



# PGA OF CANADA MENTORSHIP PROGRAM

## Guidebook for Mentors and Mentees



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## Welcome to the PGA of Canada Mentorship Program

Since the PGA of Canada was founded in 1911, mentorship has been an integral part of the golf professional's journey toward gaining Class "A" status. Over these years, mentorship has evolved from informal to formal experiences with learning outcomes, deliverables, and more.

At the PGA of Canada, we are pleased to re-introduce mentorship as a formal program, offered as an optional credit towards Class "A" status, or for existing Class "A" members as a means to build their network, skills, and experiences. The PGA of Canada mentorship program is the result of extensive research based on current literature, existing programs, and the input of subject matter experts with decades of experience in the field. The goal of the mentorship program is to provide the foundation for both the mentor and mentee to develop the skills, experience, and support needed to achieve their personal, career, and business goals.

The mentorship program has four streams. Mentees select one stream that aligns best with their goals; mentors can mentor in multiple streams:

- Teaching
- Coaching
- Golf operations
- Management and leadership

This guidebook provides an overview of the objectives and structure of the PGA of Canada mentorship program. It includes an overview of the registration process, the program structure, and the requirements for obtaining credit for completing the program.

The mentorship program is supported through the PGA of Canada Training Academy platform. Using this online platform, mentors and mentees can be matched locally or remotely—within Canada or internationally—enabling interactions to occur in person or virtually.

## Why Mentoring?

Mentoring provides a wide range of benefits to both mentors and mentees. Many professionals who serve as mentors have found the experience to be rewarding, both personally and professionally. Being a mentor provides a unique opportunity to consolidate one's practice and enhance one's own skills. Certainly, most mentors derive great satisfaction from having the opportunity to become a coach and role model to early career PGA of Canada professionals.

For mentees, having the guidance, encouragement, and support of a trusted and experienced mentor provides a broad range of personal and professional benefits, which ultimately lead to improved performance in one's career or business aspirations. Mentors provide young and aspiring golf professionals the opportunity to learn and benefit from the years of experience of fellow PGA of Canada professionals.

Common mentoring conversations:

- **Career passion:** Helping someone figure out what type of work or workplaces they are truly passionate about (within or outside the golf industry).
- **Career development:** Helping someone establish their career goals and the ways in which you can support them.



- **Self management:** Helping someone understand the importance of self-management and what behaviors are key to workplace success (e.g., attendance, personal appearance).
- **Performance challenges:** Helping someone think differently about how a workplace problem can be solved, reacting to their ideas for solving the problem, and/or giving an example from your own experience.
- **Priority management:** Helping someone determine which tasks add the greatest value from their leader's perspective and how to make the appropriate trade-offs that maximize their contribution.
- **Conflict:** Helping someone through a personal conflict with a club member, colleague, or boss. Encouraging the person to manage emotions, put conflict in perspective, and think about consequences of any decisions they may make.
- **Stakeholder management:** Helping someone adjust to a new role by explaining the formal and informal structures of the club/facility and how work actually gets done, which club members have influence, and/or how best to make a good first impression.
- **Change:** Helping someone successfully implement a change within a club/facility. Identify what key steps need to be taken to mitigate risks associated with the proposed changes.

## Objectives of the Mentorship Program

The intent of the PGA of Canada mentorship program is to:

1. Accelerate the professional growth and development of early career golf professionals through the influence, guidance, and direction of experienced PGA of Canada professionals.
2. Engage successful PGA of Canada professionals in a formal process to help aspiring golf professionals achieve their personal, career, and business goals.
3. Broaden the professional network (within and beyond the golf industry) of PGA of Canada professionals.
4. Strengthen the overall leadership culture of the PGA of Canada by capitalizing on the collective knowledge and experiences of our experienced professionals.

## How Will I Be Supported?

The PGA of Canada mentorship program is designed to enable the mentor and mentee to direct their own learning and work towards achieving their own goals within the overall objectives of the program. Tools and support are available within the PGA of Canada Training Academy platform.

