



ORGANIZATIONS
IN SOLIDARITY

ADVANCING EQUITY: APPROACHING MENTORSHIP WORKBOOK



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WCAPS | WOMEN OF COLOR ADVANCING PEACE,
SECURITY, AND CONFLICT TRANSFORMATION

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Introduction

Effective mentorship improves the diversity of organizations and the professional experiences of and opportunities available to people of color. Organizations in Solidarity (OiS) created its [Mentorship Hub](#) to welcome, connect, and support its members and allies in making mentorship more accessible and of a higher quality within and across peace, security, and foreign policy disciplines, especially for people of color. Along with its companion resources, [Advancing Equity: Mentorship in Peace and Security](#) and [Approaching Mentorship](#), this workbook is intended to facilitate effective engagement of both long-time and aspiring mentees and mentors in a practice that can change the make-up and impact of our field: mentorship.



How to Use This Workbook

This workbook was created to support reflection for mentors and mentees alike. Each section includes questions relevant to how to approach mentorship and includes space to reflect. At the end of each section, there is a short list of resources. As you consider your answers in each section we suggest these resources as an informational guide to the posed questions.

How to approach the workbook:

- **We suggest progressing through sections one through five** of this workbook in order as they naturally build upon each other.
- **Sections six and seven** are specifically tailored for mentors and mentees respectively, and thus a reader should select the relevant section for them.
- **Section eight** focuses on the next steps after a reader is finished completing the workbook

Once done with your individual reflections, use your answers as a basis to meaningfully guide your mentorship relationships in the future!

A photograph of two women sitting on a couch in a room with large windows and indoor plants. The woman on the left has curly hair and glasses, wearing a light-colored blazer. The woman on the right has her hair in a bun and is wearing a patterned top and a pearl necklace. They appear to be in a professional conversation. The image is overlaid with a purple tint and a white gradient bar on the left side.

Why: Mentorship's Meaning to You

Why: Mentorship's Meaning to You

Understanding and embracing one's own purpose and motivation for engaging in mentorship, either as a mentee or mentor, will help one proactively and sustainably prioritize and remain committed to it.

Questions to Support Reflection and Action

What is your personal mission statement?



What are your core values?



Why: Mentorship's Meaning to You

How does mentorship impact each of these?



Resources to Support Reflection and Action

13 Ways You Can Craft A Strong Personal Mission Statement: Personal mission statements create a framework for what you want to do and why you want to do it.

Core Values Exercise: Identifying personal core values can help you create a life that reflects what is most important to you.

Advancing Equity: Revisit the impact of mentorship, specifically of people of color, and consider how these tie into your personal mission and values.

Why: Mentorship's Meaning to You

Space for further reflection

What did you learn from this section? What were your takeaways? What did you find you value in mentorship?





Who: Identity in Mentorship

Who: Identity in Mentorship

Racial identity is externally imposed (i.e. “How do others perceive me?”) and internally constructed (i.e., “How do I identify myself?”). Whether or not they are conscious of it, humans are all awarded certain privileges and or disadvantages because of their perceived race. Understanding how identities and experiences have been shaped by race is vital to exchanging thoughtful and effective mentorship.

Questions to Support Reflection and Action

How do you describe your identity?



What social powers and privileges do you possess? Which do you lack?



Who: Identity in Mentorship

How does identity factor into mentorship?



What are core skills for successful cross-identity mentorship?



Who: Identity in Mentorship

Which of your relevant skills are strongest and which need development?



Resources to Support Reflection and Action

Diversity Toolkit: A Guide to Discussing Identity, Power and Privilege: This toolkit is meant to support productive discourse around issues of diversity and the role of identity in social relationships, both on a micro (individual) and macro (communal) level. It offers individuals and groups historical context about the politics of identity and the dynamics of power and privilege and an opportunity to build greater self-awareness.

JEDI Journey Assessment: OIS developed this short quiz to provide users with tailored resources to help them start or continue their individual or organizational diversity, equity, and inclusion journeys.

Acknowledging Identity in Mentorship: In this podcast episode, students from various backgrounds and who hold different identities share how their identity influenced their professional journey, how their mentoring relationship approached identity, and the impact made when their mentors fully considered their identity.

Recognizing, Understanding, and Defining Systemic and Individual White Supremacy: This paper aims to define white supremacy systemically and individually by exploring the diverse social and policy implications that influence its creation and sustenance in culture, systems, and social settings.

Who: Identity in Mentorship

Space for further reflection

What did you learn from this section? What were your takeaways? What did you find you value in mentorship?





