



TAG Emerging Leaders Initiative (ELI)

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About TAG's Emerging Leaders Initiative

The TAG Emerging Leaders Initiative (ELI) is designed to help cultivate the next generation of technology leaders in philanthropy. Through a series of coaching, mentoring pairing, and educational opportunities, Emerging Leaders are provided with the expertise and skills needed to advance in their careers.

TAG facilitates the highly regarded ELI leadership program to provide members with opportunities for soft skills growth and professional development. This valuable membership benefit helps participants achieve their potential and strengthens its members' connections to each other.

Guiding Principles

All program participants and administrators acknowledge the following as core tenets and values that are to be upheld in all circumstances:

- **Genuine Interest:** Both mentors and emerging leaders must express a sincere interest in personal and professional development.
- **Reciprocal Relationship:** Mentors and emerging leaders are expected to learn from each other.
- **Synergy:** Effective mentoring requires the commitment and collaboration of both parties.
- **Trust:** Trust is a cornerstone of the mentoring relationship, and both the mentor and emerging leader must be trustworthy.
- **Openness:** Mentors and emerging leaders must be open and honest with each other to cultivate a successful relationship.
- **Respect:** All interactions must be conducted courteously and respectfully.
- **Due Care:** Mentors must provide the best advice possible to emerging leaders.
- **Recognition of Access Limitations and Personal Boundaries:** Mentors and emerging leaders must discuss their time commitments and establish clear boundaries.
- **Confidentiality:** Information shared between mentor and emerging leader must be confidential, with some exceptions.
- **Heightening Potential:** The mentoring relationship should inspire new possibilities and opportunities for growth.
- **Patience:** Personal growth takes time, and changing behavior is hard work.

How the Program Works

1. The ELI Program Director and TAG Leadership oversee the Emerging Leaders Program.
2. Through an application process, Emerging Leaders are selected primarily on the ability to match them with a Mentor and successfully achieve their goals.
3. Mentors will be selected based on their experience, professional accomplishments, potential, and enthusiasm to participate in the program.
4. Mentors and Emerging Leaders are matched based on multiple criteria: interest area, organization type, locale, and experiences.
5. Participation is voluntary, and the Emerging Leader drives the learning agenda. The program operates on the philosophy of personal motivation and discipline.
6. The mentoring runs the program year or portions agreed upon. It is extended only at the agreement of both the Mentor and Emerging Leader.
7. The Emerging Leader and Mentor define and agree to mutual expectations and benefits at the beginning of the relationship.
8. The Emerging Leader and Mentor set the content of their ongoing agenda.
9. Emerging Leader and Mentor provide regular feedback to the ELI Program Director via a 1st quarter status report, a mid-year check-in call, and a final report.
10. Feedback and self-reflection are essential components of the learning and development process of the program for both Emerging Leaders and Mentors.
11. A time commitment to the relationship is critical. It is suggested that Mentors and Emerging Leaders meet at least once a month, on average, and agree on other touchpoints (Slack, email, etc.) as needed.
12. The Emerging Leaders will meet monthly as a cohort for peer discussion and learning, facilitated by the ELI Program Director.

Mentor/Emerging Leader Roles and Responsibilities

The following are TAG's expectations regarding the relationship between Mentors and Emerging Leaders.

Responsibilities for Both Parties

- Conformance with the Emerging Leaders Initiative Handbook.
- Frequent communication between the Mentor and Emerging Leader (recommended at least once a month).
- All information shared between the Emerging Leader and Mentor is confidential (see "Guiding Principles").
- If there are issues on the part of the Mentor or Emerging Leader that cannot be resolved, these are to be immediately brought to the ELI Program Director's attention.
- The Emerging Leader or Mentor may terminate the Mentoring relationship by notifying the ELI Program Director in writing and explaining the reason for early termination.

At the First Meeting (or three)

- Establish relationships, build chemistry.
- Establish common expectations regarding communications.
- Determine the Emerging Leader's agreed-upon goals and direction.
- Determine a meeting schedule.

At Each Meeting

- The Emerging Leader comes prepared to discuss their situational challenges.
- The Mentor provides guidance and advice based on their experience.
- Be prepared for each session. Respect one another's time and commitment to the effort.
- Communicate any concerns concerning the relationship and progress to the TAG Membership Committee as soon as possible.

