PMIWDC Mentoring Program
2026 Program Syllabus

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1. Introduction

Welcome to the PMIWDC Mentoring Program. This document is intended to provide program participants with a description of the PMIWDC Mentoring Program mentoring framework and process, program schedule and activities. This guide is designed to give you an overview of what to expect during the course of the program and identify the resources available to assist you in the mentoring process.

The guide is organized as follows:

1. Introduction
2. Mentoring Overview - describes the mentoring process, the four phases of our mentoring framework; the mentoring activities associated with each phase and recommended reading.
3. Program Schedule - overlays the mentoring framework and associated activities to the program timeline.
4. Mentoring Stages and Activities - outlines the activities for the four mentoring phases and identifies selected readings to prepare the mentor protégé pair for each phase.
5. Summary - closing tips for an effective mentoring partnership.
6. Recommended Reading - educational resources for the mentors and protégés to use as reference material.

2. PMIWDC Mentoring Program Overview

Mentoring is a developmental partnership through which one person shares knowledge, skills, information, and perspective to foster personal and professional growth of someone else.

The PMIWDC Mentoring Program is a one-on-one relationship between a seasoned PMP® professional and a developing project management professional to develop the skills needed to meet the evolving demands of our profession. PMIWDC PMP® professionals volunteer as mentors to assist in the professional development of PMIWDC members to enhance their program management knowledge and skills.

The Mentoring Program is six months (April – October) long formal program that:

- Follows a structured framework based on a four-stage mentoring life cycle,
- Has four scheduled group meetings
    - Kick-Off meeting and Orientation
    - Check-In meeting #1 (In-Progress Review)
    - Check-In meeting #2 (In-Progress Review)
    - Lessons learned session

- Has a New Mentor Orientation session
- Monthly one-on-one mentor protégé meetings
- Mentoring artifacts
    - Mentoring Partnership Agreement
    - Learning Action Plan
- Deliverables
    - Participation agreement
    - Confidentiality agreement
    - Monthly activities report
- Recommended Readings

At the conclusion of the program, the mentor protégé pair will:

- Have established a mentoring relationship
- Derived the protégé's learning goals and objectives
- Developed a Learning Action Plan to accomplish those goals
- Worked towards achieving those goals
- Closed the formal mentoring relationship

The PMIWDC mentoring framework is a mentoring life cycle of four mentoring stages:

- Preparation Stage
- Define Agreements Stage
- Relationship Stage
- Closure Stage

This framework provides us the structure to establish the groundwork for cooperation, clarify the protégés goals and objectives, develop a plan to achieve those goals, work towards the goals, and finally, end the formal mentoring relationship and collect lessons learned.

3. PMIWDC Mentoring Program Schedule

Figure 1 PMIWDC Mentoring Program Schedule and Timeline graphically depict how the four mentoring life cycle stages, their associated activities and the group meetings overlay the performance period of the PMIWDC Mentoring Program. This is provided as a guide to assist the mentor protégé pairs in allocating time to the different stages and planning attendance at the group meetings. Actual time spent within the four stages is contingent on the pace determined by the mentor protégé pair.

