



MENTORING GUIDE





INTRODUCTION

Hess has set a bold vision for the future — to become the best performing energy investment — and Grow Our Own Timber is one of six key enablers that will help us achieve this vision. We are committed to help employees realize their potential so they can make bigger contributions in their current roles and, depending on individual desire and the needs of the company, prepare them for their next assignments. We want a diverse and inclusive workforce where everyone continually learns and grows, builds capabilities, experiences new challenges and sharpens skills.

One way we create significant opportunities for employees is through mentoring, which complements other methods of development we offer (on-site training, cross-training between departments, conferences, professional associations, special projects, and internal job changes).

Employees in a mentoring relationship typically improve their performance, experience increased morale and acclimate well to the culture. Mentoring also supports the development of leaders and is often recommended as a part of the talent management process because it provides practical experiences for both mentor and mentee.

Although mentoring is often thought of as a formal program, it is important to recognize that it normally occurs informally at Hess. Informal mentoring is also very effective in developing employees and creating an environment for learning.

This guide was developed to assist employees with either a formal or informal mentoring relationship.

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WHAT IS MENTORING?

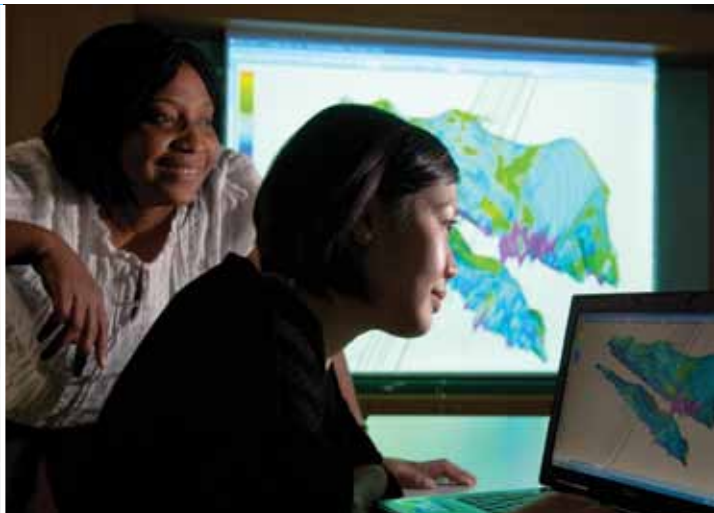
Mentoring is a developmental relationship where one person invests time and shares expertise to enhance another person's growth, knowledge and skills. In a successful mentoring relationship, a mentor has an important, positive impact on another person (mentee). Through personal one-on-one contact, a mentee benefits from access and exposure to the mentor's knowledge, skills and insights for developmental purposes whenever needed.

The most common objectives of mentoring are:

- Supporting new employee transition into Hess
- Complementing formal learning processes
- Improving performance
- Enhancing expertise in a specific technical area
- Modeling effective leadership skills
- Closing development gaps
- Realizing potential
- Supporting career development
- Retaining talent



New Jersey, United States



Malaysia

WHAT ARE THE BENEFITS OF MENTORING?

“The strength of the program is meeting talented people and giving employees knowledge and awareness of opportunities to network with people they wouldn’t meet otherwise.”

Hess Corporation benefits from mentoring as a method for assimilating, developing and retaining people. Employees can improve their performance and potential with a mentor’s help and support. A mentor can also help integrate new employees into the company by sharing cultural norms and values.

Mentoring is a proactive and cost-effective way to develop and engage future leaders as well as foster a culture that supports the achievement of our Hess 2020 vision.



New Jersey, United States



Texas, United States

WHAT ARE THE BENEFITS OF MENTORING?

“The strength of the program was the openness and honesty in our relationship.”

Benefits to **mentors** include:

- Enhancement of leadership skills
- The ability to recognize and develop new talent
- Satisfaction from contributing to the development of capable employees
- The opportunity to gain knowledge and skills from mentees with insight from other parts of the organization

Mentees will have the opportunity to:

- Observe and interact with more experienced employees
- Acquire knowledge and skills
- Receive one-on-one feedback and encouragement
- Develop their career with personal support
- Test ideas or confide in a mentor, which may not be appropriate or comfortable with their manager



Equatorial Guinea



UK North Sea

WHAT IS THE RELATIONSHIP BETWEEN MANAGER AND MENTOR?

