

# Mentoring Initiative Overview

## Mentoring

A partnership in which active sharing of experiences and information takes place in an open environment where one or both participants increase in knowledge, improve skills and undergo growth.

## Toolkit Purpose

This toolkit was designed to assist individuals and organizations in building successful mentoring initiatives. The typical steps associated with developing a relationship are outlined and tools to complete these steps are provided.

## Why Mentoring?

- Organizations must continue to develop leadership capability at all levels. Mentoring is a method for enhancing one's effectiveness. Benefits can be many, including
- Exposing individuals to executives who can offer guidance and support
- Building alliances with individuals between those who do not normally interact but can learn from one another
- Gaining specific skills and knowledge
- Strengthening executives relational skills by providing additional opportunity for them to apply them

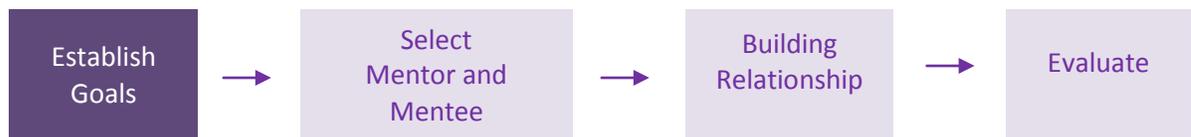
To be effective, however, mentoring requires planning and preparation. The success of the relationship is often equal to the effort invested in identifying the "right" mentor and building the relationship. This toolkit was designed to help maximize the benefit of mentoring relationships.

## The Mentoring Process



The process above outlines the steps associated with developing an effective mentoring relationship. Each of these steps is described in more detail below. Tools are provided to assist with the completion of these steps.

## STEP I: Know What You Want



What do you want to achieve as a result of the mentoring relationship?

It is critical that to clarify objectives for this relationship –gain information? support? visibility? feedback? connections? etc. The better the goal can be articulated, the more likely it is to be realized. This also prevents both mentors and mentees from wasting valuable time. Without being able to specify an outcome, the pair and may spin their wheels trying to figure out where to begin.

Mentees should first spend some time reflecting on where they are and where they want to go. The following are questions for them to consider before proceeding:

1. What are your needs in the short-term? What will help you perform better in your current job?
  - What skills can you build?
  - What connections would help?
  - What experience do you need?
2. How do you picture yourself in one year? 2 years? 5 years? What will you be doing professionally? How is it different from today?
3. Based on this picture, what are your longer term goals?
4. What will it take to achieve these goals? What are your needs along the way? What will you need to learn? Who will you need to know? What experiences will you need to have had?

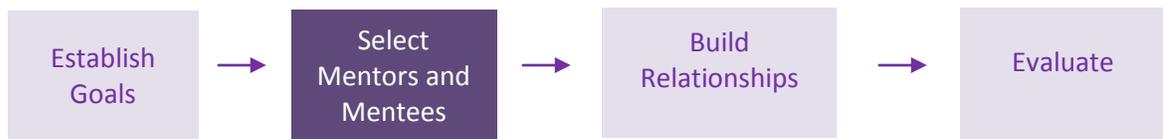
Once mentees have clarified “where they are going”, the following checklist can be used to determine the mentoring relationship goals that are most appropriate:

### Checklist to Establish Goals

Check off the reasons below that apply. The more clarity around what mentees want to gain from the relationship, the easier it will be to identify who may be able to assist with that outcome.

Possible Objectives:	Apply to me?
1. To gain more visibility and exposure within my department and/or organization	<input type="checkbox"/>
2. To do my current job more effectively	<input type="checkbox"/>
3. To build my skills and capabilities for the future	<input type="checkbox"/>
4. To identify other people who are key decision-makers and whose influence can help me be more successful	<input type="checkbox"/>
5. To identify contacts within the company or outside the company who can broaden my industry perspective	<input type="checkbox"/>
6. To have someone who supports me emotionally by listening to my frustrations, fears, successes, etc.	<input type="checkbox"/>
7. To have someone who will advise me and provide feedback about my work	<input type="checkbox"/>
8. To have someone who can serve in the role of a sounding board for challenging decisions, presentations, etc. that I have to make.	<input type="checkbox"/>
9. To gain more insight about the organization and its history	<input type="checkbox"/>
10. To find more interesting and challenging work	<input type="checkbox"/>
11. To be more active and respected in a professional organization	<input type="checkbox"/>
12. To grow hand have a greater impact on the community outside my organization.	<input type="checkbox"/>

## STEP II: Know Who Can Help



No one person can be all things to an individual. Now that there is more clarity on what mentees want to achieve through the mentoring relationship, consider the type of mentor that will be most appropriate.

### Typical Mentor roles

**Sponsor:** Someone in a position of authority who can help gain visibility and exposure and even perhaps recommend mentees for another position. They are often in decision-making capacities.

