ON THE ROAD TO

MENTORSHIP ROADMAP
TABLE OF CONTENTS

1. A letter from Sean McNicholas
2. Journey Overview
3. SSA Pillars & Mentorship Outcomes
4. Leadership Styles
5. SSA Programs
6. The Road Map
7. How to Submit Assignments
8. Month One | September
9. Month Two | October
10. Month Three | November
11. Month Four | January
12. Month Five | February
13. Month Six | March
14. Month Seven | April
15. Final Destination
Why do I believe in the "Mentorship Program"? Because mentors help shape you as a person, as a leader and open your mind to so much more. They offer their experiences from mistakes made and teach you the appropriate paths to consider. Personally, I wouldn’t be able to navigate challenging situations or be the best version of myself if it wasn’t for my experience of being a mentee. Lucky for me, two individuals took me under their wing. I especially leaned on them in 2011 & 2012, years that really shaped my role in the company and the evolution into your leader today.

More recently, I have had the privilege to mentor three talented individuals. Watching them grow, learn, navigate their careers and believe in something bigger has been rewarding. My time with them has helped me mature as a leader and every time we chat I take something away from our conversations. I am very proud of them.

Congratulations, you are now part of the Mentorship Program. As a mentor, it is your job to assume this responsibility with open arms and an open mind. As a mentee, it is up to you to get the most out of your mentor. Listen attentively, ask questions, observe them in action and lean on them to help guide you through challenging tasks or situations. Hopefully, this relationship will continue for many years to come and will be a defining moment in your growth as a leader of SSA. Best of luck!

Sean McNicholas, CEO
JOURNEY OVERVIEW

[ 7 ] Month Program

Monthly feedback and assignments

Develop relationship between Mentor and SSA

A safe environment for Mentees to grow professionally

The opportunity to track career progression

Continuing education through group sessions

Support for managers in developing their staff

A source of skills, career guidance and support

The ability to set measurable objectives

Further understand and embrace the SSA culture

Implementation of career plans

Become an SSA Hero

Madeline Weiser -
Unit Controller, Pittsburgh Zoo

I appreciate the impact and growth it gave me as a young manager.
I got to see a whole other side of our company and its culture outside of retail.

Travis Elder -
Retail Operations Manager,
Monterey Bay Aquarium

To be an SSA Hero means to align yourself with the 5 Pillars of our company. Take a moment to look at how these Pillars are represented throughout this program.

**SSA Pillars**

- Operational Excellence
- Social Responsibility
- Culture
- People
- Growth

**Mentorship Outcomes**

- Gain confidence within one's self and of others.
- Become an important and productive part of your local community.
- Become more self-aware professionally & personally.
- Pay it forward.
- Develop an entrepreneurial spirit.
MENTORSHIP PROVIDES A CHANCE FOR GROWTH AND SELF-EXAMINATION FOR BOTH PARTIES. NO TWO MENTORSHIP EXPERIENCES WILL BE THE SAME, AS INDIVIDUALS HAVE VARYING NEEDS AT DIFFERENT POINTS IN THEIR CAREERS. EXPLORE THE LEADERSHIP STYLES BELOW TO EITHER EVALUATE WHAT TYPE OF LEADER YOU CURRENTLY ARE OR DETERMINE WHAT TYPE OF LEADER YOU WOULD LIKE TO BE. DISCUSS WITH YOUR PARTNER.

**The Pacesetting Leader** expects and models excellence and self-direction. If this style were summed up in one phrase, it would be "Do as I do, now." The pacesetting style works best when the team is already motivated and skilled, and the leader needs quick results. Used extensively, however, this style can overwhelm team members and squelch innovation.

**The Authoritative Leader** mobilizes the team toward a common vision and focuses on end goals, leaving the means up to each individual. If this style were summed up in one phrase, it would be "Come with me." The authoritative style works best when the team needs a new vision because circumstances have changed, or when explicit guidance is not required. Authoritative leaders inspire an entrepreneurial spirit and vibrant enthusiasm for the mission. It is not the best fit when the leader is working with a team of experts who know more than him or her.

