

# Employee Mentoring: Fostering a Culture of Contribution

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# Objectives: What do you hope to accomplish?

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**Keys to a Successful Mentoring Program**

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**Evaluate Yourself on your Effectiveness as a Mentor**

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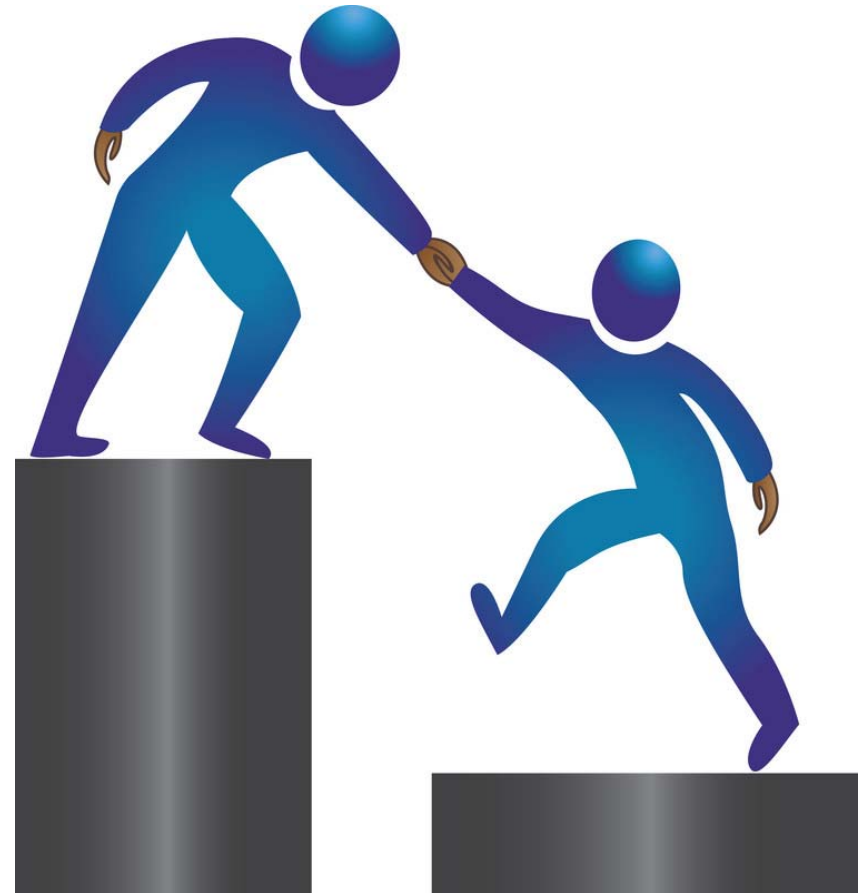
**Demonstrate Strategies Learned from this Presentation to Increase your Confidence as a Mentor**

**Just as we learn how to perform a test through training, competency assessments, and test performance, employees gain key business skills and career growth through training with an experienced mentor!**



