

The logo for the Construction Manager Certification Institute (CMCI) is displayed in a large, bold, black serif font at the top of the page. The letters are stylized with horizontal lines through them, giving it a modern, architectural feel.

CMCI

A large, abstract graphic composed of overlapping, semi-transparent geometric shapes in various colors (red, orange, yellow, green, blue, black) is positioned in the middle of the page. The shapes create a sense of depth and movement, resembling a stylized architectural structure or a modern landscape.

CONSTRUCTION MANAGER CERTIFICATION INSTITUTE

Mentor Guide

A smaller version of the abstract geometric graphic from the middle of the page is located at the bottom of the page, mirroring the design and color scheme of the central graphic.

Table of Contents

- CMIT Mentor Program1
 - Background..... 1
 - MentoringDefinition..... 1
 - Purpose.....1
 - Mission.....1
 - Vision.....1
 - Objectives.....2
- CMIT Mentor Guide..... 2
 - Disclaimer.....2
- Mentor Guidelines.....3
 - Mentor Definition..... 3
 - Why Become a Mentor?..... 3
 - Benefits.....3
 - Role and Responsibilities.....3
 - How to Become a Mentor.....4
 - Inactive Mentors.....4
- Mentee Guidelines.....5
 - Mentee Definition.....5
 - Why Become a CMIT/Mentee?.....5
 - Benefits.....5
 - Role and Responsibilities.....5
 - How to Become a Mentee.....6
- Process and Phases.....7
 - Phase 1: Initiation.....7
 - How to Find/Select a Mentor.....7
 - Establishing a Relationship.....7

Objectives

Objectives and goals of the CMIT Mentor Program include:

- x Establishing and building relationships
- x Equipping mentees with understanding and tools to make informed and ethical decisions.
- x Developing leaders and professional construction managers.
- x Fostering and encouraging information sharing
- x Expanding advancement within the construction management industry.

CMIT Mentor Guide

This guide describes the CMIT Mentor process, including:

- x Mentor guidelines
- x Mentee guidelines
- x Mentoring program phases defined and explained
- x Tools and tips to assist throughout the mentoring process
- x Sample forms and templates

Disclaimer

All individuals who have signed up to be a mentor for the CMIT mentor program are volunteers. CMCI does not guarantee mentoring or career advancement through the mentor program.

Mentor Guidelines

Mentor Definition

A mentor provides guidance in the form of information and knowledge sharing that will enable and assist mentees to become professional construction managers and leaders within the industry. Guidance can be provided in the form of offering advice, sharing experience, and assisting with problem solving. Mentors will also provide a safe, trusting, and nonjudgmental environment in which the mentor-mentee relationship can develop, grow, and thrive.

Why Become a Mentor?

There are many reasons to become a mentor, some of which you can find outlined below, but the most important is the ability to transfer knowledge, experience, and skills that have been gained by veteran professionals to the next generation of construction managers. In order to prepare the next generation of construction managers, it is important that this experience and information continues to be passed along.

Benefits

Mentoring can be a valuable and rewarding tool for the mentor as well as the mentee. The benefits of becoming a registered CMIT mentor include:

- x Opportunity to share knowledge as well as learn from the mentee who might have new or different perspectives.
- x Ability to review accomplishments and challenges, and share lessons learned.
- x Personal satisfaction in helping someone grow professionally.
- x Opportunity to build new relationships.
- x Developing skills as a teacher, guide, and advisor by assisting individuals in developing career goals and advising how they can achieve them by leveraging their strengths.
- x Recognition and gratitude from their mentee.
- x Registered mentors that are a Certified Construction Manager (CCM) can earn [career points](#) for participating.

In the future, another benefit of the Mentor Program is the ability to earn recognition through CMCI's Coins of Excellence initiative. Mentors have the opportunity to earn Coins of Excellence based on the number of CMITs they mentor and the number of individuals they assist throughout the CCM certification and recertification process.

