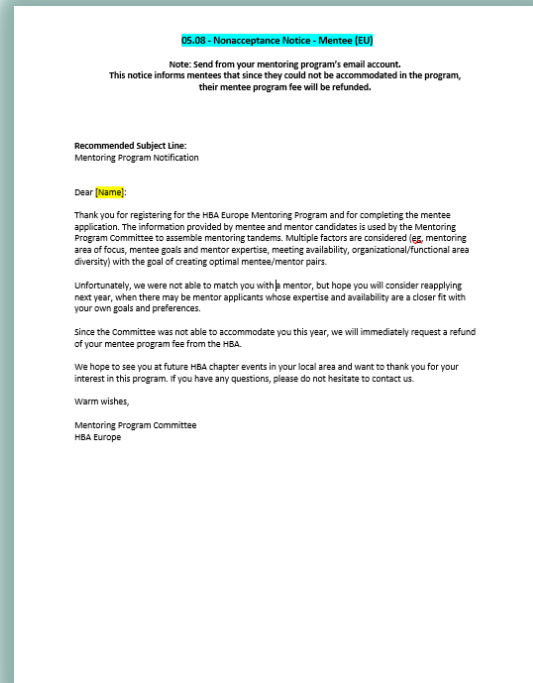**Acceptance Notices for Group Mentoring Programs (US)**

- Send from your mentoring program's email account.

- Review & customize with your program's information.

- Mentee notice includes invitation & link to register for the Mentee Orientation webinar.

- Mentor notice includes invitation & link to register for the Mentor Training webinar. If your program's Mentor Training session will be held as a Face-to-Face Meeting, please amend this language accordingly & include your meeting registration/RSVP link.

- Both notices ask participants to confirm their participation by return email.

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05.04 - ACCEPTANCE NOTICE - Mentee (EU)
05.05 - ACCEPTANCE NOTICE - Mentor (EU)

Acceptance Notices for HBA Europe Mentoring Program (EU)

- Send from your mentoring program's email account.

- Review & customize with your program's information.

- Mentee notice includes invitation & link to register for the Mentee Orientation webinar.

- Mentor notice includes invitation & link to register for the Mentor Training webinar. If your program's Mentor Training session will be held as a Face-to-Face Meeting, please amend this language accordingly & include your meeting registration/RSVP link.

- Both notices ask participants to confirm their participation by return email.

Application Review & Notifications

05.06 - NONACCEPTANCE NOTICE - Mentee (US)
05.07 - NONACCEPTANCE NOTICE - Mentor (US)

Nonacceptance Notices for Group Mentoring Programs (US)

- Send from your mentoring program's email account.

- Review & customize with your program's information

- Mentee notice informs mentees that since they could not be accommodated in the program, their mentee program fee will be refunded.

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05.08 - NONACCEPTANCE NOTICE - Mentee (EU)
05.09 - NONACCEPTANCE NOTICE - Mentor (EU)

Nonacceptance Notices for HBA Europe Mentoring Program (EU)

- Send from your mentoring program's email account.

- Review & customize with your program's information

- Mentee notice informs mentees that since they could not be accommodated in the program, their mentee program fee will be refunded.

06.01 - New Virtual Kickoff Model - First Email to Co-Mentors (US)

For New Virtual Kickoff Model - First Email to Co-Mentors (US)

- Send from your mentoring program's email account
- Customize with your program's information, dates, links
- OIC adds contact information for all members of the of the mentoring group in the table.
- Outlines key actions for co-mentors to take

- Includes reminder to register for the Mentor Training webinar
- Provides link to register for the Kickoff webinar
- **Includes a draft email for co-mentors to send to their mentees (after signature line)**

Notes:
1. **Make sure you understand how this model works - More information in the Mentoring Program Operations Manual (01.03).**
2. **The instructions provided to co-mentors AND co-mentor reliability in sending these communications on time to their mentees is critical to a having a successful kickoff.**
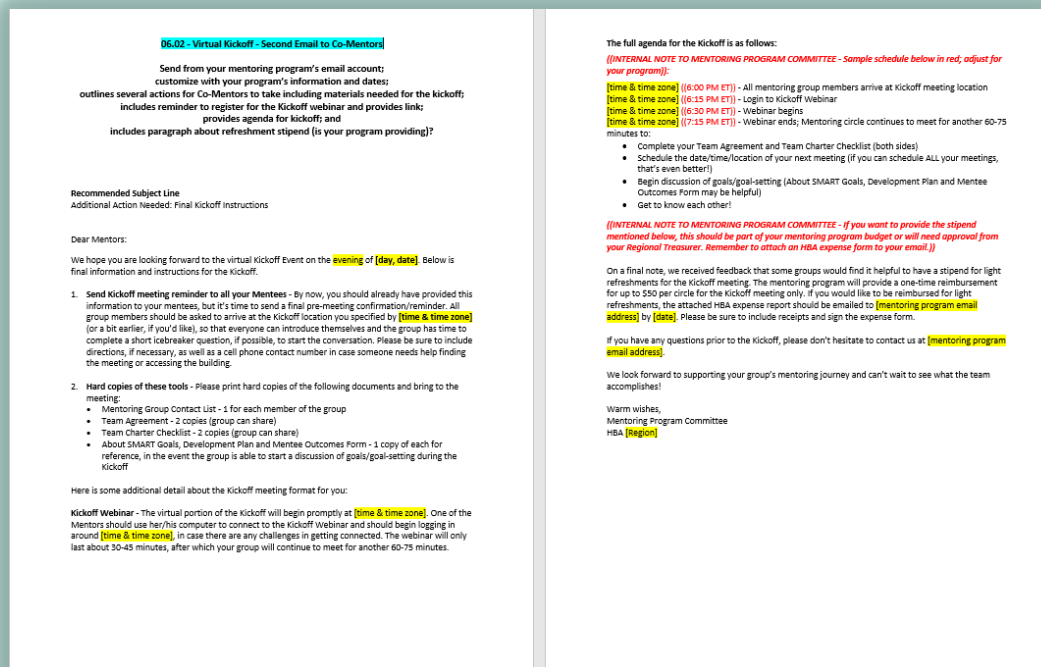
06.02 - NEW VIRTUAL KICKOFF MODEL - Second Email to Co-Mentors (US)

For New Virtual Kickoff Model - Second Email to Co-Mentors (US)

- Send from your mentoring program's email account
- Customize with your program's information, dates, links
- Email summarizes several actions for co-mentors to take & includes materials they should bring to the kickoff; includes a reminder to register for the Kickoff webinar & provides the link to it
- Provides agenda for the kickoff
- There is a paragraph describing a **refreshment stipend** - is your program providing? (Should be part of your mentoring program budget or will need approval from your Regional Treasurer.)

Section 07

Mentor Training

For Mentor Training webinar

- Send from your mentoring program's email account.

- Review & customize with your program's information

- Include Attendee registration link to Mentor Training webinar.

07.02 - Mentor Training Webinar - Email with Registration Link (US & EU)

Recommended Subject Line:
Reminder - You still need to register for the Mentor Training webinar on [date]

Dear Mentors,

A quick reminder to register for the upcoming **Mentor Training webinar,** which will be held on [day, date] from [time]–[time & time zone]. This live broadcast will provide an overview of the program, describe mentor/mentee roles, responsibilities and best practices, and help you prepare for the upcoming kickoff event.

To register, click on this link [insert Attendee link to the Mentor Training webinar] and provide the requested information. Once you do, you will receive your personal webinar access information (link and phone number) by return email.

We look forward to connecting with you during this virtual session!

Warm wishes,

Mentoring Program Committee
HBA [Region]

For Mentor Training webinar

- Send to mentors who have not yet registered from your mentoring program's email account.

- Review & customize with your program's information

- Include Attendee registration link to Mentor Training webinar.

07.03 - MENTOR WEBINAR & FACE-TO-FACE MEETING - Slides (US)

Complete slide deck (48 slides) for Mentor Training (group mentoring programs)

- Can be used for virtual or face-to-face mentor training sessions; see notes within slide deck.