**Teacher:** Someone who can help mentees learn a new skills or provide you the knowledge mentees are seeking.

**Informer:** Someone who can share information about the organization and/or the industry.

**Supporter:** Someone who is willing to listen to mentees frustrations, ideas, issues, etc. They can support mentees as they make decisions and serve as a sounding board.

**Advisor:** Someone who knows the mentees work. They may have had experiences similar to the mentees and can share their lessons learned. They are in a position to provide mentees with advice.

**Connector:** Someone who can introduce mentees to others and open up new channels that they did not expect.

Mentees must decide which of these roles they want their mentor to serve? This will help clarify for mentors.

A Mentor Assessment can also be used to select a mentor. It contains skills and characteristics typically associated with effective mentors. Once you have identified a pool of mentors, rate your potential mentors to determine which individual best fulfills the requirements you desire in a mentor. Of course, not everyone will be a “star” in every category; however, this should help you assess those characteristics that are most important to you.

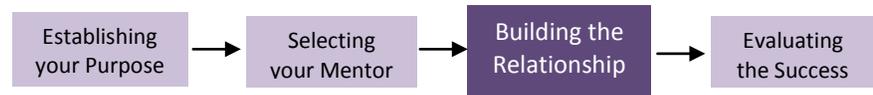
## MENTOR ASSESSMENT

**Overview:** This assessment can be used to analyze prospective mentors.

1. *Interpersonal Skills...* Does the individual relate and work well with others? Can his or her attitude be characterized as “cooperative” and “facilitative” rather than “antagonistic” or “argumentative”? Does his or her history of working with peers or on teams indicate empathy to the needs of others?
2. *Technical Competence...* Is the individual a high performer? Does he or she demonstrate excellence or mastery in the skill or knowledge areas targeted for development? Does he or she demonstrate an approach to work and grasp of the essentials that others would hold up as exemplary?
3. *Perceived Status and Prestige...* Is she or he well respected by co-workers and management? Is this person someone others naturally gravitate to for answers when work-related problems or complexities arise? Is this someone other leaders look to for input when making decisions affecting the group?
4. *Willingness to be Responsible for Other’s Growth...* Is this person committed to the growth and development of others? Does this person demonstrate a willingness to support others in their work, offer help and guidance, and share skills and knowledge?
5. *Personality...* Can this person be characterized as a calming influence when situations grow heated? Does he or she demonstrate patience in the face of obstinate problems? Is this person secure in his or her work role?
6. *Business Knowledge...* How extensive, current and well-grounded is this person’s understanding of QUALCOMM, its functions and operations? How well have they synthesized the business context in which work takes place? How well do they know the customer base? How well do they understand the industry?
7. *Professional Attributes...* How well does this person exhibit the professional attributes associated with the job (e.g., good work habits, good communication and reporting, focus on challenges/problems rather than people, constructive attitude, persistence in the face of adversity, etc)?

## STEP II:

GETTING THE  
RELATIONSHIP STARTED



Building the mentoring relationship consists of several steps: 1) Approaching your mentor, 2) Conducting the initial meeting, and 3) “Contracting” with your mentor.

### Approaching your Potential Mentor

Once you have identified an individual whom you would like to serve as your mentor, now is the time to get even more specific about the relationship you want to build. Use the tips and techniques below to prepare you to make contact.

#### Tips and Techniques for Making Contact

**Questions to Consider:** *(many of these questions are ones that you will want to address together; however it is beneficial to begin thinking about them prior to your initial meeting)*

- What do you hope to learn from this relationship?
- What are your goals for this relationship?
- How can you and your mentor best work together?
- What does the mentor need from you as the mentee and vice versa?
- How will you know when the mentoring relationship is working?
- How do you want to schedule meetings and communicate with one another?
- How will meeting time be arranged?

#### Planning Template

Use the following as a template to help you plan your approach:

1. *Introduce yourself* (If you do not already know this person, identify yourself and who may be serving as a “bridge” to your potential mentor.
  - Example: My name is Joe Johnson in Operations. George Smith suggested I give you a call as you have much of the type of experience I am hoping to acquire.
2. *Describe what you want*
  - Example: I want to begin to build more relationships within the industry. I believe this will better enable me to serve my clients and help me as I progress in my career. I am seeking a mentor who can assist me in developing in this area.
3. *Describe how you think the individual can help you*
  - **EXAMPLE: BECAUSE YOU ARE KNOWN FOR YOUR CONTACTS IN THE INDUSTRY, I THOUGHT THAT YOU WOULD BE ABLE TO PROVIDE GUIDANCE TO ME ON HOW I TOO CAN BUILD A BETTER NETWORK**
4. *Ask if they are willing to consider being your mentor*
  - Example: Would you be willing to explore this opportunity with me further?

