

**YOUR STATE NATIONAL GUARD
MENTORSHIP NETWORK**



October 2021

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A MESSAGE FROM MAJOR GENERAL YOUR TAG

The President of the United States and the Governor of YOUR STATE have entrusted YOUR STATE National Guard leaders with the sacred duty of ensuring for the safety, well-being, and personal growth of all Soldiers, Airmen and Civilians whom we have the privilege of leading. The YOUR STATE National Guard is a community based organization that prides itself on the time and effort invested in each service-member, and in turn, each community. If we are to continue our ability to recruit and retain members we must ensure that we promote an inclusive environment that fosters career progression, community development, and personal growth. We must strive to ensure equity of access to promotion, education and training opportunities. Therefore, it is incumbent upon all leaders to take active roles in the direct mentorship of those of lesser in grade under their charge. Mentorship is not an automatic process. Mentorship requires the dedication and effort of both the mentee and mentor. I truly believe that a combination of great leadership and genuine mentorship will create a culture that moves our members from feeling like a member of a group and more like a member of a team, a family. In turn, facilitating the retention of our talented Soldiers, Airmen, and Civilians.

YOUR STATE NATIONAL GUARD MENTORSHIP NETWORK (MMN)

During the Trojan War the king of Ithica, Odysseus, left both his wife (Penelope) and son (Telemachus) to lead his Army in his absence. Prior to his departure, he appointed two of his most trusted advisors to guide and protect Telemachus. One of which was a man named Mentor. While away fighting in Troy, Queen Penelope was under a non-stop barrage of suitors pushing her to marriage (in effect denying Telemachus his birthright). Unfortunately, Mentor failed in appropriately advising Telemachus on how to deal with these potential suitors. Fearing for his life, Telemachus was driven from his home and into hiding. However, one night the Greek God Athena disguised herself as a “wise” version of Mentor and provided Telemachus with a plan to maintain his birthright. The first of many meetings with this “wise” Mentor proved to be beneficial for Telemachus. Upon the return of his father, Odysseus, Telemachus killed all of the potential suitors to his mother and maintained his birthright.

The purpose of this program is to facilitate the career and leadership development of all members of the YOUR STATE National Guard. This mentorship program will partner service members and organization civilians with experienced coaches, teachers, mentors and guides, in order to emphasize the importance of an inclusive organization that values all of its members. The mentoring program will meet the needs of the organization, which include but are not limited to recruitment and retention, training and readiness, empowerment, and improvement of the work environment. Participation in the mentoring program does not guarantee promotion nor entitle the member to preferential treatment in employment issues. The mentoring program is voluntary, but highly encouraged

1.1 PROGRAM BENEFITS AND OUTCOMES

There are many benefits to successful mentoring relationships such as:

- a. Mentees are provided opportunities to learn and grow under the mentor’s guidance and expertise.
- b. Mentors are able to share the expertise required of them to master parts of their profession.
- c. Mentees are able to experiment with creative solutions to work challenges in a supportive environment.
- d. Mentors help new employees acclimate to their profession and the organization.

- e. Mentoring encourages the development of leadership competencies in both the mentor and mentee.
- f. Increase of retention in both mentors and mentees
- g. Enhances recruitment goals when new service members know there is a program designed to facilitate their future and long term success.
- h. Transfers knowledge between mentors and mentees, further developing and fostering an environment inclusive of diverse learning styles.
- i. Mentors renew their enthusiasm for being an expert.
- j. Mentors enhance their skills in coaching, counseling, listening, modeling, and employee engagement.
- k. Increases generational awareness

This is not an all-inclusive list of benefits and benefits will vary depending on the type of relationship and depth of commitment from the mentor and mentee. This program offers many opportunities for mentors and mentees to improve their leadership, interpersonal, and technical skills, attain personal and professional objectives, and allow the organization to grow.

1.2 MANG MENTORING NETWORK GOALS

The YOUR STATE National Guard Mentorship Network is open to all currently serving service members and professionals who are committed to building successful mentoring relationships and achieving organizational success. Participation in the MMN will:

- a. Develop Leaders through the utilization of guided activities that encourage development of competencies to improve personal and organizational effectiveness.
- b. Enhance Career Development by providing advice on career opportunities to become more resilient and self-reliant in career planning, development, and management.