Section 07

Mentor Training

Complete slide deck (44 slides) for Mentor Training webinar (1:1 program)

- See notes within slide deck.

HBA — Healthcare Businesswomen's Association
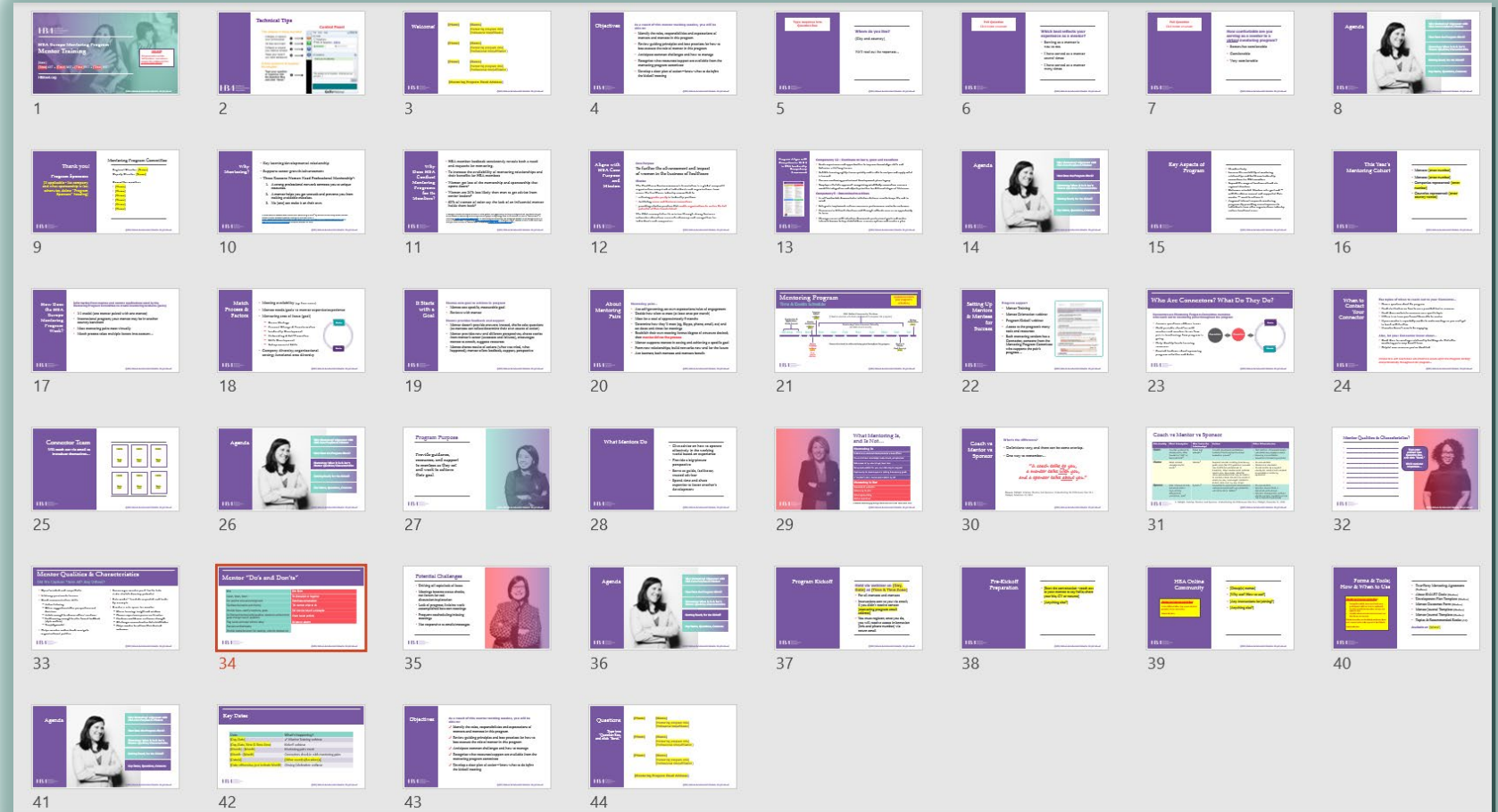
Section 07

Mentor Training

07.05 - Mentor Training - Email with Link to Recorded Webinar (US & EU)

Recommended Subject Line:
Mentor Training - Link to webinar recording

Dear Mentors,

Thanks to those who joined us for Mentor Training webinar; we hope you found it helpful in preparing for your role as a mentor in this year's program!

For those who were not able to participate in the live broadcast (or for those who might like to review the content again), here is a link to the recorded session: [insert link to the Mentor Training webinar recording]. Please view it as soon as possible, as it contains important actions to take in advance of the kickoff.

A PDF of the webinar slides has also been attached for your convenience.

If you have any questions, please don't hesitate to reach out to us at [mentoring program email address].

Warm wishes,

Mentoring Program Committee
HBA [Region]

For Mentor Training webinar

- Send from your mentoring program's email account.

- Review & customize with your program's information

- Include link to Mentor Training webinar recording.

- Attach PDF of Mentor Training slides to email.

HBA Healthcare Businesswomen's Association

Section 08

Mentee Orientation

08.01 - Mentee Orientation Webinar - Email with Registration Link (US & EU)

Recommended Subject Line:
Register now - Mentee Orientation webinar on [date]

Dear Mentees,

Welcome to Mentee Orientation for the [year] HBA [Region] Mentoring Program!

Our **Mentee Orientation webinar** will be held on [day, date] from [time]-[time & time zone]. We look forward to having you join this live broadcast, which will provide an overview of the program, describe mentee/mentor roles, responsibilities and best practices, and help you prepare for the upcoming kickoff event. Ample time will also be provided for a Q&A session with the Mentoring Program Committee.

This session will be held as a webinar and **you must register for it by clicking on this link** [insert Attendee link to the Mentee Orientation webinar] and providing the requested information. Once you do, you will receive your personal webinar access information (link and phone number) by return email. Register now, so you'll be ready to login to the program and receive reminders about this event from the HBA Education Department webinar platform.

Both new and returning mentees should attend this required orientation, as several important changes and innovations have been made to this year's program. Everyone is encouraged to attend the live broadcast; however, the webinar will be recorded for those with scheduling conflicts.

We look forward to connecting with you during this virtual session on [date]!

Warm wishes,

Mentoring Program Committee
HBA [Region]

For Mentor Training webinar

- Send from your mentoring program's email account.

- Review & customize with your program's information

- Include Attendee registration link to Mentee Orientation webinar.

HBA Healthcare Businesswomen's Association

Section 08

Mentee Orientation

08.02 - Mentee Orientation Webinar - Email with Registration Link (US & EU)

Recommended Subject Line:
Reminder - You still need to register for the Mentee Orientation webinar on [date]

Dear Mentees,

A quick reminder to register for the upcoming **Mentee Orientation webinar**, which will be held on [day, date] from [time]-[time & time zone]. This live broadcast will provide an overview of the program, describe mentee/mentor roles, responsibilities and best practices, and help you get ready for the kickoff event.

To register, <u>click on this link</u> [insert Attendee link to the Mentee Orientation webinar] and provide the requested information. Once you do, you will receive your personal webinar access information (link and phone number) by return email.

We look forward to connecting with you during this virtual session!

Warm wishes,

Mentoring Program Committee
HBA [Region]

For Mentee Orientation webinar

- Send to mentees who have not yet registered from your mentoring program's email account.

- Review & customize with your program's information.