**The Affiliative Leader** works to create emotional bonds that bring a feeling of belonging to the organization. If this style were summed up in one phrase, it would be "People come first." The affiliative style works best in times of stress, when teammates need to heal from a trauma, or when the team need to rebuild trust. This style should not be used exclusively, because a sole reliance on praise and nurturing can foster mediocre performance and lack of direction.

**The Coaching Leader** develops people for the future. If this style were summed up in one phrase, it would be "Try this." The coaching style works best when the leader wants to help teammates build lasting personal strengths that make them more successful overall. It is least effective when teammates are defiant and unwilling to change or learn, or if the leader lacks proficiency.

**The Democratic Leader** builds consensus through participation. If this style were summed up in one phrase, it would be "What do you think?" the democratic style is most effective when the leader needs the team to buy into or have ownership of a decision, plan, goal, or if he or she is uncertain and needs fresh ideas from qualified teammates. It is not the best choice in an emergency situation, when time is of the essence for another reason or when teammates are not informed enough to offer sufficient guidance to the leader.

**The Coercive Leader** demands immediate compliance. If this style were summed up in one phrase, it would be "Do what I tell you." The coercive style is most effective in times of crisis, such as a company turnaround, a takeover attempt, or during an actual emergency like a tornado or a fire. This style can also help control a problem teammate when everything else has failed. However, it should be avoided in almost every other case because it can alienate people and stifle flexibility and intentiveness.
SSA prides itself on the programs it has put into place which help bring awareness and focus to various topics and initiatives. From improving our communities and helping our environment, to building relationships and understanding people. Check out some of our top programs and ask about how you can get more involved!

SSA Conservation is dedicated to conducting our business in an environmentally and socially responsible manner. It is our purpose to champion and support the conservation, sustainability, and educational efforts of our host institutions. We partner with our employees, clients, and vendors to continuously improve our environmental and social performance.

SSAVVY Sessions are professional development classes hosted by SSA Executives and other industry leaders. SSAVVY Sessions cover a wide variety of topics relevant to our industry and range from financial discussions to client relationships and staff development. These classes are beneficial for all employee levels no matter where they are at in their career paths.

The Monterey Bay Aquarium Seafood Watch program helps consumers and businesses choose seafood that's fished or farmed in ways that support a healthy ocean, now and for future generations. Our recommendations indicate which seafood items are Best Choices or Good Alternatives, and which ones you should Avoid.

The SSA DICE Team is a group of employees who are committed to making SSA a better place to work for everyone, at every account. Its sole purpose is to implement company-wide programs and initiatives that encourage, educate and reward our hard working employees and team members. With a focus on Diversity, Inclusion, Community and Engagement they create chances to participate in community projects, volunteer services, mentorship opportunities and educational advancement.
THE ROAD MAP

SEPTEMBER
INTRODUCTIONS
E3 ESSENTIALS

OCTOBER
GROWTH

NOVEMBER
SOCIAL
RESPONSIBILITY

DECEMBER
HOLIDAY
BREAK!

JANUARY
OPERATIONAL
EXCELLENCE

FEBRUARY
CULTURE

MARCH
PEOPLE

APRIL
E3 ESSENTIALS
RECAP

ZOO  18
AQUARIUM  54
MUSEUM  90

SPEED LIMIT 70

2X
HOW TO SUBMIT ASSIGNMENTS

We want you to have as much fun throughout this program as possible. Which is why we are giving you the creative freedom to choose how you submit your assignments each month. Get with your mentor to decide what method is best based on the assignment for that month. All assignments should be submitted to your designated DICE coach.

Video
Submit clips of yourself (and your mentor) explaining what your challenges, solutions and take-away’s were from the assignment. Feel free to include interviews with other colleagues or resources that you may have used in the process.

Word Document
In your own words, walk us through how this assignment was applicable to your daily job or routine. Did this assignment change your outlook on the people around you? Or perhaps you have a new understanding of yourself? Outline what you learned and reference your mentor’s feedback as well.

PowerPoint
Using pictures, graphs and other visual aids, please demonstrate how you prepared for this assignment, what you thought was challenging (and why), and provide examples of tools that you used to complete the assignment.
Your first assignment in becoming an SSA Hero has two parts. PART ONE: Meet each other and break the ice (via phone or face to face). PART TWO: Complete an online assessment that will give you a better understanding of your personality and work styles. It's called Essentials E3 Success Survey. This assessment will help you find balance with your Mentor as you work with them throughout this program. Afterward, we will put you in touch with an E3 Specialist who will explain your results.