There is an online course for mentors that is designed to provide an overview of the program, a mentoring framework, and support the development of essential mentoring skills. Upon completion of this module, mentors will be able to:

- Explain how golf professionals attain PGA of Canada Class "A" status through the PGA of Canada Training Academy.
- Describe the objectives and structure of the PGA of Canada mentorship program, including the expectations of mentors and mentees.
- Define mentoring and explain how it is different from coaching and counselling.



- Describe three techniques you can use to help a mentee cultivate a forward-thinking developmental-focused mindset.
- Recognize the core skills required for effective mentoring.
- Describe the PGA of Canada mentoring process.
- Sign up to become a PGA of Canada mentor.

Mentors also have access to a Touchpoint Toolkit to guide them through the mentor–mentee touchpoints.

For additional support, the PGA of Canada education department is there to provide guidance to both mentors and mentees as you proceed through the mentorship program.

## Mentorship Program Overview

When a mentee registers for the PGA of Canada mentorship program in the Training Academy, their first step is to choose a mentorship stream and a mentor who has experience in the area in which they want to be mentored. Once this match has been established, the mentor and mentee work together to set goals and then achieve them through a series of touchpoints (outlined later in this guidebook). During a touchpoint, the mentor and mentee meet (in person or virtually) to discuss the mentee's behaviours and progress towards their goals.

Mentees receive credit for the mentorship program once they have achieved, or made significant progress towards, the goals agreed upon with their mentor, demonstrated a commitment to developing and demonstrating the desired behaviours expected of them (outlined later in this guidebook), and completed a minimum eight-month engagement with their mentor (maximum two years). Appendix A provides an example of how a mentee typically proceeds through the PGA of Canada mentorship program.

## Key points

- The mentorship program is supported through the PGA of Canada Training Academy platform.
- Mentors complete the *Become a PGA of Canada Mentor* course, register their availability for mentoring, and submit the Mentor Contract, Mentor Biography, and Mentor Confidentiality Agreement through the Training Academy.
- The mentorship program has four streams. Mentees select one stream that aligns best with their goals:
  - Teaching
  - Coaching
  - Golf operations
  - Management and leadership
- The mentee selects a mentor from the list in the Training Academy whose interests, skills, experiences, and areas of expertise align with their area of focus for the mentorship program. The Training Academy platform supports virtual touchpoints so geographical location is not a requirement in the selection process.
- The mentor and mentee commit to working together for a minimum of eight months (maximum two years).



- The mentor and mentee complete a minimum of five touchpoints (in person or virtual). Additional touchpoints can be added at the discretion and mutual agreement of the mentor and mentee. Each of the five required touchpoints must last at least 30 minutes and can be conducted:
  - In person
  - Virtually (e.g., using the PGA of Canada Training Academy platform, Facetime, Skype, Google Hangouts)

NB: Email and texting does not constitute a formal touchpoint.

- Mentors and mentees can use the Training Academy platform for touchpoints at no cost. The PGA of Canada is not responsible for any costs associated with in-person meetings, phone calls, or use of third-party virtual platforms.
- Mentors will be compensated \$75 per mentee for their time.
- Registration details are listed below and available on [www.pgaofcanada.com](http://www.pgaofcanada.com).

## Requirements for Credit

When a mentee successfully completes the PGA of Canada mentorship program, they receive three credits towards their Class “A” Certification and/or Specialization for existing Class “A” members. For a mentee to receive credit, the following requirements must be met:

- The mentee has successfully achieved or made substantial progress towards the **goals** collaboratively set at the start of the mentorship program with the mentor.
- The mentee has participated in a minimum of five **touchpoints** over the course of 8 to 24 months. Prior to each touchpoint they completed and submitted the Touchpoint Reflection to their mentor.
- Throughout the mentorship engagement, the mentee has demonstrated the **desired behaviours** defined below.

When the mentor is satisfied that the above requirements have been met, they submit the Mentorship Program Outcomes Form to the Training Academy. The mentee will receive credit for completion of the mentorship program once the form has been uploaded and reviewed by PGA of Canada staff.