When: Making Time for Mentorship

When: Making Time for Mentorship

Everyone has the potential to be successful as a mentee and mentor, and doing this takes time and energy. Aspiring and enduring mentors and mentees should consider early and often how they can most meaningfully and sustainably engage in mentorship given their current needs, resources, and capacity.

Questions to Support Reflection and Action

What are your current and upcoming commitments?



What type of mentorship best suits your current and upcoming interests and availability?



When: Making Time for Mentorship

How could you integrate mentorship into your schedule and priorities?



Resources to Support Reflection and Action

Time Management Pie Chart: This activity provides a useful visualization of how you ideally want to spend your time versus how you actually do.

Calendars: 12 Tips for Managing Your Calendar Like A Pro: A digital calendar is a great tool for tracking and prioritizing near- and long-term professional and personal commitments.

5 Ways To Make Time For Mentoring Even When You're Too Busy: This article outlines common and creative ways to make time for mentorship opportunities.

When: Making Time for Mentorship

Space for further reflection

What did you learn from this section? What were your takeaways? How will this affect your future mentorship relationships?





Where: Finding Mentorship Opportunities

Where: Finding Mentorship Opportunities

Networks play a central role in career development and race is the most consistent and important differentiator of social networks. As mentors and mentees, we must actively and intentionally work to bridge this “**network gap**” by building relationships and sharing resources with people with different backgrounds than ours.

Questions to Support Reflection and Action

Which identities make up the majority of your network? Which make up the minority?



What experiences, education, or relationships would support your growth over the next few months?



Where: Finding Mentorship Opportunities

Where could you find opportunities to build relationships that diversify your network and support this development?



Once you have found a prospective mentor or mentee, consider:

- Does this person have the time, bandwidth, and interest for mentorship?
- Will this person be responsive and motivated to engage?
- Is this person present and focused?
- Will this person be a good teacher/student?



Where: Finding Mentorship Opportunities

Resources to Support Reflection and Action

Mentorship Programs: Explore these programs and networks focused on supporting professionals of color in peace, security, and foreign policy.

Network Mapping: Use this activity and template to map, engage, and build your network with an eye to increasing its diversity, equity, and inclusion.

Mentoring Groups or Circles: Establishing your own mentoring group or circle among friends, peers, or colleagues of all career stages can create alternative avenues for mentorship-oriented growth.

Learning to Love Networking: This article identifies four strategies that can help you become more excited about and effective at building relationships: focus on learning; identify common interests; think broadly about what you can give; and find a higher purpose.

Space for further reflection

What did you learn from this section? What were your takeaways? How will this affect your future mentorship relationships?





What: Trust, Expectations, and Accountability

What: Trust, Expectations, and Accountability

Like any partnership, the trust, responsibilities, and boundaries of a mentee and mentor need to be established and re-established as the relationship progresses to support meaningful and mutual knowledge sharing and success.

Questions to Support Reflection and Action

What does trust look like to you? How have you fostered it in the past?



What communication norms are well-suited for this mentorship engagement?



What: Trust, Expectations, and Accountability

What availability can you offer your partner? What do they expect and need?



Keeping in mind social privileges and power dynamics, what do the roles and responsibility sharing within the relationship look like?



What: Trust, Expectations, and Accountability

Resources to Support Reflection and Action

Building Trust & Addressing Power: This podcast episode shares examples of how mentees built trust with certain mentors, navigated relationships where they were hesitant to fully trust their mentors, and responded in situations where trust was broken.

Check-in Rounds: Getting to know each other and building trust happens over time. Consistent use of light-touch tools, like check-in rounds, can facilitate relationship and trust building.

Sponsorship: Defining the Relationship: This podcast describes what mentorship is, the differences between mentorship and sponsorship, and examples of each relationship.

Mentorship Agreements: This agreement between a mentor and a mentee can establish the parameters of their relationship, facilitate expectation setting, and help reground a relationship that has veered off-course.

SMARTIE Goals Worksheet: Goals can help mentorship partners feel motivated, focused, and accomplished. Customize this resource or explore [other goal-setting tools](#) to see how they might help your mentorship experience.

Space for further reflection

What did you learn from this section? What were your takeaways? How will this affect your future mentorship relationships?



A pair of hands is shown from the wrist up, cupped together and holding a glowing string of lights. The lights are small, warm-toned bulbs connected by thin, dark wires, creating a soft, circular glow. The background is a solid, deep purple color. The overall image conveys a sense of care, support, and guidance.