“I was able to expand my network of colleagues within the organization and broaden my understanding of other business units.”

The mentor should attempt to successfully manage the interface with the mentee’s manager, where needed. This can be accomplished by holding a meeting at the onset of the mentoring relationship to discuss expectations and roles in relation to the mentee. The mentee must be consulted before the mentor and manager can agree to ongoing feedback or discussions about the mentoring relationship or outcomes.

The mentor can be an ally to further develop an employee who, at times, may feel more comfortable discussing sensitive issues with a mentor rather than his or her manager. It is important that the manager respect confidentiality between a mentor and mentee.



Malaysia

HOW DO I START A MENTORING RELATIONSHIP?

There are several things to keep in mind when establishing a mentoring relationship. The *Mentor-Mentee Action Plan* may be helpful in the initial meeting when the mentor and mentee establish objectives and set the foundation for a successful partnership.

I. ESTABLISH THE MENTEE'S LEARNING OBJECTIVES

Creating SMART (specific, measurable, attainable, realistic, and time-bound) objectives will help in the following ways:

- Enables you to track with an action plan
- Establishes clear milestones against which to measure progress and accomplishments
- Lets both of you know when to end the agreement
- Formalizes the intended outcomes of the mentoring relationship

II. ESTABLISH GROUND RULES FOR YOUR RELATIONSHIP AND SET EXPECTATIONS

Define what you consider to be the keys to a productive mentoring relationship. Be explicit. Mutual understanding of goals and objectives is important. Most of the problematic issues that arise in mentoring relationships result from conflicting or misunderstood goals. Negotiating a successful agreement requires knowing what you want and committing yourself to the investment required. It also requires that you know what to expect from others throughout the process.

III. CLARIFY LOGISTICS

Some mentors and mentees often rely on face-to-face interactions. If you are geographically separated, it will be important to consider alternate ways to meet your objectives. Consider the following factors. Are you leveraging technology



Thailand



North Dakota, United States

to meet some of your needs? Does the mentor need to be involved in all learning events? Can you communicate by telephone or e-mail?

As you establish your action plan, work out some of the logistical issues of your mentoring relationship. Consider the following:

- How often will we meet?
- How long will our meetings last?
- Where will we meet?
- Who will be responsible for setting up the meetings?
- How should we go about canceling a scheduled meeting, if necessary?
- How should we alter this agreement if it becomes necessary?

IV. BE REALISTIC

Avoid being overly optimistic about what can be accomplished within a certain timeframe and taking on too much. Don't ask for something the other party does not control, and don't offer anything you can't deliver.

V. BE COMMITTED

The commitment you make to fulfill your part of the agreement is not just to the other party, but to yourself as well. Ultimately, the binding forces that sustain an agreement are commitment, trust and professionalism.

VI. QUESTIONS

Contact your Human Resources professional if you need additional information on setting up a mentoring program or establishing a mentoring partnership. Additional resources are available.



Australia



Algeria

HOW DO I MAINTAIN AN EFFECTIVE MENTORING RELATIONSHIP?

BUILD RAPPORT AND SHOW GENUINE INTEREST IN THE MENTORING RELATIONSHIP

Take time to talk about personal or general work issues early on. This helps build a solid foundation that will maximize your mentoring relationship.

FOLLOW THROUGH ON COMMITMENTS

At times, a mentoring relationship is thought of as 'extra' or 'nice to do' and can be relegated to a lower priority. Although the business and customers are our priorities, it is also important to follow through on your mentoring commitments. Doing so, even in difficult times will send a strong message about the importance you place on the relationship. It will also help develop trust.

MAINTAIN CONFIDENTIALITY

A foundation of mentoring relationships, is respecting sensitive information. Be discreet with the information you share with others.