## Goals

Mentees are strongly encouraged to complete the *Career Literacy Part 1: Map Your Career Path* course in the PGA of Canada Training Academy prior to enrolling in the mentorship program. The outcome of this course is a Career Mapping Action Plan in which professionals have identified the steps they need to take in order to advance their careers, including the experiences and education they need to seek out. The Career Mapping Action Plan can be used to help mentees select mentors who have the relevant experience in the area they wish to focus their mentorship on. Further, information in the Career Mapping Action Plan can be used as the basis for setting the goals that will be worked on during the program.

Prior to the first touchpoint, mentees complete a draft of the Mentoring Action Plan. Then, during touchpoint 1, the mentor and mentee discuss the Mentoring Action Plan and agree on the goals the mentee will work on during the mentorship program. The goals must align with the mentorship stream selected (e.g., goals should not focus on improving equipment fitting knowledge if the mentorship is in the golf operations stream).



Once the goals have been agreed upon, Action Steps are determined, and the Mentoring Action Plan is finalized. The Action Steps may take the form of projects, which may range in scope, length, and detail depending on the mentee's goal. In order to receive credit for the mentorship program, the mentee must have successfully achieved or made substantial progress towards the goals or completion of the projects.

## **Touchpoints**

Touchpoints form the basis of the PGA of Canada mentorship program. During a touchpoint, the mentor and mentee meet (in person or virtually) to discuss the mentee's behaviours and progress towards their goals. This is a time for the mentee to ask questions, seek advice, and absorb information, and it is a time for the mentor to provide feedback on progress and offer guidance on the way forward.

Five touchpoints are required for the mentee to receive credit for the mentorship program. The recommended focus for these touchpoints is outlined below, as well as in the Mentorship Guidebook and Touchpoint Toolkit. The mentor and mentee may agree to hold additional touchpoints if appropriate.

Mentors should also refer to the Touchpoint Toolkit to guide them through the touchpoints.

### **Touchpoint 1: Fit discussion**

The objective of the first touchpoint is to determine whether the mentor and mentee are a good fit and the mentor has the relevant experience to support the mentee in achieving their goals. The mentee should have completed a draft of the Mentoring Action Plan prior to the first touchpoint.

#### **Objectives:**

1. Confirm understanding of the PGA of Canada mentoring process and the requirements for credit.
2. Discuss expectations of mentee by reviewing the Touchpoint Reflection and the Mentorship Program Outcomes Form, which will be submitted at the end of the program.
3. Discuss the mentee's draft Mentoring Action Plan and intended goals. Ensure mentee has set SMART goals.
4. Assess the mentor–mentee fit.
5. Start to build trust and rapport.

If both parties have agreed to go forward with the mentoring relationship:

6. Confirm agreement on next steps for mentor and mentee.
7. Schedule the next touchpoint session.

### **Touchpoint 2: Action planning**

The objective of this touchpoint is to establish appropriate actionable goals for the mentee to pursue.

#### **Objectives:**

1. Continue to build trust and rapport.
2. Finalize goals and action steps by completing the Mentoring Action Plan. Ensure mentee has set SMART goals.
3. Review inhibitors and derailers and discuss mitigation strategies.



4. Discuss what success criteria should be used to measure progress for each goal.
5. Confirm agreement on the next steps for mentor and mentee.
6. Schedule the next touchpoint session.

### **Touchpoint 3: Review, reflection, learning**

The objective of this touchpoint is to review the progress the mentee is making towards their goals, reflect on their ongoing successes and challenges, and set or reset strategies to achieve the goals.

#### **Objectives:**

1. Continue to build trust and rapport.
2. Discuss the mentee's Touchpoint Reflection.
3. Discuss progress on mentee's Mentoring Action Plan, identifying what is enabling or inhibiting progress.
4. Review/reset goal(s) and success criteria if required.
5. Discuss any new strategies (action steps) that should be added.
6. Revise timeline if required and acquire mentee commitment.
7. Agree on next steps for mentor and mentee.
8. Schedule the next touchpoint session.

### **Touchpoint 4: Review and reset**

As in touchpoint 3, the objective is to review the progress the mentee is making towards their goals, reflect on their ongoing successes and challenges, and set or reset strategies to achieve the goals.