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CONDUCTING THE INITIAL MEETING:

**YOU WILL WANT TO CLEARLY DEFINE ROLES AND RESPONSIBILITIES AND ESTABLISH GUIDELINES FOR THE RELATIONSHIP DURING YOUR INITIAL MEETING. USE THE FOLLOWING LISTS AND GUIDELINES TO ASSIST YOU AS YOU DEFINE THE PARAMETERS OF YOUR RELATIONSHIP.**

## ESTABLISHING ROLES AND RESPONSIBILITIES

### Typical Roles/Responsibilities of Mentors:

- ◆ Exposes 'mentee' to different areas of the industry
- ◆ Encourages candor and maintains confidentiality
- ◆ Provides feedback regarding mentee's performance, career, etc. (as desired and as appropriate)
- ◆ Explains preferences and styles of key players so that the 'mentee' can understand best how to interact
- ◆ Asks probing questions
- ◆ Challenges and supports the mentee
- ◆ Mentors do not act as an intermediary between the mentee and his/her manager

### Typical Roles and Responsibilities of "Mentees":

- ◆ Assumes the majority of the responsibility in ensuring that the program works and meets their expectations.
- ◆ Initiates discussions and meetings with mentor
- ◆ Reflects upon learning and solicits specific feedback
- ◆ Solicits guidance on professional growth
- ◆ Seeks feedback on strengths and areas for development

Both individuals share responsibility for establishing a mutually open and trusting relationship.

### *Establishing Guidelines*

1. How often do you want to meet? Do you want to have a set schedule? Or do you want to conduct meetings based on need?
2. How structured do you want your meeting to be? Do you want to have set objectives and an agenda for each meeting? Or do you want the meeting to be less structured?
3. Where do you want to meet?
4. How long do you want to commit to the relationship? Do you want to establish a checkpoint to evaluate its effectiveness?

In addition to specific issues you have agreed to work on together, you may find that open-ended dialogues will help build your relationship and suggest new ways for you to help each other. Here is a list of topics to get you started.

### Potential Discussion Questions and Topics

#### *Possible Questions for Your Mentor:*

- What career experiences have helped you most in your own professional development?
- What were the most important lessons learned from these experiences?
- What have mentors done for you and your development? What kinds of mentoring experiences have been most helpful?
- What do you want from the experience?
- How will you know when the mentoring is working? Not working?
- What do you think about the changes occurring in the industry, in the company, in the department? What do you see as our biggest challenges for the future?
- How are decisions made for certain areas of the company? How do things really get done?

#### *Possible Discussion Topics:*

Discuss....

- Past Experiences – both the good and the bad
- Goals – both the mentors and the mentees
- Successful People and how they got to where they are
- Change – in the industry, in the company, etc.
- The Future – for the organization, the industry, etc.
- Leadership – what does it look like
- Learning – how do you learn best

You may also consider other activities besides getting together for discussions. The following activities may prove effective in building your relationship as well as helping you achieve your goals:

- Collaborating on a project
- Attending an industry or trade event together
- Attending key meetings with your mentor and observing desired skills being demonstrated

Last, but not least, it is highly recommended that an “agreement” be developed outlining your goals, guidelines and measures of success. Although this may sound overzealous, it is an effective way to ensure that both of you are in agreement regarding the expectations you have of one another and the outcomes you hope to realize. Below is a template to help you get started.

### **Mentor/Mentee Agreement: A Guiding Template**

#### **Overview:**

The *mentor/mentee* agreement serves several purposes, including:

- ◆ establishing the working relationship between mentor and mentee;
- ◆ detailing expectations, resources, and commitment
- ◆ structuring meetings in terms of beginning and end points and any supporting activities.

This agreement becomes a living document for capturing changes and direction throughout the agreed upon duration of the mentoring relationship.

**Mentee:** \_\_\_\_\_

**Mentor:** \_\_\_\_\_

#### **Expected Performance Outcomes:**

Describe what the mentee will be able to do as a result of this effort.

#### **Skills and Knowledge Areas to Develop:**

Describe the skills and knowledge areas to be developed, if any.

#### **Methods/Activities:**

Describe methods to be used by the mentor to help the mentee.

#### **Resources:**

List the resources which will be needed...special tools, books, budget.

#### **Duration:**

Identify the starting date and the duration of the engagement.

#### **Frequency of Meetings:**

Indicate how often the mentor/mentee meetings will occur.

#### **Engagement Evaluation:**

How will the mentor and the mentee evaluate the effectiveness of the engagement, e.g. are you meeting enough? are your expectations being met? Are you learning about and from each other?

#### **Termination Process:**

State how the engagement will be terminated...when will you know it's time to refocus or to begin another relationship?