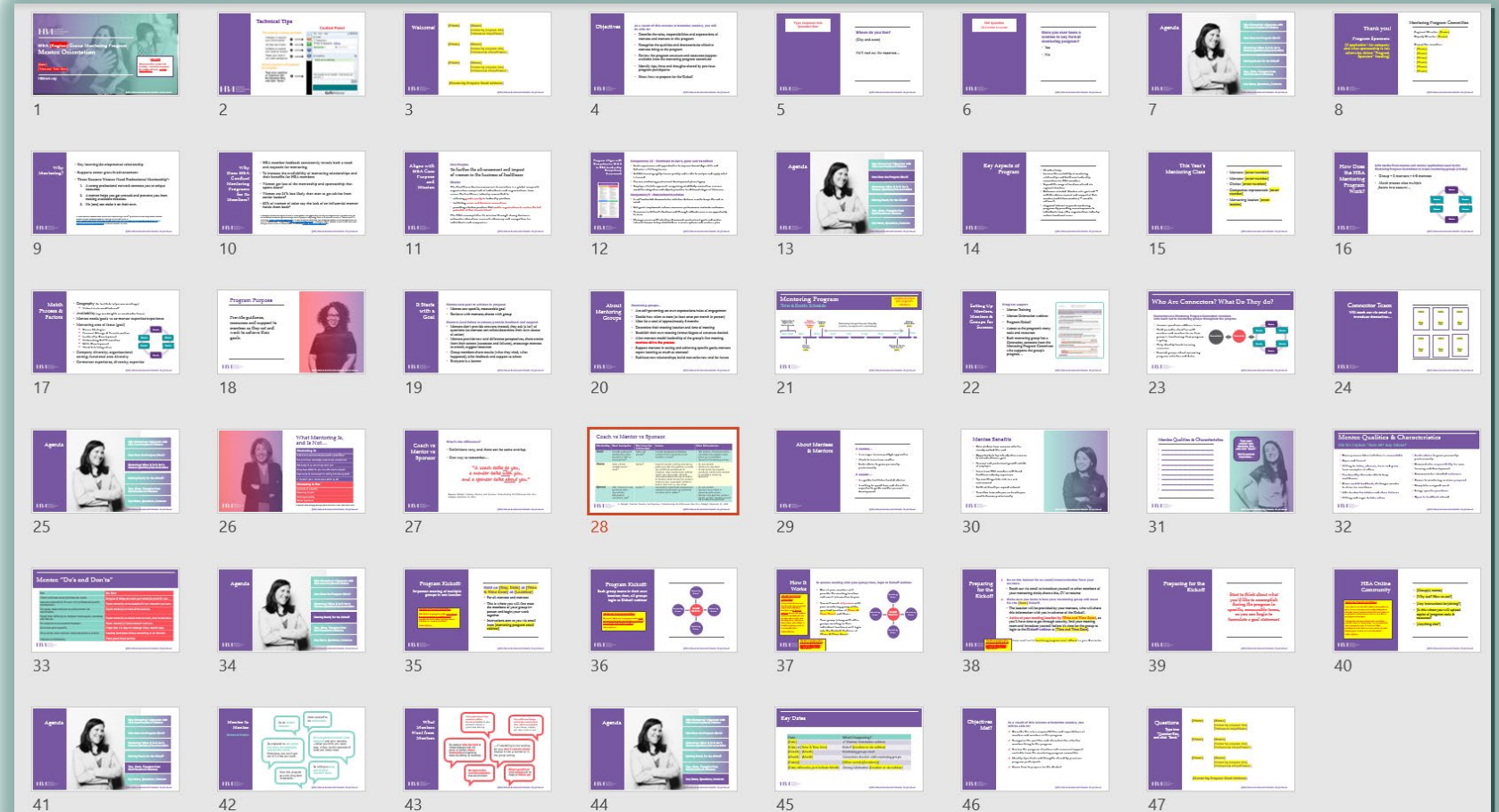- Include Attendee registration link to Mentee Orientation webinar.

08.03 - MENTEE WEBINAR - Slides (US)

Complete slide deck (47 slides) for Mentee Orientation webinar (group mentoring programs).

- See notes within slide deck.

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Mentee Orientation

08.04 - MENTEE WEBINAR - Slides (EU)

Complete slide deck (45 slides) for Mentee Orientation webinar (1:1 program)

- See notes within slide deck.

Section 08

Mentee Orientation

08.05 - Mentee Orientation Webinar - Email with Link to Recorded Webinar (US & EU)

Recommended Subject Line:
Mentee Orientation - Link to webinar recording

Dear Mentees,

Thanks to those who joined us for the Mentee Orientation webinar; we hope you found it helpful in preparing for your role as a mentee in this year's program!

For those who were not able to participate in the live broadcast (or for those who might like to review the content again), here is a link to the recorded session: [insert link to the Mentee Orientation webinar recording]. Please view it as soon as possible, so you're ready for the upcoming kickoff event.

A PDF of the webinar slides has also been attached for your convenience. [attach PDF of Mentee Orientation slides to this email]

If you have any questions, please don't hesitate to reach out to us at [mentoring program email address].

Warm wishes,

Mentoring Program Committee
HBA [Region]

For Mentee Orientation webinar recording

- Send from your mentoring program's email account.

- Review & customize with your program's information

- Include link to Mentee Orientation webinar recording.

- Attach PDF of Mentee Orientation slides to email.

Healthcare Businesswomen's Association

Section 09

Kickoff Event

09.01 - Kickoff Webinar - Email with Registration Link (US & EU)

Recommended Subject Line:
Register now - Kickoff webinar on [date]

Dear Mentees and Mentors, *((Note: If following the new virtual kickoff model, only Mentors register for the Kickoff webinar.))*

We are delighted to be kicking off the [year] HBA [region] Mentoring Program via webinar on [day, date] at [time(s) & time zone(s)]. *((Note: If program participants are from multiple time zones, recommend listing all major times & time zones.))*

This session will be held as a webinar, and **you must register for it by clicking on this link** [insert Attendee link to the Kickoff webinar] and providing the requested information. Once you do, you will receive your personal webinar access information (link and phone number) by return email. Register now, so you'll be ready to login to the program and receive reminders about this event from the HBA Education Department webinar platform.

We look forward to connecting with you soon!

Warm wishes,

Mentoring Program Committee
HBA [Region]

For Kickoff webinar

- Send from your mentoring program's email account.

- Review & customize with your program's information

- Include Attendee registration link to the Kickoff webinar.

- If following the new virtual kickoff model, only mentors register for the Kickoff webinar.

Healthcare Businesswomen's Association

Kickoff Event

09.02 - Kickoff Webinar - Email Reminder to Register (US & EU)

Recommended Subject Line:
Reminder - You still need to register for the Kickoff webinar on [date]

Dear _____, ((Send to those who have not yet registered. Note: If following the new virtual kickoff model, only Mentors need to register for the Kickoff webinar.))

You still need to register for the Kickoff webinar, which will be broadcast live on [day, date] at [time(s) & time zone(s)]. ((Note: If program participants are from multiple time zones, recommend listing all major times & time zones.))

Click here to register: [insert Attendee link to the Kickoff webinar]. Once you do, you will receive your personal webinar access information (link and phone number) by return email.

We look forward to connecting with you soon!

Warm wishes,

Mentoring Program Committee
HBA [Region]

For Kickoff webinar

- Send from your mentoring program's email account.

- Review & customize with your program's information

- Include Attendee registration link to the Kickoff webinar.

- Send to those who still haven't registered. (Note: If following the new virtual kickoff model, only mentors register for the Kickoff webinar.)

Section 09

Kickoff Event

For Face-to-Face (F2F) Kickoff Meeting of All Groups Together in One Location (usually at a sponsored venue)

- Use this template to send out a final reminder & meeting confirmation to all mentors & mentees several days before the Kickoff.

- Review & customize with your program's information & instructions.