#### **Objectives:**

1. Continue to build trust and rapport.
2. Discuss the mentee's Touchpoint Reflection.
3. Discuss progress on mentee's Mentoring Action Plan, identifying what is enabling or inhibiting progress.
4. Review/reset goal(s) and success criteria if required.
5. Discuss any new strategies (action steps) that should be added.
6. Revise timeline if required and acquire mentee commitment.
7. Agree on next steps for mentor and mentee.
8. Schedule the next touchpoint session.





### Touchpoint 5: Results and impact

The objective of this touchpoint is to review and reflect on the final outcome of the mentee's journey towards the goals they set at the outset of the mentorship.

#### Objectives:

1. Discuss the mentee's Touchpoint Reflection.
2. Review accomplishments against desired outcomes using the success criteria established in touchpoint 2.
3. Discuss impact of mentoring engagement, both personally and professionally.
4. Identify ideas for continued development in related areas.
5. Discuss what and how to share progress with mentee's manager (e.g., Head Golf Professional).
6. Acknowledge and celebrate the mentorship relationship.
7. Confirm completion of mentorship. Mentor to submit Mentorship Program Outcomes Form on the PGA of Canada Training Academy platform.

### Desired behaviours

Mentees are expected to develop and demonstrate a number of behaviours throughout the mentorship engagement. Prior to each touchpoint, mentees are required to complete the Touchpoint Reflection and reflect on their performance in the following areas:

- **Enterprising:** Mentees are expected to take initiative and be proactive in facilitating the mentoring engagement. This includes scheduling meetings and providing regular status updates.
- **Relationship builder:** Mentees are expected to establish a strong relationship with their mentor by being honest, keeping them informed of their progress, and showing appreciation for their time and assistance.
- **Goal-oriented:** Mentees are expected to have clear goals they are working towards during the mentorship program and to adjust that goal as required.
- **Growth mindset:** Mentees are expected to explore new ideas and solutions, even if they are different from their current beliefs.
- **Inquisitive:** Mentees are expected to ask questions and seek the opinions of others, and listen to and reflect on what they learn.
- **Action-oriented:** Mentees are expected to put new ideas into practice in order to assess what works and what needs improvement.
- **Positive:** Mentees are expected to maintain a positive, developmentally-focused mindset throughout the mentorship engagement.
- **Respectful:** Mentees are expected to show respect for others.
- **Professional:** Mentees are expected to demonstrate the PGA of Canada's Code of Professional Conduct throughout the mentorship engagement.



## Expectations of the Mentee

As a mentee in this program, it is expected that you will:

- Have completed the *Career Literacy Part 1: Map Your Career Path* course in the PGA of Canada Training Academy (strongly recommended).
- Define the goals you intend to accomplish through the mentorship program and complete the Mentoring Action Plan prior to the first touchpoint.
- Select a mentor who has relevant experience and who will be able to support you as you work towards your goals.
- Work towards developing and demonstrating the desired behaviours described above.
- Complete and submit a Touchpoint Reflection before touchpoints 3, 4, and 5 in which you reflect and report on your mindset, progress, challenges, and successes.
- Commit to a minimum eight-month mentorship engagement and participate in a minimum of five touchpoints, each lasting at least 30 minutes.

## Expectations of the Mentor

As a mentor in this program, it is expected that you will:

- Have completed the *Become a PGA of Canada Mentor* course in the PGA of Canada Training Academy.
- Commit to following the guidelines provided in the *Become a PGA of Canada Mentor* course, rather than mentoring according to your individual preferences.
- Mentor and provide advice that aligns with current PGA of Canada thinking and approaches.
- Be responsive to the mentee's needs and provide feedback and guidance in a timely manner.
- Serve as a learning broker and sounding board for issues related to the mentee's personal, career, and business goals and development.
- Foster the mentee's development of the desired behaviours mentees are expected to develop and demonstrate through the course of the program.
- Commit to being a positive and supportive mentor and providing guidance that is best suited to the mentee's skills and goals.
- Demonstrate experience in the area(s) in which you are mentoring.
- Be a catalyst for mentees to develop their own network.
- Be an ambassador for the PGA of Canada Training Academy.
- Sign a confidentiality agreement prior to engaging with a mentee.
- Commit to a minimum eight-month mentorship engagement and participate in a minimum of five touchpoints, each lasting at least 30 minutes.