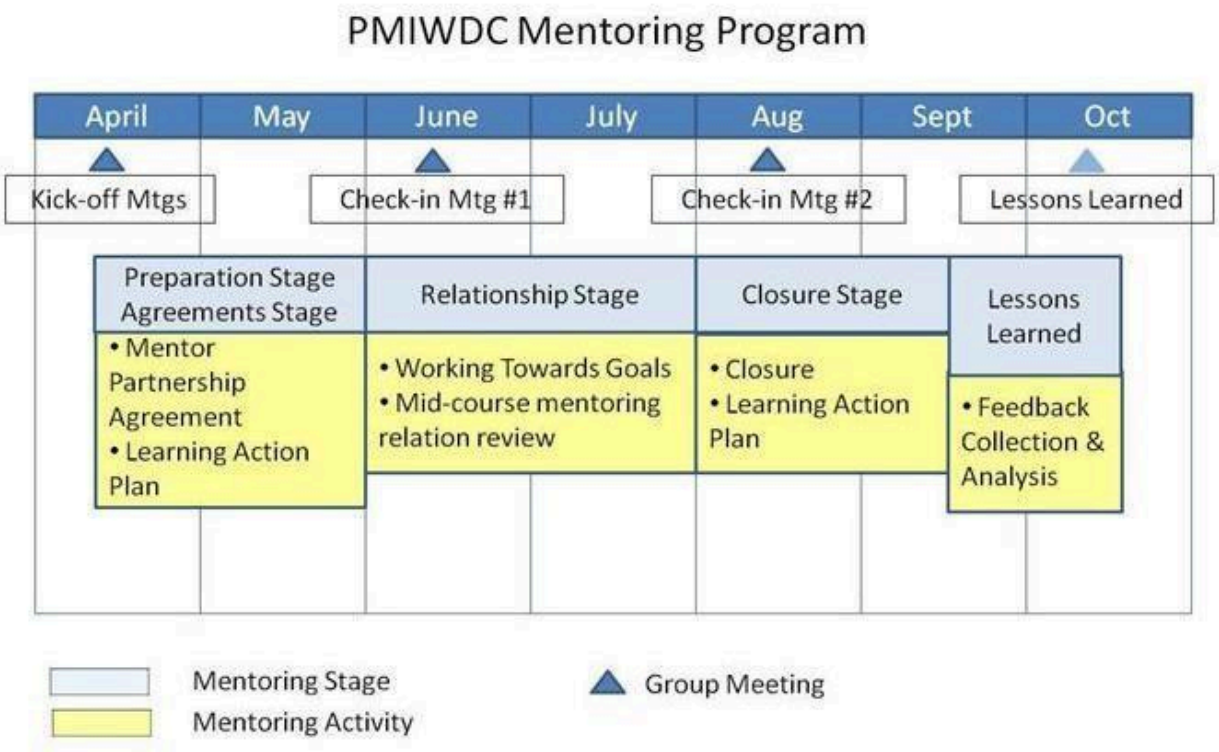


**Figure 1 PMIWDC Mentoring Program Schedule and Timeline*

- 2 April 2026: New Mentor Orientation (6:00PM-8:00PM)
- 9 April 2026: Kick-off meeting, Orientation and Training (6:00PM–8:00PM)
- 11 June 2026: Check-in Meeting #1 (6:00PM–8:00PM)
- 13 August 2026: Check-in Meeting #2 (6:00PM-8:00PM)
- 8 October 2026: Lessons Learned Session (6:00PM-8:00PM)

Note: the Kick-Off Meeting and Lessons Learned will be held in-person. Check-In sessions will be held virtually.

4. Mentoring Stages and Activities

Participants in the PMIWDC Mentoring Program come from diverse backgrounds and have varied experiences. Most will not have been exposed to a formal mentoring process. To create the conditions for success, all participants must have a common level of understanding of the mentoring process, the roles and responsibilities involved in mentoring and best practices on the tools and techniques of mentoring. For each stage, suggested readings from the recommended reading list are identified for use as learning tools for both the mentor and the protégé.

The preparation stage begins the mentoring partnership.

- The mentor protégé pair meets to establish the foundation for a successful mentoring relationship.
- The pair shares information in order to build rapport and to determine if they can work together.
- The first meeting is critical. It is important at the very beginning for the partners to get to know each other and clarify the overall mentoring goals. Protégés should be prepared to answer the following questions:
    - Six months from now, when this program is over, in what ways do I want to:
        - Do more
        - Be more
        - Have more
            - How can my mentor help me to achieve these things?

Next is the agreements stage. By the 2nd or 3rd one-on-one mentor protégé meeting, the mentor protégé pair should have:

- Established working agreements,
- Agreed on meeting dates.
- Completed their mentoring partnership agreement.
- Committed to their confidentiality agreement.
- Defined protégé goals and objectives using SMART
    - **S**-specific, significant, stretching
    - **M**-measurable, meaningful, motivational
    - **A**-agreed upon, attainable, achievable, acceptable, action-oriented
    - **R**-realistic, relevant, reasonable, rewarding, results-oriented
    - **T**-time-based, timely, tangible, trackable
- Drafted a learning action plan based on the protégé's goals and objectives. The learning action plan helps translate the protégé's goals into easily executable and attainable steps.

- *PMIWDC Mentoring Program Training Workbook Module Three* provides exercises to help the pair arrive at developing a working agreement, a mentoring partnership agreement, a learning plan and a confidentiality agreement.