- c. Promote the transfer of knowledge and expertise as mentors and mentees build relationships to facilitate the transition between generations, while maintaining organizational readiness.
- d. Foster networking and collaboration through the exchange of ideas among Network members from different sectors of the MA National Guard, to create long-term professional relationships.
- e. Improve the retention of service members by demonstrating an inclusive organizational culture that values its members.

1.3 MENTOR-MENTEE ASSIGNMENT PROCESS

The development of an effective mentorship relationship requires trust and the ability of both the mentor and mentee to feel open to discuss various topics. As such, ODI has made two mentor-mentee pairing methods available:

- a. **Application Match:** The Office of Diversity and Inclusion is available to receive mentee and Mentor applications year-round. Upon receipt, all applications will be reviewed by Program Coordinator in order to approve mentor qualifications and pair mentors with mentees. At the conclusion of the review the paired mentor will be provided the paired mentees contact information and application. The paired mentor will contact the mentee within 14 days from pairing.
- b. **Speed Mentoring:** Speed mentoring is the process of allowing mentee's to meet multiple mentors in a short time span. Prior to the Speed Mentoring session, mentor biographies will be provided to all personnel that wish to participate. At the start of the Speed Mentoring session mentees will complete the "Mentee Application" and sign-up for time slots with various mentors. Mentees will have 5-8 minutes with each requested mentor. This process is open to all personnel (including those that have already been assigned a mentor via the "Application Match" process. The Office of Diversity and Inclusion will conduct two Speed Mentoring sessions each Fiscal Year.

The following considerations will be addressed during mentor-mentee pairing:

- a. The request of a specific pairing by either the mentor or mentee
- b. The area of knowledge (MOS/AFSC/Branch) of the mentor and mentee
- c. Geographic location or assignment of the mentor and mentee

1.4 MENTOR TRAINING RECOMMENDATIONS

All Mentors in the MANG Mentorship Network, are encouraged to participate in as many professional development workshops or seminars as possible. Yearly, the Program Coordinator will conduct a “Mentor Orientation” session. All mentors must attend one orientation session within 12 months of appointment as a mentor. Additionally, mentors are required to participate in a minimum of two Special Emphasis Programs (SEP) events per year. It is the responsibility of the Mentor to monitor their email for SEP or social media for SEP events. It is the responsibility of the mentor to notify the Program Coordinator of participation. Reference Appendix E: SPECIAL EMPHASIS PROGRAMS

1.5 MENTOR RESPONSIBILITIES

- a. Provide greater clarity on life and career choices
- b. Provide different perspectives and cultural values
- c. The opportunity to develop new networks of contacts
- d. Access to new resources
- e. Increased career satisfaction and likelihood of career success
- f. Development in areas not typically addressed through training on or off the job
- g. Support to the mentee’s development of professional and interpersonal competencies through strategic questioning, goal setting, and planning
- h. Create a supportive and trusting environment
- i. Agree to, and schedule uninterrupted time with your mentee
- j. Stay accessible, committed, and engaged during the length of the program
- k. Actively listen and question
- l. Feedback to the mentee on his/her goals, situations, plans and ideas
- m. Encouragement to mentee by giving them genuine positive reinforcement
- n. A positive role model

- o. Frank (and kind) corrective feedback if necessary
- p. Open and honest “lessons learned” feedback from your own experience
- q. Stay on track with discussions
- r. Respect mentee’s time and resources
- s. Seek assistance if questions arise that you cannot answer

1.6 MENTOR PROFESSIONAL READING (REFERENCE APP D)

The Office of Diversity and Inclusion will maintain a limited physical and electronic library of various resources available to mentors. All mentors are welcome to contact ODI via email in order to schedule a time to check-out books from the physical library. All other resources are linked below.