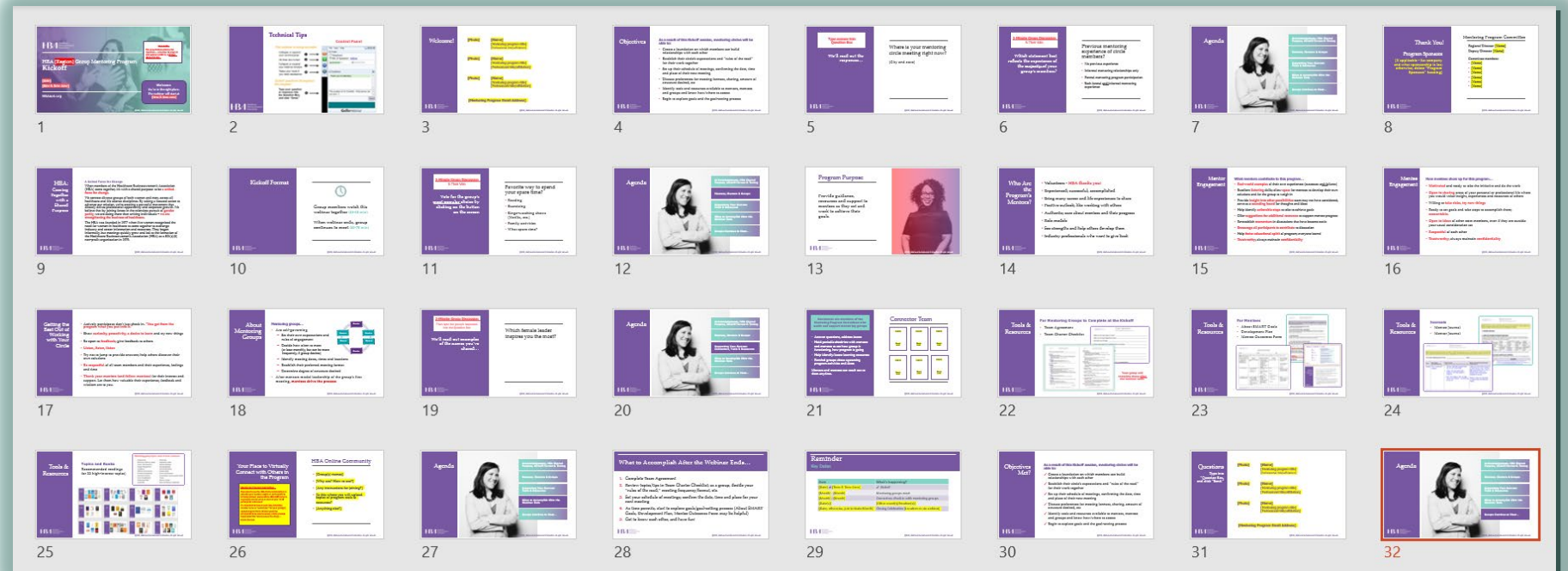- Send from your mentoring program's email account.

Kickoff Event

09.04 - KICKOFF WEBINAR - Slides (US)

Complete slide deck (32 slides) for Kickoff webinar (group mentoring programs).

- See notes within slide deck.

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09.05 - Kickoff Webinar - Slides (EU)

Complete slide deck (34 slides) for Kickoff webinar (1:1 program)

- See notes within slide deck.
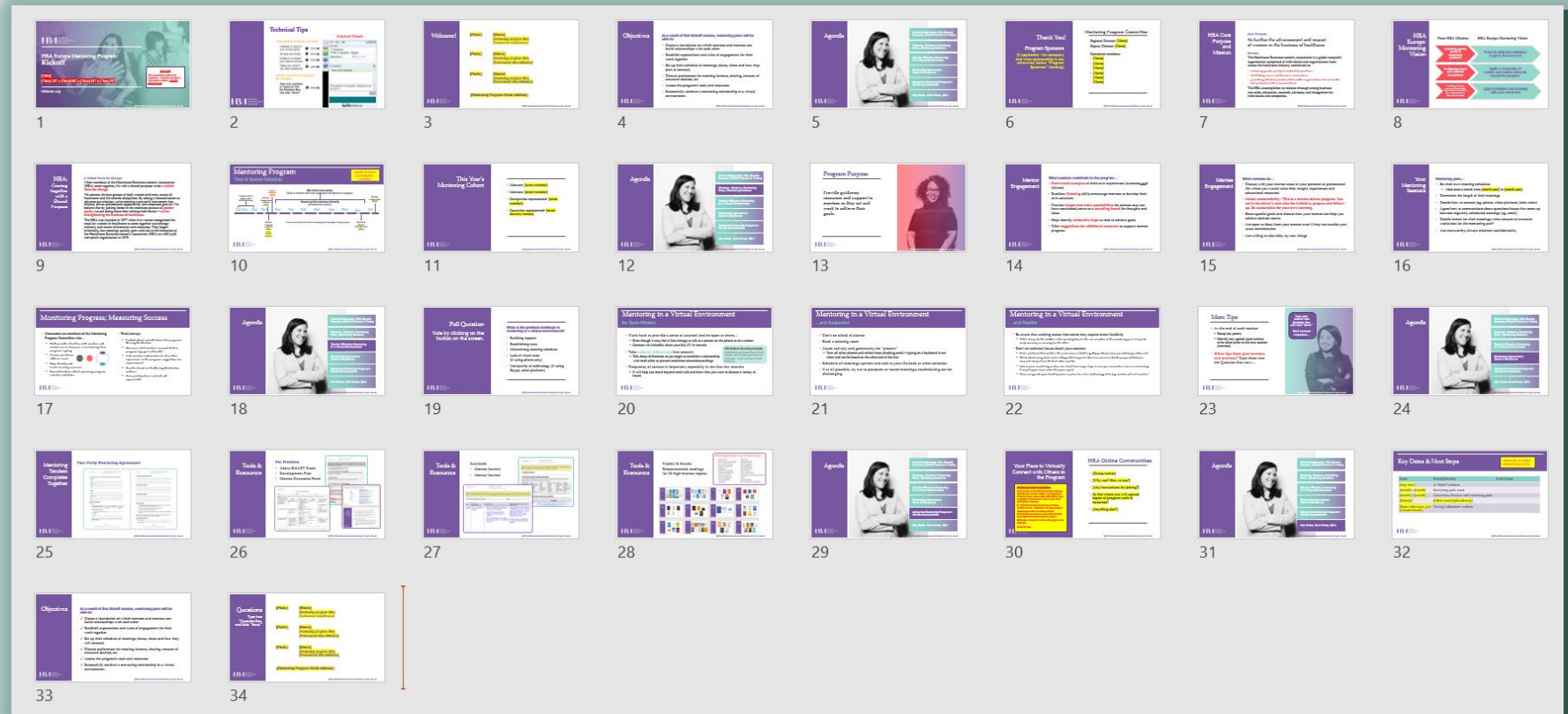
09.06 - FACE-TO-FACE KICKOFF MEETING - Slides (US)

Complete slide deck (28 slides) for Face-to-Face Kickoff Meeting (group mentoring programs)