Role and Responsibilities

CMCI appreciates the commitment, flexibility, and availability mentors can provide while working with mentees and recognizes that as leading industry professionals, mentors are volunteers and will often be busy. Mentors should also be knowledgeable, patient, respectful, and supportive. All mentors who wish to be recognized for participation in the program must register on the [CMAA website](#).

- x Remaining respectful and receptive to new ideas, approaches, coaching, and feedback.
- x Maintaining confidentiality
- x Willingly work with mentor to set specific and obtainable goals and objectives.
- x Exercising initiative in establishing and maintaining the mentoring relationship.

How to Become a Mentee

To become a mentee, individuals must first successfully complete the CMIT application and pass the CMIT exam. After the CMIT exam is passed, individuals are sent further information for accessing the mentor directory. For more information about how to sign up and become a CMIT, please visit [CMAAs website](http://www.cmaanet.org) or see the CMIT Handbook.

Phase 2: Engagement and Development

After the CMIT has found a willing and available mentor, the relationship has been established, and expectations and guidelines have been set, the next step is engaging and developing the relationship. This can be done by

Tools and Tips

Possible Challenges and How to Overcome

Below are some examples of challenges other mentors and mentees have faced and resolved.

Challenge not enough time in the day The most common challenge is finding adequate time to get everything done in the relationship that you want. Despite good intentions, other priorities from both work and personal life can possibly interfere or create a disturbance in the relationship.

Solution: Focus on the smaller aspects rather than the bigger picture, especially in the start of your relationship. This will help you to focus on each step and not become overwhelmed with the tasks ahead. It is also important for both the mentor and mentee to avoid promising more time than they can deliver. Mentors should check with the mentees to be sure they are comfortable with the time

Communication Skills: Generating Discussion

An effective mentor needs to have strong communication skills. It is the mentor's responsibility to maintain a dialog with the mentee. Many people think that the secret to a productive meeting is to ask the mentee questions. However, it is more effective for the mentor to begin the meeting with a statement that tells the mentee the direction in which the discussion will focus. The mentor then can follow the statement with a provocative question.

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 an open dMFXVLRQ DVN TXHVWLRQV WKDW EHLQ ZLWK ³KRZ`

Guidelines for Giving Constructive Feedback

When the performance of the mentor or mentee is not going as planned, either party may have to provide feedback. Feedback is not criticism. Rather, feedback provides the concrete data needed to take corrective action(s) and improve performance. Constructive feedback occurs only when
 \RX DUH D JRRG OLVWHQH DQG JHQXLQH\ FDUH DERXW W
 & RQ VWUXFWLY make the feedback process your mentor relationship.

Specific action(s) Before providing feedback, carefully review the actions and decisions that led

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Be descriptive Focus on behavior. Identify what you saw the other person do, or what you heard the other person say. Give specific examples. Avoid judgmental language. Rather, describe the situation.

Stay focused Be clear, specific, and stick to the point. Each and resist the temptation to generalize or judge.

Cite examples Avoid being vague by citing specific, clear examples when giving feedback.

Be brief Be sure to keep your feedback short. Once you are sure the recipient understands the point, you can stop. Do not exaggerate and be exact. Exaggerating only invites the recipient to argue with the exaggeration rather than respond to the real issue.

Keep it simple Try to concentrate on only one issue at a time.

Be aware of timing Know when to offer feedback. Give feedback immediately or as soon as possible after an event is observed.

Consider the mentees needs Match the feedback to the person and the severity of their actions. Even if your position/rank is higher than that of the recipient, use an adult-peer context.

Check for understanding Check to be sure your feedback is clearly understood.

Speak only for yourself Do not refer to absent or anonymous people. Encourage others to speak for themselves.

How to Receive Feedback


To make sure feedback is successfully received, mentees can use the following tips for receiving feedback.

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Appreciating Differences

	Mentee	Mentor
Areas of Expertise		

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