- a. “The No Asshole Rule” Robert I Sutton, Ph D
- b. “Man’s Search for Meaning” Viktor E. Frankl
- c. “Dare to Lead” Brene Brown, Ph D
- d. “Mission, Men, Me” Peter Blaber
- e. "The One Thing" Gary Keller
- f. "Grit: The Power of Passion and Perseverance" Angela Duckworth
- g. "Helping People Win at Work" Ken Blanchard & Garry Ridge
- h. "Ranger" Colonel Ralph Puckett
- i. "One Woman's Army" Charity Adams Earley
- j. "The Generalship of Ulysses S. Grant" J.F.C. Fuller
- k. "Leaders Eat Last" Simon Sinek
- l. "A Message to Garcia" Elbert Hubbard
- m. "The Unforgiving Minute: A Soldier's Education" Craig Mullaney

1.7 APPLICATION PROCESS

Applications for participation in the MANG Mentorship Network are accepted on a continuous basis. Personnel interested in applying may download applications from the Office of Diversity and Inclusion MAKO page (link below). Completed applications must be emailed to the Office of Diversity and Inclusion inbox. It is highly encouraged that applicants input as much information as possible to ensure effective pairing. ODI will provide email confirmation of application receipt. Mentor-Mentee pairing will be conducted within 14 days of application receipt, unless the mentee requests to wait until the next scheduled Speed Mentoring session to be paired with a mentor.

https://gko.portal.ng.mil/states/MA/diversity_inclusion/SitePages/MANG%20MENTOR%20PROGRAM.aspx

1.8 MENTEE RESPONSIBILITIES

The mentee's development depends on exploring career aspirations; strengths and weaknesses' and collaborating on means to "get there"; implementing strategies; and evaluating progress towards goals. The mentor will provide guidance and advice for the mentee to choose to follow. Learning from the experiences and wisdom of the mentor will serve to greatly benefit the mentee.

- a. Commit to self-development
- b. Assume responsibility for acquiring or improving skills and knowledge
- c. Discuss individual development planning with their mentor
- d. Be open and honest on their goals, expectations, challenges, and concerns
- e. Actively listen and ask questions
- f. Seek advice, opinion, feedback, and direction from their mentor
- g. Be open to constructive criticism/feedback and ask for it
- h. Respect mentor's time and resources
- i. Stay accessible, committed, and engaged during the length of the program
- j. Comfortably give feedback to their mentor on what is working or not working in the mentoring relationship
- k. Devotion of time with mentoring relationship and ongoing interaction
- l. Identify the skills and competencies you wish to gain
- m. Ask for help or guidance to achieve goals
- n. The ability to listen and accept different points of view (feedback)
- o. Flexibility to consider new options
- p. Absorb the mentor's knowledge and demonstrate what you have learned
- q. Manage communication and invitations for all meetings as mutually agreed upon

APPENDIX A: MENTORSHIP AGREEMENT



YOUR STATE National Guard Mentorship Network: Mentor/Mentee Agreement



Mentee Name:

Rank:

Mentor Name:

Rank:

Mentoring is a voluntary relationship between two individuals (the mentor and the mentee) based on a mutual desire for development towards career goals and objectives. Mentoring relationship results are equal to the effort offered from each of the mentor and the mentee.

Mentorship is a component of a leadership development program (formal or informal). The results of the leadership development program are also dependent upon the effort provided by the mentor and mentee. Mentoring is both a “Get and Give” experience with the goal of providing a rich and rewarding experience for both parties.

Mentor responsibilities should include but not limited to provide:

- Greater clarity on life and career choices
- Different perspectives and cultural values
- The opportunity to develop new networks of contacts
- Access to new resources
- Greater career satisfaction and increased likelihood of career success
- Development in areas not typically addressed through training or on the job
- Support to the mentee’s development of professional and interpersonal competencies through strategic questioning, goal setting, and planning
- Create a supportive and trusting environment
- Agree to, and schedule uninterrupted time with your mentee
- Stay accessible, committed, and engaged during the length of the program
- Actively listen and question
- Feedback to the mentee on his/her goals, situations, plans and ideas
- Encouragement to mentee by giving them genuine positive reinforcement
- A positive role model
- Frank (and kind) corrective feedback if necessary
- Open and honest “lessons learned” feedback from my own experience
- On Track discussions
- Respect to mentee’s time and resources
- Answers by seeking assistance if questions arise that I cannot answer

Mentee Responsibilities should include but not limited to:

The mentee’s development depends on exploring career aspirations; strengths and weaknesses; collaborating on means to “get there”; implementing strategies; and evaluating along the way. The mentor will provide the “light” for the mentee to follow. Learning from the wisdom and past experiences of the mentor will serve the mentee well and produce great benefits.