How: Tools for Mentors

How: Tools for Mentors

More than answers, a successful mentor knows how to actively listen to their partner and turn what they hear into questions or guidance that facilitate a mentee's growth. In all relationships, and in cross-identity ones especially, a mentor must focus on developing and communicating guidance best-suited for that specific mentee keeping their lived experience, goals, and learning styles top of mind.

Questions to Support Reflection and Action

What is the mentee asking for and how do they want to grow, specifically and generally?

- What resources can you provide or connect them with?
- What obstacles or barriers could you mitigate or help them address?



How: Tools for Mentors

How can you facilitate their learning and they yours?



How can you keep yourself and your mentee feeling engaged, encouraged, and motivated?



How: Tools for Mentors

How can you help them understand potential costs, benefits, and risks of opportunities and decisions?



How can you thoughtfully conclude, evolve, or restructure your relationship?



How: Tools for Mentors

Resources to Support Reflection and Action

Skills for Successful Mentoring: This overview describes some of the core skills and approaches of successful mentors and mentees.

Resources for Mentors Around Race, Inclusion & Cultural Respect: MENTOR compiled key resources that seek to help mentoring programs and mentors better show up for and with mentees, specifically those of color.

On Allyship and Mentorship in the National Security Sector: This article shares ideas about what leaders and mentors can do to cultivate a more inclusive environment and be better allies for young women of color.

Listening to Understand: How to Practice Active Listening (with Examples): This resource describes what “active listening” looks like and offers suggestions of how to practice it during mentorship conversations.

How to Give Advice: This podcast episode offers advice on how to listen actively—and show you are doing it—to be able to give better advice.

Space for further reflection

What did you learn from this section? What were your takeaways? How will this affect your future mentorship relationships?



A lightbulb is positioned above an open hand, both rendered in a semi-transparent purple color against a solid purple background. The lightbulb is centered horizontally above the hand. The hand is open, with fingers spread, and is positioned below the lightbulb. The overall composition suggests a connection between ideas (the lightbulb) and support or guidance (the hand).

How: Tools for Mentees

How: Tools for Mentees

The primary goal of a mentorship is to foster internal change within a mentee. Ultimately, a mentee's development is their responsibility, and there are approaches a mentee can practice to help ensure they get effective, dynamic, and reliable support that facilitates their desired growth in ways that work for them.

Questions to Support Reflection and Action

How can you facilitate your learning and your mentor's?



How can you demonstrate or share your learning with your mentor?



How: Tools for Mentees

How do you want to grow, specifically and generally, near- and long-term?



How can this mentor, specifically, support that growth?

- What resources (e.g., ideas, people, organizations, articles, time) would be helpful for them to provide or connect you with?
- What obstacles or barriers could they mitigate or help you address?



How: Tools for Mentees

How can you keep yourself and your mentor feeling engaged, encouraged, and motivated?



How can you thoughtfully conclude, evolve, or restructure your relationship?



How: Tools for Mentees

Resources to Support Reflection and Action

Skills for Successful Mentoring: This overview describes some of the core skills and approaches of successful mentors and mentees.

Goal Setting Activities, Exercises & Games: This resource compiles exercises that can short-term, long-term, specific, and general goal setting and visioning.

9 to 5ish: Rashida Jones: This podcast episode explores some best practices when it comes to starting—and maintaining—diverse and plentiful mentoring relationships.

Being the Owner: This resource explains what “taking ownership” of work means and offers tools and techniques to do so. Practicing this with mentorship demonstrates initiative, learning, follow through, and reliability to a mentor.

How to Give Back to Your Mentor: This article offers ideas to mentees of how to sustain a mutually beneficial learning relationship with their mentors.

Space for further reflection

What did you learn from this section? What were your takeaways? How will this affect your future mentorship relationships?





Next Steps

Next Steps

The **OiS Mentorship Hub** welcomes, connects, and supports peace, security, and foreign policy professionals in making mentorship more accessible and impactful across these disciplines, especially for people of color. We invite and encourage you become a member of the Hub to actively explore and contribute to its:

- database of mentorship, networking, and fellowship opportunities aimed at supporting people of color in peace, security, and foreign policy;
- community of peace, security, and foreign policy practitioners who value mentorship and are eager to build cross-industry relationships;
- discussion forums for mentors, mentees, and mentorship program managers to share learning and support;
- events aimed at building the skills, empathy, and connection of our community; and
- resources to deepen and widen the impact of mentorship within and across the fields of peace, security, and foreign policy.

Join the **Hub** today to help normalize effective mentorship of people of color and strengthen the equity and impact of our work.



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**Access more
[OiS publications and resources here!](#)**