- See notes within slide deck.
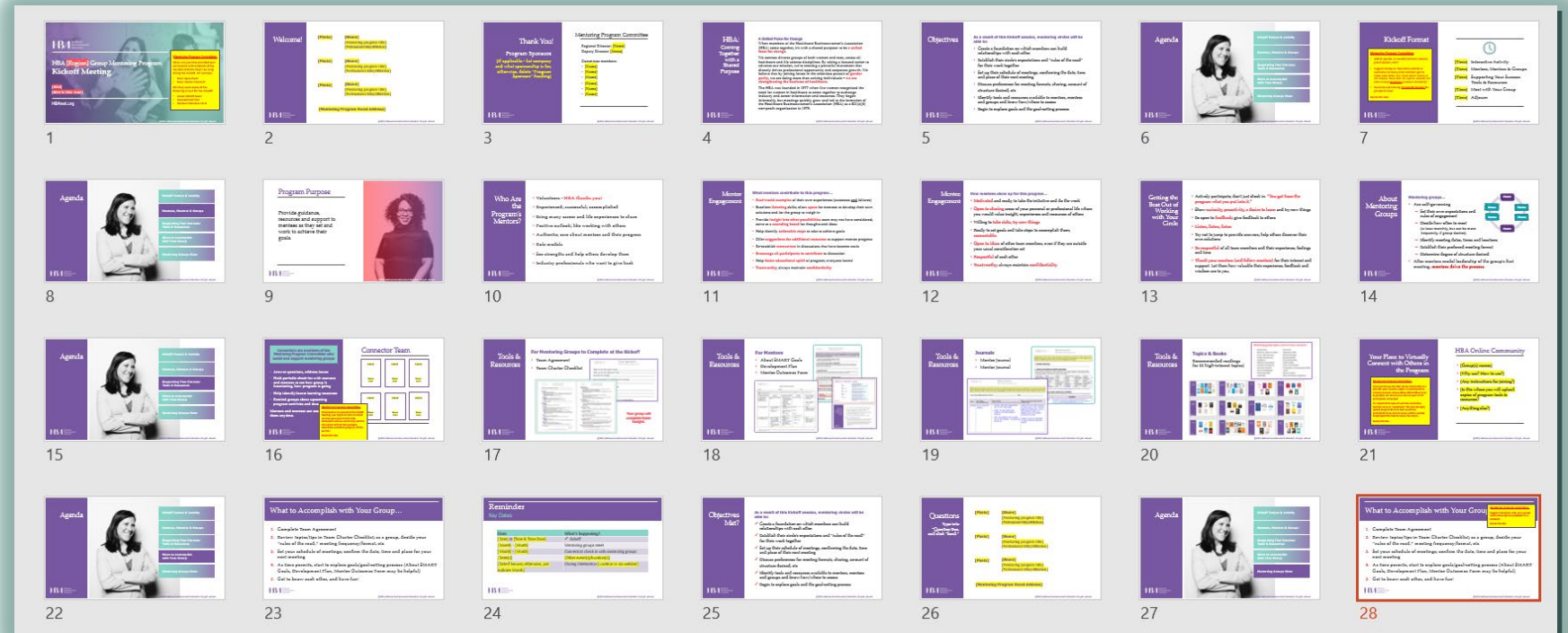
09.07 - Vision Board Activity for Face-to-Face Kickoff (US)

Implementation instructions for Mentoring Program Committees

- Describes activity & time requirements (~40 minutes to conduct/debrief)
- Identifies materials needed & preparation
- Includes examples of vision boards completed by previous mentoring groups
- Provides instructions for debriefing the activity

10.01 - Connector Training Slides

Complete slide deck (29 slides) for Connector Training

- Connector Chair can set up & run your Connector Training session yourself using the GoToMeeting platform reserved for Regions' use or conduct via teleconference, providing copies of slides beforehand.
- Make sure Connectors are able to participate in the Mentor Training & Mentee Orientation sessions (or view the recordings or slides), so they'll know what has been shared with mentors & mentees about roles & responsibilities, how to leverage Connectors, etc.
- Recommend training Connectors before/around the time of the Kickoff Event.

Team Agreement
HBA Mentoring Program Tool

Where we will meet (type of venue): _____

When we will meet (days/time of day): _____

How often we will meet: _____

Person responsible for co-ordinating the first meeting: _____

And the second: _____

Some top-level goals of our team are:

1. _____
2. _____
3. _____

We understand and agree that each of us is responsible for:

- Maintaining the confidentiality of any and all information shared
- Meeting at the times we agree to
- Listening, responding and sharing as an active participant in the group and program
- Other team rules we agree to adhere to: _____
  _____
  _____

I agree to abide by the rules and understandings developed by our Mentoring Group and summarized above. I will make my best effort to prepare for, attend, and actively participate in our meetings. If at any time during the program I find that I cannot continue to fulfil these or other program-related responsibilities, I will promptly notify my teammates, with the goal of minimizing disruption to the team and its dynamics.

Mentoring Group Signatures:

_____   _____

_____   _____

_____   _____

_____   _____

Each Mentoring Group member should receive a copy of this Team Agreement.

Developed by the HBA Metro Chapter Mentoring Program Committee. Permission granted for use, distribution, photocopying, and posting within HBA mentoring programs. Retain this credit line.

11.02 - Team Charter Checklist (US-Circles)

Section 11

Forms & Tools:

Mentees,

Mentors,

Circles

Forms & Tools:
Mentees, Mentors, Circles

11.04 - About SMART Goals (Mentees)

Sample Development Plan

Mentee: _____ Mentor: _____ Date: _____

Goal: By the end of 18 months, become a more efficient staff manager as judged by my manager, team, and an objective measurement

Development Objectives	Measures	Development Activities	Timeline	Resources/Support
1. Choose project management skills, knowledge and attitudes to develop	Prepared list of targeted areas	• Interview project management expert • Summarize ideal PM competencies • Assess current competence • Choose 1 strength to leverage & 2 to develop	By end of 1 month	• Manager, mentor, other expert • Project management assessment tool • Manager
2. Build competence	• I score 50% higher on assessment tool • Manager says I'm improving	• Subscribe to journals; search Web • Shadow mentor & at least 1 other project leader • Take 2 classes • Study past project reports	Month 1 Month 2 Month 2-3 Throughout the year	• Mentor • Another project leader • Funding for classes • Self-study materials
3. Successfully manage a challenging project	• Project completed on time & in budget • I'm more confident managing people (from 5-9 on a 10-point scale) • Team members give me a high approval rating	• Meetings with manager & team • Self-study • Another project leader observes me lead a team meeting • Re-take assessment tool	Months 3-8 Months 4 and 7 Month 8	• Mentor • Another project leader • Study materials • Project management assessment tool

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11.06 - Mentee Outcomes Form (Mentees)

Mentee Outcomes Form
HBA Mentoring Program Tool

INSTRUCTIONS: Mentees complete steps 1-4 either prior to the Kickoff or before the first meeting of their mentoring group; check desired timing with the Mentoring Program Committee. It is recommended that a review and discussion of each Mentee's goals serve as the initial subject/focus of the group's first meeting. If goals need to be revised following that discussion, Mentees should feel free to do so.

1. INDICATE YOUR MENTORING AREA OF FOCUS
What is your mentoring area of focus? _____

2. SET A SPECIFIC GOAL & MAKE IT MEASURABLE
Drill down in your mentoring focus area, and formulate the goal you will work to achieve during this program. Make sure your goal is specific as well as appropriate for this program's 6-month timeframe. State your goal in measurable terms.

3. ENVISION SUCCESS
Describe a scenario in which you have achieved your goal. What is your accomplishment, and how do you feel? What are you saying to yourself? What are you hearing others say about you?

4. PLOT YOUR START POINT & DESIRED OUTCOME
Use a 10-pt scale to quantify where you are now in relation to achieving your goal: this is your **Start Point**. Then use the same 10-pt scale to plot where you expect to be after 6 months of group mentoring sessions: this is your **Desired Outcome**.

Lowest/None 1......2......3......4......5......6......7......8......9......10 Highest/Ideal

	Rating (1-10)
Start Point - My status at the beginning of the program	
Desired Outcome - Where I expect to be at the end of the program	

5. PROGRESS CHECK: Midcourse
Enter the numeric value you assigned for your **Start Point** and **Desired Outcome**. Then quantify the progress you made by the program's **midpoint**, assign a number to it, and enter that value below.

	Rating (1-10)
Start Point	
Desired Outcome	
Midpoint Progress - Where I am at the program's midpoint	

6. FINAL RESULTS
Enter the numeric value you assigned for your **Start Point** and **Desired Outcome**. Then quantify

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Mentee Journal
HBA Mentoring Program Tool

INSTRUCTIONS: Use this journal to chart the steps taken to accomplish the goal recorded in the Mentee Outcomes Form. Identify any preparation or prework needed. Record what happens, and seek feedback from your team. Identify what you learned, and whether taking that step moved you closer to accomplishing your overall goal.