Ideally, a mentee should be able to:

- Commit to self-development
- Assume responsibility for acquiring or improving skills and knowledge
- Discuss individual development planning with their mentor
- Be open and honest on their goals, expectations, challenges, and concerns
- Actively listen and ask questions
- Seek advice, opinion, feedback, and direction from their mentor
- Be open to constructive criticism/feedback and ask for it
- Respect their mentor’s time and resources
- Stay accessible, committed, and engaged during the length of the program
- Comfortably give feedback to their mentor on what is working or not working in the mentoring relationship
- Devotion of time with mentoring relationship and ongoing interaction
- Identifying the skills and competencies you wish to gain
- Asking for help or guidance to achieve goals
- The ability to listen and accept different points of view (feedback)
- Flexibility to consider new options
- Absorbing the mentor’s knowledge and demonstrating what you have learned
- Manage communication and invite for all meetings as mutually agreed upon

Communication & Operational Expectations

Our monthly communication will happen on (mark one)

Sun	Mon	Tues	Wed	Thurs	Fri	Sat
at:		am	pm			

Suitable forms of additional communication. (check all that apply)

Phone Calls	Text Messaging	Zoom
Emails	Facebook Messages	MS TEAMS
Skype	Google Hangout	

Our primary form of communication will be:

Confidentiality safeguards (What do we need to do to protect the confidentiality of this relationship?)

We understand that confidentiality is critical to developing a trusting mentoring relationship. Consequently, we agree to maintain the confidentiality of the person and business experiences that we share with each other. Furthermore, we understand that we will both uphold the same standard of confidentiality. The only exceptions to this agreement are instances involving harm to oneself or others.

The Mentor and Mentee agree to enter into a mentoring relationship pursuant to the terms stated below:

We agree that if either of us is late or cannot attend a mentoring session. Contact mentor/mentee by phone, email, or text.

No-Fault Termination / Graceful Exit Clause

Matching mentees with mentors is not an exact science. Despite all the best efforts, mismatches can occur, albeit infrequently, and they are something you must be prepared for.

We are committed to open and honest communication in our relationship. We will discuss and attempt to resolve any conflicts as they arise. If, however, one of us needs to terminate the relationship for any reason, we agree to abide by the decision of our partner. If one of us decides to do so, he or she agrees to consider the optimum way to inform the other. The mentee will notify the Program Manager to be assigned a new mentor.

Mentor phone number

Mentor email

Mentee phone number

Mentee email

Please submit completed agreements to the MANG-MN Program Manager at ng.ma.maarng.mbx.diversity@mail.mil

Mentee Name & Signature:

Mentor Name & Signature:

MENTEE/MENTOR ROLES WORKSHEET

The following are a series of potential mentor functions. The mentor and mentee should each complete a worksheet. Mark *your* agreement level on each of the following mentor roles and once completed, discuss each area with your mentor/mentee. Be sure to discuss what each area looks like for you in both theory and practice.

I believe that a mentor/mentee should:	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
Be a problem solving agent					
Be a counselor					
Be an information resource person					
Be an idea resource person					
Be an honest sounding board					
Be one I can be honest with, without fear of judgment					
Be an interpreter of DoD policies and procedures					
↻ Be an interpreter of Command policies and procedures					
Be a guarantor of success for programs/events					
Be a personal role model for behavior					
Be a coordinator/advocate for a balanced calendar					
Provide an outside resource/viewpoint					
Be a developer/planner of new programs					
Be an educator of program philosophy and program skills					
Be an educator/trainer of leadership and organizational skills					
Be one to push back and check reality					
Be a source of constant feedback, not just affirmation					

APPENDIX B: SMART GOALS WORKSHEET



SMART GOALS WORKSHEET

STEP 1. Write down your goal in as few words as possible.

My goal is to: _____

STEP 2. Make your goal detailed and specific. (who/what/when/where/how/when)

How will you reach this goal? List at least 3 action steps you'll take (be specific):

1. _____

2. _____

3. _____

STEP 3. Make your goal is MEASUREABLE. Add details, measurements and tracking details.

I will measure/track my goal by using the following numbers or methods:

I will know I've reached my goal when

STEP 4. Make your goal ATTAINABLE. What additional resources do you need for success?

Items I need to achieve this goal: _____

How I'll find the time: _____

Things I need to learn more about: _____

People I can talk to for support: _____

STEP 5. Make your goal RELEVANT. List *why* you want to reach this goal:

STEP 6. Make your goal TIMELY. Put a deadline on your goal and set some benchmarks.