# What is Mentoring?

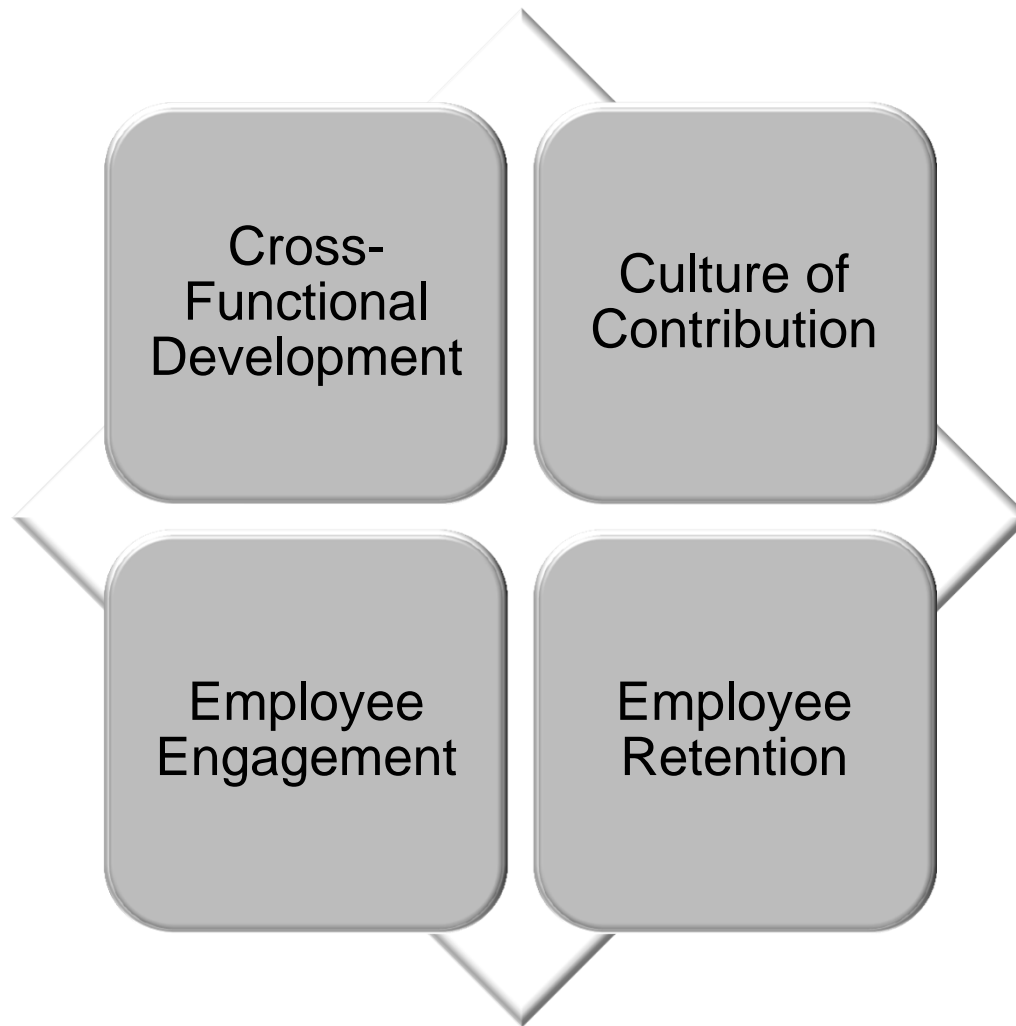
Mentoring is a development partnership in which one person shares knowledge, skills, information, and perspective to foster the professional development of another individual.