1. RECORD YOUR GOAL

_____

2. WHAT DO YOU NEED TO ACHIEVE YOUR GOAL?
Circle any qualities, characteristics, and/or competencies that you need to acquire to make progress toward achieving your overall program goal. Think about how you can develop, strengthen, or practice these items in the individual **steps** you take toward your goal. Some examples:

Analytic abilities	Balance	Boldness	Communication skills	Compassion	Confidence
Conflict management	Coping with change	Courage	Creativity	Decision-making	Delegation
Empathy	Emotional intelligence	Energy	Enthusiasm	Feedback skills	Financial skills
Flexibility	Giving credit	Honesty	Innovation	Integrity	Intuition
IT skills	Listening skills	Managing emotions	Openness	Optimism	Organizational skills
Passion	Patience	Persuasiveness	Political savvy	Presentation skills	Problem-solving
Respect	Risk-taking	Self-perception	Steadfastness	Strategic thinking	Strength
Team player	Time management	Trust	Vulnerability	Other:	Other:

Note: The "Ideas Into Action Guidebooks" published by the Center for Creative Leadership has booklets available on many of these topics.

3. MONTHLY RECORD OF STEPS TAKEN & KEY LEARNINGS
Each month, identify the step(s) taken toward accomplishing your overall goal, and record what you've learned.

	EXAMPLE
Step(s) to take this month to accomplish my overall goal	*Meet with HR to discuss skills and experiences they would look for in a candidate for a brand product manager position. Discuss their assessment of my current skill set and opportunities/resources to fill in gaps.*

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Mentor Journal

HBA Mentoring Program Tool

INSTRUCTIONS: Please use this journal to keep track of the topics your group discusses and the resources you use / recommend for each, so we can share new topics and resources with other HBA mentoring programs. Each month, take time to reflect on what you've learned, and identify any new insights you've gained, and use the far-right column to capture these insights. At the end of the program, you may be asked to share the list of topics discussed and resources used (ie, information in columns 2 and 3).

Your Group's Mentoring Area of Focus: _____   **Name:** _____

Month	List of Topics Discussed/Addressed	Resources Used (Articles, Books, Web sites, Exercises, Instruments, Tools)	What I Learned About Mentoring; New Insights Gained
Example	How to increase self-confidence	• Ted Talk: "Your Body Language Shapes Who You Are." (Amy Cuddy) • Article: "The Science Behind Self-Confidence," by Margie Warrell, at Forbes.com • Book: "The Confidence Code," by Katty Kay and Claire Shipman – Our group took the quiz, too	I don't have to have all the answers to be a good mentor; in fact, I should be asking more questions than I answer. I offer experience, wisdom, and empathy, which can be powerful motivators for mentees. Meeting in person has really helped our group to bond and make quick progress!

Team Tracking Form
HBA Mentoring Program Tool

Synopsis of Mentee's overall (program) goal					
Definition of success					
Month 1	Mentee 1: _____	Mentee 2: _____	Mentee 3: _____	Mentee 4: _____	Mentee 5: _____
Specific step Mentee will take this month toward goal					
Tools, resources offered or recommended					
Result (what happened due to Mentee taking this step?)					
Feedback from Mentors/Mentees					
Evaluation of step taken					
Month 2	Mentee 1	Mentee 2	Mentee 3	Mentee 4	Mentee 5
Specific step Mentee will take this month toward goal					
Tools, resources offered or recommended					
Result (what happened due to Mentee taking this step?)					
Feedback from Mentors/Mentees					
Evaluation of step taken					
Month 3	Mentee 1	Mentee 2	Mentee 3	Mentee 4	Mentee 5
Specific step Mentee will take this month toward goal					
Tools, resources offered or recommended					
Result (what happened due to Mentee taking this step?)					
Feedback from Mentors/Mentees					
Evaluation of step taken					

Page **1** of **2**

Developed by Tom Dyer, Mary Roberts, and Liz Stueck. Permission granted for use, distribution, photocopying, and posting within HBA mentoring programs. Retain this credit line.

11.10 - Topics & Books (All)

Recommended readings for 22 high-interest topics).
May be of use/interest to mentors & mentees.

Mentoring group topics, areas of focus, resources

- Assessments
- Behaviors, Patterns, Habits
- Career, Self-Discovery
- Change Management
- Confidence
- Difficult Conversations
- Emotional Intelligence
- Executive Presence
- Focus, Simplification
- Influencing Skills
- Leadership

- Mentoring
- Negotiation Skills
- Network Building
- Neuroleadership
- Personal Branding
- Political Skills
- Power and Potential
- Presentation, Communication Skills
- Teams
- Women, Gender
- Work-Life Balance, Happiness