## How Do I Get Started?

### I want to be a mentor

1. Complete the *Become a PGA of Canada Mentor* course. Log in to your member access of [www.pgaofcanada.com](http://www.pgaofcanada.com) and access the PGA of Canada Training Academy to register.
2. Once you have completed the *Become a PGA of Canada Mentor* course, download, complete, and submit the following on the Training Academy platform:
  - a. Mentor Contract
  - b. Mentor Biography
  - c. Mentor Confidentiality Agreement
3. Once notified that a mentee has registered for a mentorship with you, initiate the first contact with them directly through the platform.

### I want to find a mentor

1. It is recommended that you complete the *Career Literacy Part 1: Map Your Career Path* course within the PGA of Canada Training Academy.
2. Log in to your member access of [www.pgaofcanada.com](http://www.pgaofcanada.com) and access the PGA of Canada Training Academy.
3. Based on the Career Mapping Action Plan developed in *Career Literacy Part 1: Map Your Career Path*, select one of the four streams most pertinent to the area in which you want to focus your mentorship: Teaching, coaching, golf operations, or management and leadership.
4. Review the list of mentors available in this stream. Select and register with the mentor best suited to your goals.
5. Once the mentor has contacted you to schedule the first touchpoint, complete a first draft of your Mentoring Action Plan document to have ready for your first meeting.
6. Away you go on your journey.



# PGA OF CANADA MENTORSHIP PROGRAM

## Appendix A: The mentee journey

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### Prepare



#### Getting Started

Emma accesses the PGA of Canada website where she learns about the PGA of Canada mentorship program. She completes the *Career Literacy Part 1: Map Your Career Path* course in the Training Academy. She now has a clear idea of where she wants to head in her career and is excited about the opportunity to partner with an experienced PGA of Canada professional and develop new skills that will advance her career.



#### Personalization

Emma reflects on her current situation and identifies some development goals she would like to address during her mentorship engagement. She identifies a potential mentor through the Training Academy and registers.

Emma then completes the Mentoring Action Plan to personalize her learning journey, as well as give her potential mentor a sense of where she would like support.



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### Experience

#### Touchpoint 1 – Fit Discussion

Emma and the mentor meet to see if they are a good fit. Emma shares her goal(s) and discusses what support she's looking for.



#### Touchpoint 2 – Action Planning

Emma and mentor have an open and honest discussion about her current situation – her strengths, weaknesses, and areas for development. Emma relishes the opportunity to discuss new ways to solve problems and to hear about her mentor's vast career experience working in the golf industry. They nail down her goal(s), action plan, and timeline for next touchpoint.



#### Action, Reflection, Learning

Emma takes an online marketing course that is related to her mentorship goal. She also meets with her Head Professional and asks to assist with the club's new retail strategy in the hopes of building her skills and her network and identifying new ways to incorporate the course concepts into her work.



#### Touchpoint 3 - Review, Reflection, Learning

Emma, on the advice of her mentor, keeps a log of her actions and her learnings. She connects with her mentor with a couple of questions that she wants some help with. Emma also connects with a colleague and her Head Pro to discuss what she is learning. She finds the pace of the project just right as she moves from marketing theory to application.



#### Touchpoint 4 – Review and Reset

Emma/mentor meet to review progress on the Mentoring Action Plan. Emma reviews activities / learnings to date, seeks feedback, and revises strategy. Emma is really excited to report that some of the hoped for behaviours she wanted to develop are becoming second nature.



#### Touchpoint 5 – Results and Impact

Emma/mentor meet to conduct final review of Mentoring Action Plan and celebrate accomplishments. Emma acknowledges mentor's support and is excited and confident to continue her career journey.



#### Completion

Mentor completes and submits Mentoring Program Outcomes Form to the Training Academy. Emma is awarded 3 credits and continues her pathway to Class "A" status.