ESTABLISH A TIME FRAME FOR THE RELATIONSHIP

Agreeing to the approximate duration of the relationship will serve two useful purposes. First, it can be motivating by instilling a sense of urgency. Second, as the mentee changes jobs, development needs may change and another mentor may be more appropriate. Formal mentoring usually lasts up to one year before being reassessed. Shorter relationships, such as for a summer internship, can be beneficial if goals are clear and both parties are focused.



Australia



New Jersey, United States

EVALUATE QUARTERLY

Each quarter, the mentor or mentee should ask a few questions. “Is this relationship meeting the development needs as we discussed?” “Is this relationship worth the investment in time and resources?” If either answer is no, both parties have the option of a ‘no-fault’ termination of the agreement and should discuss this outcome openly.

RECOGNIZE CONFLICT AS NORMAL

View conflict as a healthy exchange of ideas rather than something to be avoided. Shying away from conflict destroys credibility and hinders learning. If managed appropriately, conflict can energize and offer useful insight.

KEEP AN OPEN MIND

Explore possibilities you may not have considered before. Insights you gain may be the best avenue to accomplish your objectives.

USE TIME WISELY

Be prepared for meetings so that you spend time wisely. Bring questions and examples of concerns so that you may get the most out of each session.

Meetings don’t have to be lengthy. Use other methods of communicating too, such as telephone and e-mail.

ENCOURAGE RISK TAKING

To excel you will sometimes have to step out of your comfort zone. If so, it is often easier to do so with support from another person. Encourage each other to take risks that will help you grow professionally.



North Dakota, United States



Indonesia

HOW LONG SHOULD A MENTORING RELATIONSHIP LAST?

“The best mentor I had took the time to personally show me the things I was interested in. I got to sit in on his meetings and learn some of the principles of his business. This was most helpful and insightful.”

Formal mentoring relationships usually last up to a year. Shorter relationships, such as with a summer internship, can be beneficial if goals are clear and the mentee receives the proper attention. If the relationship lasts for more than one year, make sure that both parties continue to find the interactions worthwhile. The mentee should avoid exhausting the mentor, and perhaps seek viewpoints from different sources.



Massachusetts, United States

HOW DO I END THE AGREEMENT?

There are times when a mentoring relationship does not work out. If the time invested is not producing the desired results, then the appropriate action may be to terminate the agreement. This does not mean that either person has failed but rather, acknowledges that the relationship is not productive. Remember that mentoring relationships can be modified or ended at any time, for any reason, or for no reason (fault free). Contact your Human Resources professional if you need advice.

Once the stated objectives have been met, celebrate and determine whether the relationship should continue. Review successes by comparing the knowledge before and after working together. Express appreciation for the time, assistance and all that has been learned.

The end of mentoring does not mean the end of the relationship. Sometimes the experience leads to friendship.



Denmark



Texas, United States

TIPS FOR MENTORS AND MENTEES

MENTORS DO

- Respect your mentee's time as much as your own
- Expect the mentee to move toward his or her goals
- Recognize and work through conflicts in caring ways. Invite discussion of differences. Ask a third party, such as your Human Resources professional, to assist when necessary
- Assure your mentee that you don't expect him or her to follow all of your suggestions
- Be explicit about your own needs and limits (e.g., time constraints and styles of interacting)
- Feel free to consult other resources
- Maintain confidentiality

MENTORS DON'T

- Assume your advice will be followed
- Discuss overly sensitive subjects or force your solutions in conflicts
- Automatically give advice or criticism
- Problem solve for the mentee. Know when to facilitate rather than problem solve
- Take your mentee for granted or assume he or she does not need reinforcement
- Expect to have all the answers

MENTEES DO

- Initiate meetings with your mentor, suggest topics and ask for advice
- Be open to constructive feedback
- Assume the relationship will be strictly professional
- Be considerate of your mentor's time. Return phone calls promptly and be on time
- Show appreciation for your mentor's assistance
- Maintain confidentiality

MENTEES DON'T

- Assume your mentor has unlimited time for you
- Take your mentor for granted or assume he or she does not need reinforcement
- Forget to share the outcome of your mentor's help





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