Is it an accurate representation of you? Are there some surprising scores on your assessment? What areas do you think you will want to focus on throughout the mentorship program? No need to submit an assignment on this. Simply share these results with each other, discuss, and make a plan!

Survey Link: https://www.behavioralessentials.com/ssa/?d=mentor
This month's focus is on growth. In order to progress in your life, and your career, you must continue to learn new things and practice new skills. In doing so, you are better equipped to problem solve and offer guidance and direction to others. Below are some examples of things you can do to focus on growth. Complete as many items as you want from this list, or come up with a unique project that relates to growth.

- Understanding Profit & Loss Reports
- Calculating revenue forecasts and evaluating the results
- Public Speaking opportunity
- Read a book/article or watch a TED Talk (agreed upon by mentee and mentor)
- Address a tough or challenging relationship and seek resolution
What better way to serve your community this month than to offer your time and services to people and organizations that drive positive change. This is what being an SSA Hero is all about! Take a look at the types of projects you can participate in that focus on improving the community around you. Choose an option below or select a local program that you are passionate about.

Tell us how it goes!

- Community Outreach
- Coordinate a donation drive (to an organization of your choice)
- Outdoor / Trail clean-up
- Implement a new sustainability initiative
One of the biggest keys to success is to create resources and processes that streamline the everyday routine for you, the SSA Hero, and for your colleagues. We've all been in a position in which we thought to ourselves, "Wouldn't it be nice if I had...", or "I want to learn how to do that.". That's what this assignment is all about! This month we want you to learn something new and help others do their jobs in a more productive way by offering new ideas and solutions. Our list of options below is just the tip of the iceberg. Get creative. We can't wait to see what you come up with!

- Identify a unique or innovative solution to a problem at your unit
- Create, present and distribute to your team members a "job-aid" related to your skill set
- Shadow someone, or a manager, in another department
To share a passion for guest services means to share a passion for people. At SSA, people means family. This month we ask you, our SSA Hero, to further understand the root of our culture. We want you to reflect inward as you experience new things and activities that are reflective of our culture. The number of people who work endlessly in the overall goal of making SSA a great place to work is inspiring.

- Attend the SSA Annual Meeting (Denver, CO) *
- Assess and evaluate your emotional intelligence **
- Expose yourself to a new experience **
- Plan and execute a team building activity **

* Stay tuned for more information and details regarding travel dates and accommodations from the SSA DICE Team.
** For those individuals who are unable to travel and attend the SSA Annual Meeting in Denver, CO
As you’ve probably learned by now, SSA cares greatly for its people and wants to provide guidance and support to each and every one of them. Can you think of someone who may have helped you achieve a goal, secure a job interview, or even solve a problem? Exactly! Success is impossible without the help of others (whether we realize they are helping or not). This month we want you, our SSA Hero, to focus on others. How can you teach someone something of value? Is there an employee that would be a great fit to replace you when you get that big promotion? Do your colleagues and employees feel appreciated by you? Check out this list of things you can do to pay it forward.

- Implement a recognition program within your unit
- Teach at least (1) person something you learned in this program
- Offer your assistance on a project that a fellow team member is working on
- Recommend someone to the mentorship program
- Become a mentor
Let's just take a moment to reflect on the last six months, shall we? By this point you've challenged yourself to new tasks and responsibilities, you've met new people, and you've learned that with SSA you are part of something great and something big!

Ask yourself: Do I feel any different? Has my perspective transformed regarding work or relationships? How is my motivation level?

Your last assignment is to re-take the E3 Essentials Success Survey. It's an extraordinary thing to be aware of where we came from, where we are now, and how we will proceed into the next chapter of our lives.

We will look at your results from your survey taken in September, when you began your journey, and compare them to the survey you take now, as an SSA Hero.
CONGRATULATIONS, HERO!

YOU HAVE REACHED YOUR FINAL DESTINATION.

This program was brought to you by the SSA DICE Team. For more information please contact DICE@kmsso.com.