Section 11

Forms & Tools:
Mentees,
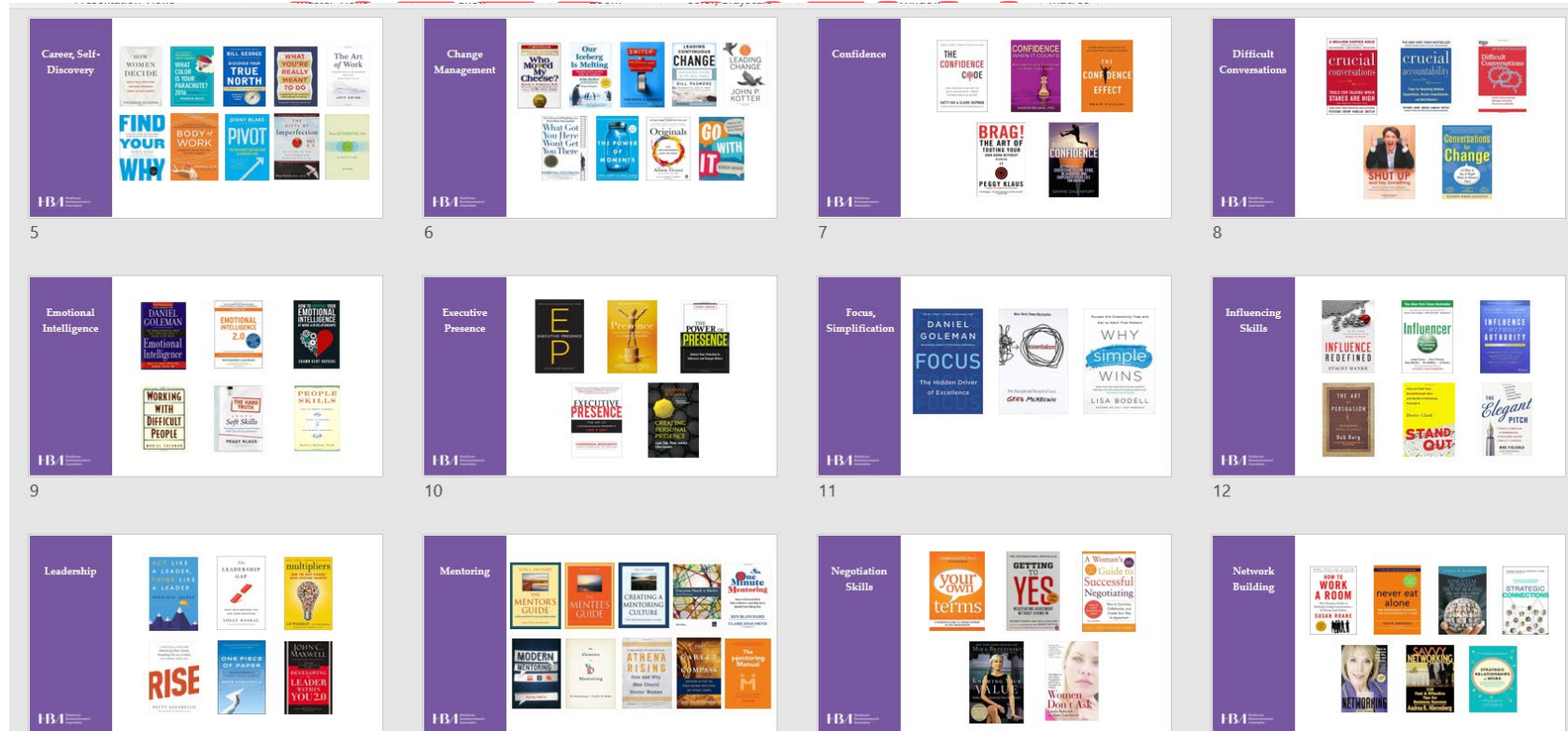
Mentors,

Circles

HBA Leadership Competency Framework. Adopted March 21, 2014 by the HBA Board. ©2014 Healthcare Businesswomen's Association. All rights reserved. www.hbanet.org
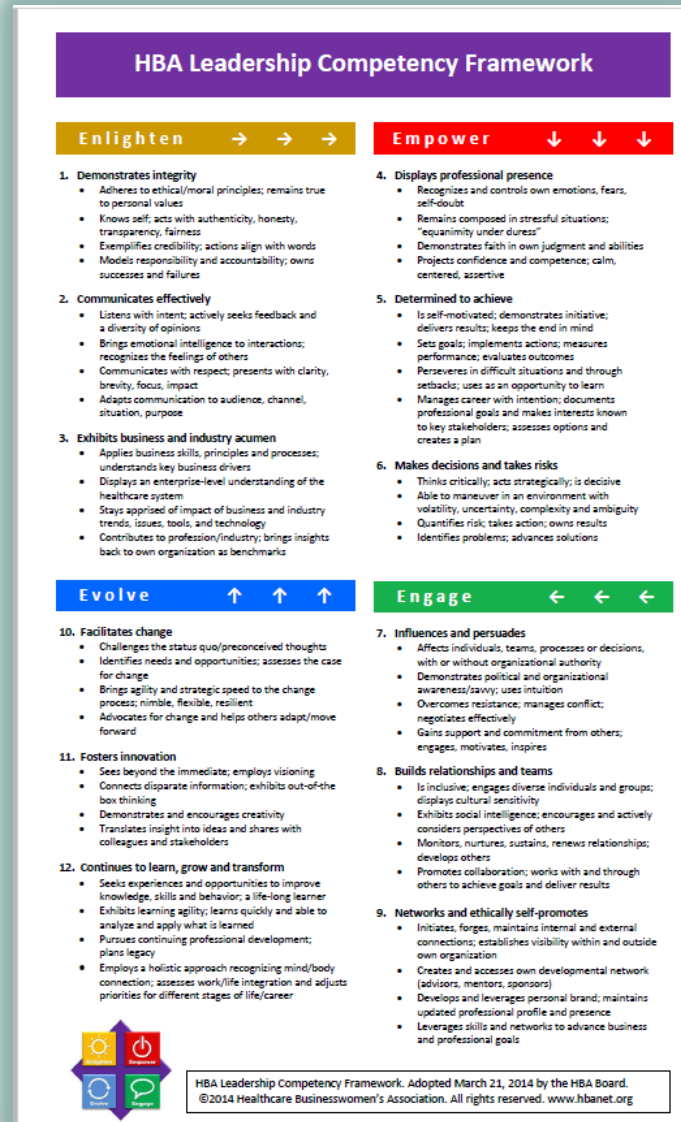
Why competencies for HBA?

To guide and inform HBA programming as well as more tightly align educational offerings and other activities with the knowledge, skills, and behaviors that can make a difference in women's careers.

ENLIGHTEN
1. Demonstrates integrity
2. Communicates effectively
3. Exhibits business & industry acumen

EMPOWER
4. Displays professional presence
5. Determined to achieve
6. Makes decisions & takes risks

EVOLVE
10. Facilitates change
11. Fosters innovation
12. Continues to learn, grow & transform

ENGAGE
7. Influences & persuades
8. Builds relationships & teams
9. Networks & ethically self-promotes

Healthcare Businesswomen's Association

12.01 - Email with Link to Final Mentee Survey (US & EU)
12.02 - Email with Link to Final Mentor Survey (US & EU)

12.01 - Email Link to Final Mentee Survey (US & EU)

Recommended Subject Line:
Final mentee survey - Please complete by [date]

Dear Mentee,

Below is a link to the mentoring program's Final Mentee Survey. We want to better understand your experience in the program as well as share aggregate data from both mentees and mentors at the upcoming Closing Celebration.

Please take this survey by **[date]** by clicking on this link: [enter Final Mentee Survey link].

This survey is anonymous unless you choose to identify yourself.

Thank you for your feedback; we look forward to your participation in the Closing Celebration.

Warm wishes,
HBA [Region] Mentoring Program Committee

12.02 - Email Link to Final Mentor Survey (US & EU)

Recommended Subject Line:
Final mentor survey - Please complete by [date]

Dear Mentor,

Below is a link to the mentoring program's Final Mentor Survey. We want to better understand your experience in the program as well as share aggregate data from both mentors and mentees at the upcoming Closing Celebration.

Please take this survey by **[date]** by clicking on this link: [enter Final Mentor Survey link].

This survey is anonymous unless you choose to identify yourself.

Thank you for your feedback; we look forward to your participation in the Closing Celebration.

Warm wishes,
HBA [Region] Mentoring Program Committee

Section 12

Final Surveys

12.03 - Email Link to Complete Final Mentee Survey (US & EU)

Recommended Subject Line:
Reminder - Complete final mentee survey by [date]

Dear Mentee,

A short note to remind you that if you haven't yet taken the Final Mentee Survey, please do so by [date]. We want to better understand your experience in the program as well as share aggregate data from both mentees and mentors at the upcoming Closing Celebration.

This survey is anonymous unless you choose to identify yourself. Click on this link to take the survey now: [enter Final Mentee Survey link].

If you have already completed the survey, thank you for your feedback.

We look forward to seeing you at the Closing Celebration.

Warm wishes,
HBA [Region] Mentoring Program Committee

12.04 - Email Link to Complete Final Mentor Survey (US & EU)

Recommended Subject Line:
Reminder - Complete final mentor survey by [date]

Dear Mentor,

A short note to remind you that if you haven't yet taken the Final Mentor Survey, please do so by [date]. We want to better understand your experience in the program as well as share aggregate data from both mentors and mentees at the upcoming Closing Celebration.

This survey is anonymous unless you choose to identify yourself. Click on this link to take the survey now: [enter Final Mentor Survey link].

If you have already completed the survey, thank you for your feedback.

We look forward to seeing you at the Closing Celebration.

Warm wishes,
HBA [Region] Mentoring Program Committee

HBA Healthcare Businesswomen's Association

12.05 - Final Mentee Survey (US)
12.06 - Final Mentor Survey (US)

Survey Monkey has imposed limitations on account access -

HBA is exploring how to manage these new restrictions. In the interim, contact HBA Central's Lori Whitehand (lwhitehand@hbanet.org) for survey links.

HBA Healthcare Businesswomen's Association

Final
Surveys

12.07 - Final Mentee Survey (EU)
12.08 - Final Mentor Survey (EU)

Survey Monkey has imposed limitations on account access -

HBA is exploring how to manage these new restrictions. In the interim, contact HBA Central's Lori Whitehand (lwhitehand@hbanet.org) for survey links.

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13.01 - CLOSING WEBINAR - Email with Registration Link (US & EU)

13.01 - Closing Webinar - Email with Registration Link (US & EU)

Recommended Subject Line:
Register now - Closing Celebration webinar on [date]

Dear Mentees and Mentors, *((Note: Programs using the New Virtual Kickoff Model may decide to have individual groups meet in person in their own locations for the Closing, just as they did for the Kickoff. Then one person in the group logs into the Closing Webinar and the group watches it together. If this is how the Closing Event will be conducted, please adapt your communications with/directions for participants accordingly.))*

We are delighted to be celebrating the culmination and close of the [year] HBA [region] Mentoring Program via webinar on [day, date] at [time(s) & time zone(s)]. *((Note: if program participants are from multiple time zones, recommend listing all major times & time zones.))* During this session, we look forward to sharing successes and hearing your stories. We'll also explore ways to leverage what you've learned and build on the connections you've made as you move forward in your career journey.

This session will be held as a webinar, and **you must register for it by clicking on this link** [insert Attendee link to the Closing webinar] and providing the requested information. Once you do, you will receive your personal webinar access information (link and phone number) by return email. Register now, so you'll be ready to login to the program and receive reminders about this event from the HBA Education Department webinar platform.