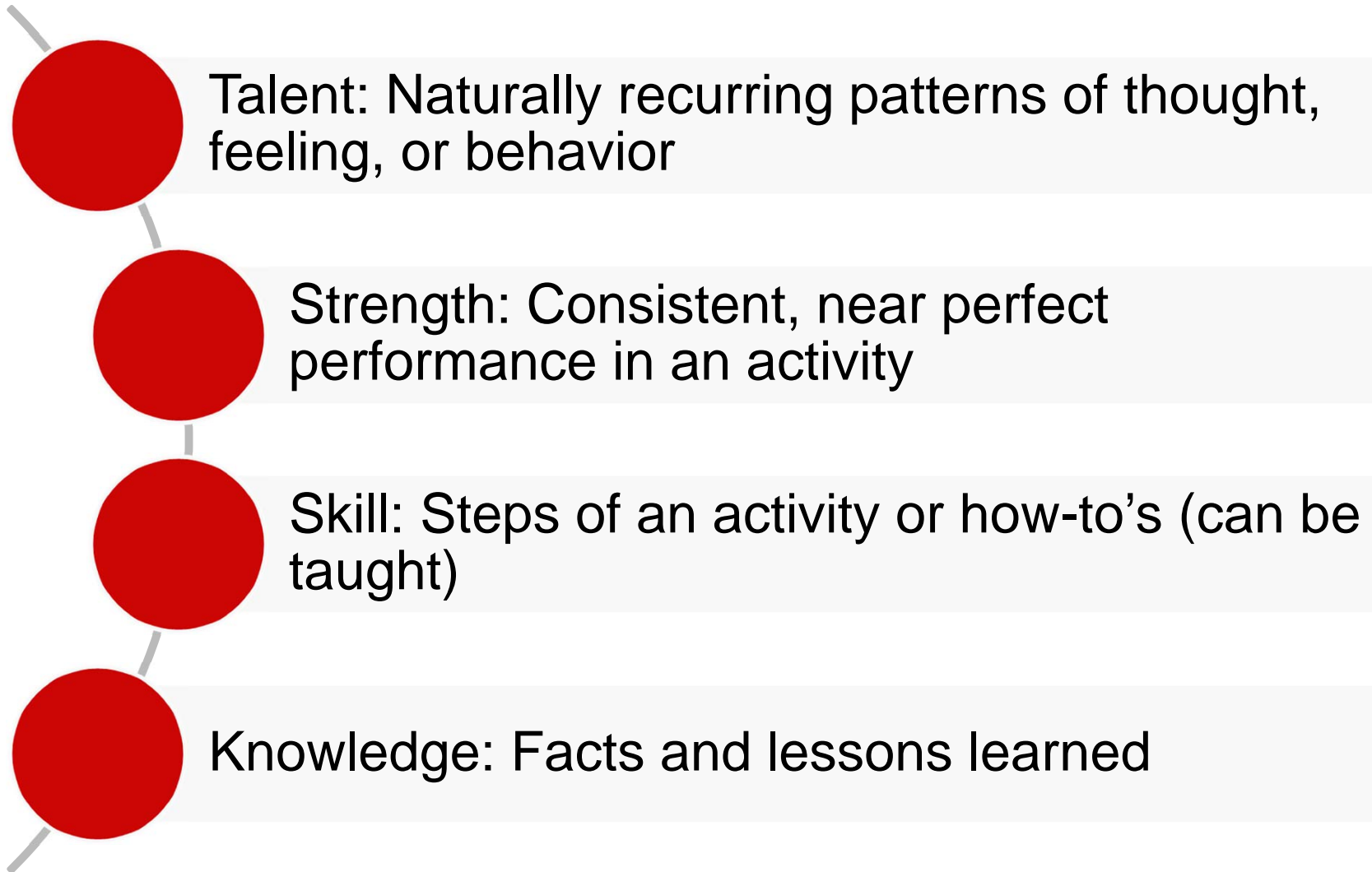
**“Talent is only potential. This potential cannot be turned into performance in a vacuum. Great talents need great managers if they are to be turned into performance.”**

Reference: First, Break All the Rules, pg. 105

# Why is Mentoring so Important?



# Definitions



# Role of the Mentor: Shares Life Lessons



- Shares information about the mentees' behavior or performance that can help them align their actions with their goals
- Tailors feedback to the learning style of the mentee



# How can feedback help you?

- Make Smarter Decisions
- Accelerate your Learning
- Become a Better Innovator
- Avoid Repeating Mistakes
- Make Yourself More Valuable
- Improve Effectiveness



# The Best Mentors:

- **Identify obstacles and steps to overcome them**
  - Example: In SOPs, we would refer to these as the procedural notes. Learn from others past experiences and pitfalls in order to avoid them yourself.
- **Identify feelings and provide insight**
- **Focus on the relationship**
- **Serve as a role model**
  - Models appropriate behavior
  - Models organizational culture
  - Models organizational values

# The Best Mentors:

- **Give exposure and visibility**
  - Exposure could be to new tasks or through the use of stretch assignments
  - Increases employee's commitment and job satisfaction
- **Provides resources and referrals**
  - Provides additional training, tools, and courses
  - Refers employees to those within or outside the organization who specialize in a particular area



# Benefits of Being a Mentor



Source: Sun Microsystems Inc.  
SHRM.Org "Tending Talent"  
Vol. 54 No 5

# Benefits of Being a Mentor





# Benefits of Being a Mentee

- Eases integration into the organization.
- Gives them a sense of belonging.
- Helps them to understand and embrace the organization culture.
- Helps to reduce the anxiety of change and provides support.