The relationship stage begins after the mentoring partnership agreement is established and a draft learning action plan is developed. During this period:

- The mentor protégé pair works towards achieving their goals through conversations and learning and development activities.
- The mentor protégé pair should conduct a mid-course mentoring relationship review to evaluate if the relationship is on track to meeting the protégé's needs. As the relationship progresses, it is valuable for the mentor protégé pair to periodically review the progress of the relationship and adjust as necessary to the way they work together to ensure the relationship delivers the desired value. At the mid-course review the mentor protégé pairs should address the following:
    - How is the mentoring partnership working?
    - What is working well?
    - What, if anything, is not working as well as you hoped?
    - What are you both gaining from your experience of the process?
- *PMIWDC Mentoring Program Training Workbook* pp 30-31 contains some exercises to evaluate the mentoring partnership.
- *Mentoring Guide – A Guide for Mentors* (and *Mentoring Guide – A Guide for Protégés)* pp 8-9 provides examples of some challenges (and solutions) that may arise during this stage.

Last is the closure stage. This is where the mentor protégé pair prepares for the ending their formal mentoring relationship and plan for the future.

- It is important to schedule a closure meeting to end the formal mentoring relationship. The first meeting established the relationship and identified what the pair wanted to accomplish during the mentoring period. The closure meeting closes the loop and is the opportunity to review what the pair has accomplished as a team and to discuss future plans.
- It is important to end the formal mentoring relationship on a positive note and to keep open the door for assistance at a future time.

- *PMIWDC Mentoring Program Training Workbook* pp 32-34 contains exercises to prepare for the closure meeting.
- *Mentoring Guide – A Guide for Mentors* (and *Mentoring Guide – A Guide for Protégés*) pg 10 discusses ending the formal mentoring relationship and planning for the future.

As part of program closure, participants are asked to complete a survey to collect lessons learned. To celebrate the conclusion of the program we will host a lessons learned session to review survey input and collect additional input.

5. Summary

The purpose of mentoring is to establish a formal relationship between two people, a mentor and a protégé, with learning and development at its core and the fulfillment of clear and mutually defined goals as its intention.

The mentor serves as role model, coach, broker and advocate. The mentor's role is to listen, provide constructive feedback and help their protégé consider options.

The protégé is responsible for deciding the amount of guidance they desire; the skills and competencies they want to acquire; and absorbing the mentor's knowledge and applying what they have learned.

The PMIWDC Mentoring Team would like to thank you in advance for your time and commitment as a participant in the PMIWDC Mentoring Program and close with some tips for effective mentoring (*Tips for Working Effectively as Protégé and Mentor*, Bill Collins, April 13, 2017):

- There is no single best way. Any way can work as long as:
  - You both agree to it
  - It does not violate the PMI Code of Ethics
  - It's not illegal
- Protégé must be proactive. Protégé should:
  - Ask for help
  - Arrange meetings
  - Submit forms and status reports
- Mentoring does not work when the mentor is more invested than the protégé
- Agree about logistics ○ How often, when, where, how to meet
  - Are spontaneous contacts OK?

- Confidentiality (what exactly does that mean)

6. Recommended Readings

PMIWDC Mentoring Program Training Workbook provides the framework and structure to establish groundwork for cooperation; clarify the protégés goals and objectives; develop a plan to achieve those goals; work towards the goals; and finally, end the formal mentoring relationship and collect lessons learned. The workbook consists of five modules that lead the reader through a mentoring overview and introduces a mentoring life cycle of four mentoring stages - Preparation Stage, Define Agreements Stage, Relationship Stage, and Closure Stage.

Mentoring Guide – A Guide for Mentors (https://scholarworks.umass.edu/server/api/core/bitstreams/c680cd1f-e200-4b90-84e4-c76f13af859e/content)

Mentoring Guide – A Guide for Protégés (https://scholarworks.umass.edu/esence/303/) is similar to "Guide for Mentors". Only real difference is text on pages 1 and 2.

Additional Resources:
Mentoring Guide for Mentors, Triple Creek Associates, 2002 (https://d3n8a8pro7vhmx.cloudfront.net/aosa/pages/35/attachments/original/1408327939/MentorGuide.pdf?1408327939)

Masterful Mentoring Triple Creek's Mentoring Newsletter July 2004, The First Meeting (https://pdf4pro.com/view/masterful-mentoring-pcaddick-com-2d7574.html) Tips for first mentoring meeting.
Mentoring, (https://stjohns-salisbury.org/wp-content/uploads/2019/07/Mentoring.pdf). A compilation of extracts from *Building Effective Mentor Partnership* by PCaddick.