We look forward to connecting with you soon!

Warm wishes,

Mentoring Program Committee
HBA [Region]

For Closing webinar

- Send from your mentoring program's email account.

- Review & customize with your program's information

- Include Attendee registration link to the Closing webinar.

- Programs using the New Virtual Kickoff Model may decide to have individual groups meet in person in their own locations for the Closing, just as they did for the Kickoff. Then one person in the group logs into the Closing Webinar and the group watches it together. If this is how the Closing Event will be conducted, please adapt your communications with/directions for participants accordingly.

Healthcare Businesswomen's Association

Section 13

Closing Celebration

13.02 - Closing Webinar - Email Reminder to Register (US & EU)

Recommended Subject Line:
Reminder - You still need to register for the Closing webinar on [date]

Dear _____, ((Send to those who have not yet registered. Note: Programs using the New Virtual Kickoff Model may decide to have individual groups meet in person in their own locations for the Closing, just as they did for the Kickoff. Then one person in the group logs into the Closing Webinar and the group watches it together. If this is how the Closing Event will be conducted, please adapt your communications with/directions for participants accordingly.))

You still need to register for the Closing webinar, which will be broadcast live on [day, date] at [time(s) & time zone(s)]. ((Note: If program participants are from multiple time zones, recommend listing all major times & time zones.))

Click here to register: [insert Attendee link to the Closing webinar]. Once you do, you will receive your personal webinar access information (link and phone number) by return email.

We look forward to connecting with you soon!

Warm wishes,

Mentoring Program Committee
HBA [Region]

For Closing webinar

- Send from your mentoring program's email account.

- Review & customize with your program's information

- Include Attendee registration link to the Closing webinar.

- Send to those who still haven't registered.

HB/ Healthcare Businesswomen's Association

Closing Celebration

For Face-to-Face (F2F) Closing Meeting of All Groups Together in One Location (usually at a sponsored venue)

- Use this template to send out a final reminder & meeting confirmation to all mentors & mentees several days before the Closing Celebration.

- Review & customize with your program's information & instructions.

- Send from your mentoring program's email account.

13.04 - CLOSING WEBINAR - Slides (US)

Complete slide deck (28 slides) for Closing Celebration webinar (group mentoring programs)

- See notes within slide deck.

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13.05 - Closing Webinar - Slides (EU)

Complete slide deck (28 slides) for Closing Celebration webinar (1:1 program)

- See notes within slide deck.

Section 13

Closing Celebration

Complete slide deck (26 slides) for Face-to-Face Closing Celebration Meeting (group mentoring programs)

• See notes within slide deck.
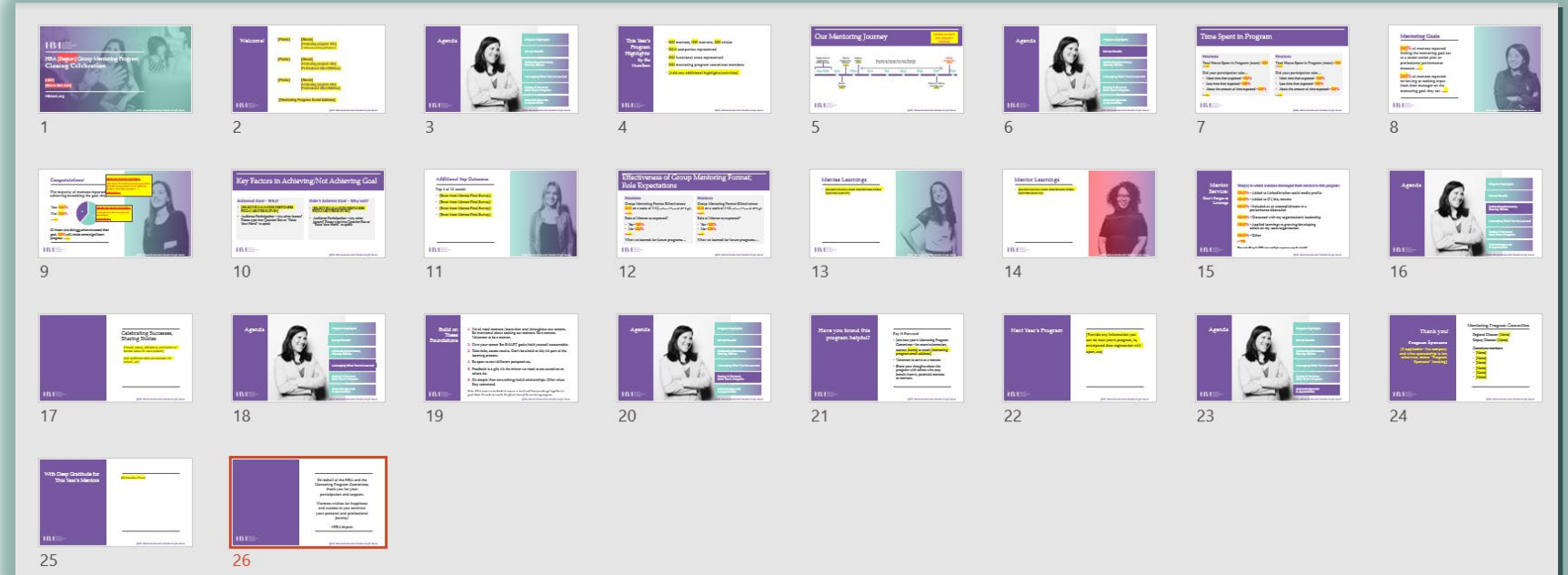
Section 13

Closing Celebration

**Certificate of Completion
for Mentees**

**Certificate of Appreciation
for Committee members**

Certificate of Completion

[Name]

participated as a Mentee in the
[year] HBA [Region Name] Group Mentoring

Presented on [date]

[Name]
Mentoring Director

[Name}
Deputy Direc

Certificate of Appreciation

[Name]

mber of the Mentoring Program Committee in the
A [Region Name] Group Mentoring Program

Presented on [date]

[Name]
Director

[Name]
Deputy Director

Certificate of Recognition

[Name]

served as a Mentor in the
[year] HBA [Region Name] Group Mentoring Program

Presented on [date]

[Name]
Mentoring Director

[Name]
Deputy Director

**Certificate of Recognition
for Mentors**

Healthcare
Businesswomen's
Association

13.08 - CERTIFICATES - Mentee, Mentor, Committee (EU)

Certificate of Recognition for Mentors

Certificate of Recognition

[Name]

served as a Mentor in the [year] HBA Europe Mentoring Prog...

Presented on [date]

[Name] Director

[Name] Deputy Direct...

Certificate of Completion

[Name]

participated as a Mentee in the [year-year] HBA Europe Mentoring Program.

Presented on [date]

[Name] Mentoring Director

[Name] Deputy Director

Certificate of Appreciation

[Name]

served as a member of the Mentoring Program Committee in the [year] HBA [Region Name] Group Mentoring Program.

Presented on [date]

[Name] Mentoring Director

[Name] Deputy Director

Certificate of Completion for Mentees

Certificate of Appreciation for Committee members

Acknowledgments

The resources identified in this guide represent the experience and wisdom of many dedicated HBA volunteers and mentoring program participants including mentors, mentees, regional mentoring program directors, mentoring program committees, HBA staff and others.

The HBA wishes to thank the individuals, chapters and regions who shared these materials and resources. If there are additional nonproprietary materials you feel would be helpful to include in a future edition of this directory, contact mentoring@hbanet.org.

Deep appreciation is extended to members of the Mentoring Resources Task Force, Wendy Mantel, Brenda Fung and Lynn Paolicelli, whose initial work in gathering, reviewing, assessing, synthesizing, consolidating and collating a wealth of contributed materials was foundational to the first edition of this guide.

This deck was initially created and compiled by Liz Stueck, former Senior Director, Education and Programs, HBA.

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