# Benefits for the Mentee

- Aids in skill development.
- Broadens perspective and increases information regarding the organization and business.
- Increases job satisfaction and decreases alienation.
- Increases chances for leadership: Salary grades increased 25% of the mentees compared to 5% of those not participating in a mentoring program.
- Increases confidence.
- Helps develop problem solving skills.
- Gives opportunity for constructive, honest feedback.
- Strong link between mentoring and creativity.

Source: SHRM.Org "Tending Talent" Vol 54 No. 5. 5/1/2009.



# Mentee Responsibility



# Formal Mentoring Program: Emphasis on Learning

- Needs support by top management.
- Identify individuals that do their job well who would be willing to mentor others.
- Start with a limited pilot program that can be expanded.
- List objectives and expectations of the program.
- Define roles of mentor/mentee to reduce ambiguity.

# Formal Mentoring Program

Identify Mentees: What are their short and long-term goals?

Employees must know a program exists and how to become involved!

Ensure that performance management systems allow mentees to solicit career feedback from someone other than their direct manager.



# Establishing the Mentorship

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- Set up a meeting with the mentee

- Gain background info about career development needs and training objectives (360° assessment)

- Establish SMART goals

- Establish the length, frequency, and format of the meetings

# SMART Goals

**S**pecific

**M**easurable

**A**chievable

**R**ealistic

**T**ime-Specific

Example: “My goal is to work on time management and project organization. I am going to use ‘Tasks’ in Microsoft Outlook to help me prioritize my day. Weekly, I am going to print my tasks and have \_\_\_\_\_ help me prioritize them.

# Providing Feedback



Care about the mentee.



Focus on the feedback they need.

- Information about performance will help align actions to goals.



Be timely in providing feedback.

Most gains are not based upon the ability of the mentor to give valuable feedback, but more the ability of the mentee to receive it.

# Feedback is a Gift



## Key Points of Giving and Receiving Feedback

- Don't discard the gift because of the wrapping.
- Give a balance of praise and constructive feedback.
- Focus on behavior that can be changed.
- Make sure to have the mentee set their initial goals.

Reference: "Where's the Gift? Using Feedback to work Smarter, Learn Faster and Avoid Disaster." Nigal J. A. Bristow, Michael-John Bristow


# Accepting Feedback




Acknowledge the “Gift”  
Open the “Gift”  
Confirm the Nature of the “Gift”  
Use the “Gift”




# Utilizing Feedback




Engage in problem solving. Let them think through the strategies.



Utilize other available resources.



Feedback allows you the opportunity to reach your goals.



Ask yourself what you can learn from the gift.

Reference: "Where's the Gift? Using Feedback to work Smarter, Learn Faster and Avoid Disaster."  
Nigal J. A. Bristow,  
Michael-John Bristow

# Keys to Success

Make a commitment and follow through.

Make contact frequently, especially initially – build trust

**Success**

Respect views and experience, even if you don't agree

Work hard to make the relationship a two-way street. Seek opportunities and information to help meet your own goals as a mentor.

# Keys to Success

Don't leave your mentor or mentee hanging. Respond to each other.

Be flexible.

**Success**

Enjoy the experience!

Celebrate the wins!

# Action Plans

- Complete an action plan for each skill or leadership quality you want to improve.
- Identify what it is you hope to accomplish.
- Create specific action items.
- Ensure your plan is measurable.
- Set dates.
- Discuss with your manager.

Example: An analyzer implementation.



# Suggested Reading

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- 360 by Design* Competency Cards by the Center for Creative Leadership, Greensboro, NC.



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