I will reach my goal by (date): ___/___/___.

My halfway measurement will be _____ on (date) ___/___/___.

Additional dates and milestones I'll aim for:

APPENDIX C: MENTOR BEST PRACTICES

Mentoring Tips and Stages

Compiled by:

The Office of Diversity & Inclusion

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- **MENTOR USEFUL TIPS**
- **STAGES OF MENTOR/ MENTEE
RELATIONSHIP**
- **SMART GOALS**

5 USEFUL TIPS FOR A MENTOR

- SET CLEAR EXPECTATIONS**
- KNOW YOURSELF**
- UNDERSTAND YOUR MENTEE**
- PREPARE A SCHEDULE**
- BE YOUR TRUE SELF**

SET CLEAR EXPECTATIONS

- The first step towards a successful mentoring relationship is to set clear expectations. It must be agreed upon by both the mentor and mentee before the mentoring relationship starts. When expectations of the relationship are clear, it leads to a greater chance of success and reduced confusion.
- The expectations of the relationship can be drafted in the mentoring agreement and handled by the mentoring program manager, mentor, or mentee

KNOW YOURSELF

- As a first-time mentor, being one might feel like an added responsibility on your shoulders. But as a mentor, you should be self-aware and cognizant of yourself. Mentors should be able to identify their strengths, knowledge, experience, weaknesses, gaps, and blind spots. Not only this, you should understand your mentoring style as well. It will help you understand how you can help your mentees better. It becomes easy for you to align yourself with your mentee's needs.

UNDERSTAND YOUR MENTEE

- According to a research on Huffpost.com, 79% of Millennials see mentoring as crucial to their career success.
- As important it is to know yourself as a mentor, it is crucial to know your mentee too. It is one of the founding stones for a successful mentoring relationship. Have a one-on-one with your mentee to know them, their goals and understand what they want to achieve from the mentoring relationship. Don't let any type of stereotypes or biases cloud your judgement about your mentee.
- Often mentors commit the mistake of doing most of the talking and driving a mentoring meeting. Instead, let your mentee speak. It will help you understand their point of view and perspectives

PREPARE A SCHEDULE

- The next most important step which you should do as a mentor is to prepare a schedule. Plan how often you and your mentee will meet. It will allow both you and the mentee to prepare before each mentoring meeting. The schedule can be monthly, quarterly, or yearly one depending upon the need

BE YOUR TRUE SELF

- It is important for you as a mentor to share your stories with your mentee. Being a mentor does not mean you have superpowers. You are as human as others. Tell them the good, bad, and ugly of your life and how you learned from your mistakes. Discuss with them the obstacles you faced and how you overcame them. Moreover, discuss some of the good choices you made and the accomplishments you had

4 STAGES OF A MENTOR-MENTEE RELATIONSHIP

➤ **INITIATION**

➤ **NEGOTIATION**

➤ **GROWTH**

➤ **CLOSURE**

4 STAGES OF A MENTOR-MENTEE RELATIONSHIP

➤ INITIATION:

- The mentor mentee get to know each other, see if they are the right match, and build the relationship. They informally discuss their common interests, values, future goals, and dreams.
- Since the mentoring pair is new in the relationship, the first stage can be a bit challenging. There can be confusion, difficulty in communication, or even lack of communication. In many cases, mentees are reluctant to trust their mentors at this stage
- Mentors play a vital role here to make the relationship work. Not only do they take the initiatives to communicate with the mentee, but also devote time to the relationship. They make sure the mentee feels comfortable with them

4 STAGES OF A MENTOR-MENTEE RELATIONSHIP

➤ **NEGOTIATION:**

- The second stage is the business stage of a mentor-mentee relationship. It is the stage where a mentor helps the mentee set learning goals. They also agree on their initial expectations and define the strategy to achieve the target. Besides, they talk about when and how they will meet, what will be the frequency of their meeting and accountability
- Although mentors and mentees work on setting goals and creating a work plan, the negotiation stage is not quite simple. It involves talking about soft issues in a relationship, establishing ground rules, confidentiality, boundaries, and shared responsibilities. These are the topics that are often left out of conversations because they are not very easy to talk about. Yet, these are critical topics that need to be discussed.
- **If a mentoring pair is not compatible, negotiation is the stage where they can part their ways in a friendly manner**