At the Final Meeting

- The Mentor and Emerging Leader should each submit an individual "Emerging Leader Progress Report Form."

Mentor Responsibilities

In addition to the Common Responsibilities, Mentors are expected to:

- Review the Emerging Leader CV and Application before the first meeting
- Jointly develop a strategy that will lead to goal attainment

- Listen carefully to Emerging Leader’s goals, issues, obstacles, and feedback
- Your Emerging Leader knows they can count on you, to be honest yet safe and follow through on your promises.
- Offer ongoing practical advice relevant to Emerging Leader goals
- Suggest exercises, reading, and general advice relevant to Emerging Leader goals
- Monitor and discuss Emerging Leader’s follow-through on the specific advice and counsel provided

Emerging Leader Responsibilities

In addition to the Common Responsibilities, Emerging Leaders are expected to fulfill the following expectations:

At Each Meeting

- Be prepared to discuss your challenges and issues relevant to stated goals.
- Be frank and forthright in your interactions with your Mentor.
- Your Mentor knows they can count on you to be honest and to follow through on your promises.
- Be responsible for scheduling future sessions.
- Take steps to apply constructive criticism and corrective feedback immediately.
- Be prepared to provide your Mentor with positive feedback about their Mentoring and other things they have shared.
- Make every attempt to embrace and internalize the advice and feedback you receive.
- Discuss relevant successes in your meetings.
- Communicate any difficulties you encounter in implementing the changes you seek and discuss challenges and potential alternative tactics.

Reporting Back

- Emerging Leaders submit an Emerging Leader Progress Report to the ELI Program Director for the first and last quarters of the year.

Mentor Guidelines

Your commitment and dedication to your Emerging Leader may be the most profound opportunity that you may experience. The quality of the relationship you build directly influences the life and future of the participant. Please exert every effort to maintain professional standards, improve your Mentoring skills, and exercise sound judgment when engaged in any activity involving your Emerging Leader. Your role in the relationship is complex and includes the following:

- Positive Role Model
- Coach
- Trusted Advisor
- Self-esteem Builder
- Career Counselor
- Advocate

The following is provided as essential guidance for new Mentors.

- At the initial stages of the engagement, your Emerging Leader may appear hesitant, unresponsive, and perhaps even unappreciative of the relationship. This “guarded” attitude is often simply a manifestation of their insecurity about the relationship. The Emerging Leader’s attitude will gradually turn positive as they realize your sincerity about your role. BE PATIENT! Attempting to speed up the process by going out of your way to accommodate your Emerging Leader or seeing your Emerging Leader more often than agreed, sets a poor precedent and can be a mistake.
- Remember the Mentor/Emerging Leader relationship has a “startup” phase during which the Emerging Leader is more interested in getting to know how “real you are” and building trust. Early activities should include establishing communication preferences and meeting locations. Ground rules regarding contact should also be re-affirmed.
- Experience demonstrates that assuming roles other than a dependable, consistent advisor is counterproductive. Present information carefully without distortion and give all points of view a fair hearing. Listen carefully and offer possible solutions without passing judgment. Don’t criticize or preach. Think of ways to solve problems together rather than lecturing or telling the Emerging Leader what to do. Maintain the focus on productive future actions rather than past mistakes.
- Respect your Emerging Leader’s individuality and influence them through constructive feedback. The Mentor empowers the Emerging Leader to make “right” decisions indirectly --without actually deciding for the Emerging Leader. Identify the Emerging Leader’s interests and take them seriously. Be alert for opportunities and “teachable moments.” Explore both the positive and negative potential consequences of decisions.

Emerging Leaders Initiative Schedule

Please find a proposed schedule below for the 2022 Emerging Leaders Initiative.

2024	
Jan 1	Program Formally Begins
	Kick-off Call
Feb-Dec	Monthly Group and Peer Networking Calls & Learning Experiences
Mar 30	Emerging Leader Progress Report due
Jun-Jul	Mid-year one-on-one check-ins (ELs and Program Director)
Dec 31	Final progress report due from both emerging leader and mentor
For 2025 Cohort	
Jun 2024	Enrollment Opens
Jul 2024	Enrollment Closes
Aug 2024	Emerging Leaders Acceptance Notification
Oct 2024	Mentoring Pairs Announced
Nov 2024	ELI and Mentor cohort introductions