4 STAGES OF A MENTOR-MENTEE RELATIONSHIP

➤ GROWTH:

- At this stage, the mentoring partners start working towards the goals that were set. This stage offers the greatest opportunity for learning and development.
- The mentor's responsibilities at this stage are to help the mentee with various mentoring resources for their development. They share knowledge and experience through storytelling. They help mentees overcome challenges; and gradually a mentor becomes a guide, adviser, and friend to the mentee
- Another key responsibility of a mentor is to provide **honest, candid, yet constructive feedback** to the mentee. Because feedback is the most important part of a mentoring relationship. It allows mentors to acknowledge the mentee's strengths and help them identify their weaknesses; which is crucial for mentees' growth

4 STAGES OF A MENTOR-MENTEE RELATIONSHIP

➤ CLOSURE:

- At the fourth stage, the mentor mentee formally close their mentoring association. This can happen due to various reasons- the program is over, the goals are accomplished, needs become fulfilled, or something else. Still, this stage is more than simply marking an end to the relationship. It is an opportunity for the mentoring pair to recognize and celebrate their success.
- Both mentor and mentee benefit from closure. It is an opportunity to harvest the learning and apply it in real-life situations
- Any mentoring relationship moves through these four phases. Yet, there is no specific formula to create a successful relationship. It takes effort from both partners to make it work. And if at any stage, the relationship experiences hardship, **communication is the only solution.**

SMART GOALS

Smart Goals are goals that are created focusing on specific and realistic targets to hit, which increases chances of success.

- **Specific:** The goals should be clear and well-defined. A vague goal is a way to disaster.
- **Measurable:** A goal should always be measurable so that you and your mentee can track the progress.
- **Attainable:** Your mentee's goals should not be too difficult to achieve, as it will only lead to disappointment.
- **Relevant:** A goal should be relevant and linked to the overall organizational goal.
- **Time-bound:** Goals need to be achieved within a specific time frame. Set up a realistic timeline for your mentee to accomplish his/her goals.

APPENDIX D:

SPECIAL EMPHASIS PROGRAMS

Bring your ideas to the table to enhance TAG's Special Emphasis Programs!

- African-American Network
- Women's Mentorship Network
- Asian-American, Pacific Islander Heritage network
- Hispanic, Latino/ Network
- Employment with Disabilities Network
- Native American Network
- LGBTQ+ Network
- Expecting Parent Support Group

Contact ODI in order to become a member of any of the Special Emphasis Programs. Volunteers are always wanted.

APPENDIX E:

Mentorship Recommended Reading List

This list of readings is composed of recommendation from the Air Force Chief of Staff, Army Chief of Staff, Army CSM, and Air Force CMSAF.

1. "The No Asshole Rule" Robert I Sutton, Ph D
2. "Man's Search for Meaning" Viktor E. Frankl
3. "Dare to Lead" Brene Brown, Ph D
4. "Mission, Men, Me" Peter Blaber
5. "The One Thing" Gary Keller
6. "The Art of Thinking Clearly" Rolf Dobelli and Nicky Griffin
7. "Grit: The Power of Passion and Perseverance" Angela Duckworth
8. "Helping People Win at Work" Ken Blanchard & Garry Ridge
9. "Ranger" Colonel Ralph Puckett
10. "One Woman's Army" Charity Adams Earley
11. "The Generalship of Ulysses S. Grant" J.F.C. Fuller
12. "Leaders Eat Last" Simon Sinek
13. "The Infinite Game" Simon Sinek
14. "Invisible Women" Caroline Criado Perez
15. "A Message to Garcia" Elbert Hubbard
16. "The Unforgiving Minute: A Soldier's Education" Craig M. Mullaney

GLOSSARY

Mentorship	the voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect (AR 600-100).
Coaching	a development technique used for a skill, task, or specific behaviors
Counseling	the process used by leaders to review with a subordinate the subordinate's demonstrated performance and potential.

ACRONYMS

AFSC	Air Force Specialty Code
BR	Branch
CDO	Chief Diversity Officer
DCDO	Deputy Chief Diversity Officer
ERG	Employee Resource Group
MOS	Military Occupational Specialty
PC	Program Coordinator
SEP	Special Emphasis Program
SEPM	Special Emphasis Program Manager