



# Mentorship Program

Mentor Orientation



# Welcome

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## Genesis of the Mentorship Program

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### Mentorship objectives

- Help participants **identify and achieve career development and personal growth goals** that support business objectives
- **Support building a bench of leaders** who have knowledge, skills and abilities
- Foster higher levels of **engagement and career vision**
- **Equip participants with the tools** necessary to perform to their highest capability
- **Create opportunities** to meet and partner with others of different job titles, descriptions or cultural boundaries
- **Create a culture** that sees mentorship as an effective way of developing individuals

# Mentor Expectations and Aspirations

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- There is no reason for someone to take the hard road if it isn't necessary.
  
- I had a mentor who helped me with some of my critical career decisions...steered my career in a new direction that I hadn't anticipated.
  
- I don't see the mentorship relationship as just a one-way thing... we can both gain from shared insight.



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“When we are given the gift of effective mentoring, we will feel that we can never adequately repay our mentor and we will only be satisfied by passing the gift on to others.”

– Eleanor Roosevelt

# Today's Agenda

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- Orientation Objectives
- Mentorship Overview
- Role of a Mentor
- Building a Productive Relationship
- Meeting #1 – Getting Started
- Meeting #2 – Building Traction
- Practice Messages and Methods
- Wrap up

# Orientation Objectives

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## Today's Orientation

### Will...

- Introduce the mentorship program components
- Clarify expectations for participation in the program
- Start to build and practice mentor skills and capabilities
- Raise awareness of mentorship pitfalls and traps to avoid

### Will not...

- Fully prepare mentees for topics, situations, etc. that arise in mentorship
- Fully train mentors

# Activity #1: Group Discussion

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Why is mentorship important to you?

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What do you want to gain from today's orientation?

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## Mentorship Overview

# Mentorship Overview

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## Program approach

- Gather data on the effectiveness of mentorship (i.e., what works? doesn't work?)
- Discover needs of women and determine additional means of ensuring their development and success, beyond mentorship

# Mentorship Overview

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## Calendar of Events

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### Month 1

- Orientation
- Pre-program surveys sent out
- **Pairings announced, program kicks off**
- Pre-program surveys deadline
- **First 1:1 meeting should be complete**

### Month 2

- Phone check in (post-pairing)
- Learning event/Mentorship Circle #1

### Month 3

- Phone check in (post-pairing)
- Learning event/Mentorship Circle #2

### Month 4

- Learning Event/Mentorship Circle #3
- Learning Event/Mentorship Circle #4

### Month 5

- **Program concludes, post-program surveys sent out**
- Learning Event/Mentorship Circle #5

### Month 6

- Post-program survey deadline
- Phone check in (post program)

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*Dates are subject to change*

# The Mentorship Program Provides Many Opportunities for Continued Development

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## Three components to the Mentoring Program

### One-on-One Mentoring

- Meet (at least) monthly for 60 minutes with your mentee(s)
- “Check-in” with your mentee(s) more frequently: phone call, lunch, etc.
- Create mentorship agreement
- Establish trusting relationship
- Assist and challenge mentee(s) with improving her “Mys”

### Mentoring Circles

- Voluntary participation
- Small groups of mentors/ mentees
- Meet bi-monthly
- Discuss topics, such as: career paths at Qualcomm, developing leadership skills, etc.
- Gain perspectives of other mentors/ mentees

### Learning Events

- Voluntary participation
- All mentorship participants
- Meet bi-monthly
- Discuss topics, such as: community outreach, feedback versus feed-forward, etc.
- Springboard for deeper conversation with mentor/ mentee pairs and mentoring circles
- Brown bag lunch format

# One-on-One Mentorship Focuses on the 5 “MYs”

## “My Style”

- Assessing personal presentation
- Communicating effectively
- Influencing key partners

## “My Career”

- Planning career growth
- Navigating goals and strategies
- Honing organizational savvy

## “My World”

- Developing awareness
- Getting involved
- Sustaining commitment

## “My Craft”

- Developing functional / technical skill
- Innovating and achieving excellence

## “My Life”

- Maintaining work/life balance
- Managing life changes
- Dealing with competing demands

# Mentors Receive Tools for Success

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## Support Tools

- Mentorship agreement
  - Mentorship flip focus book
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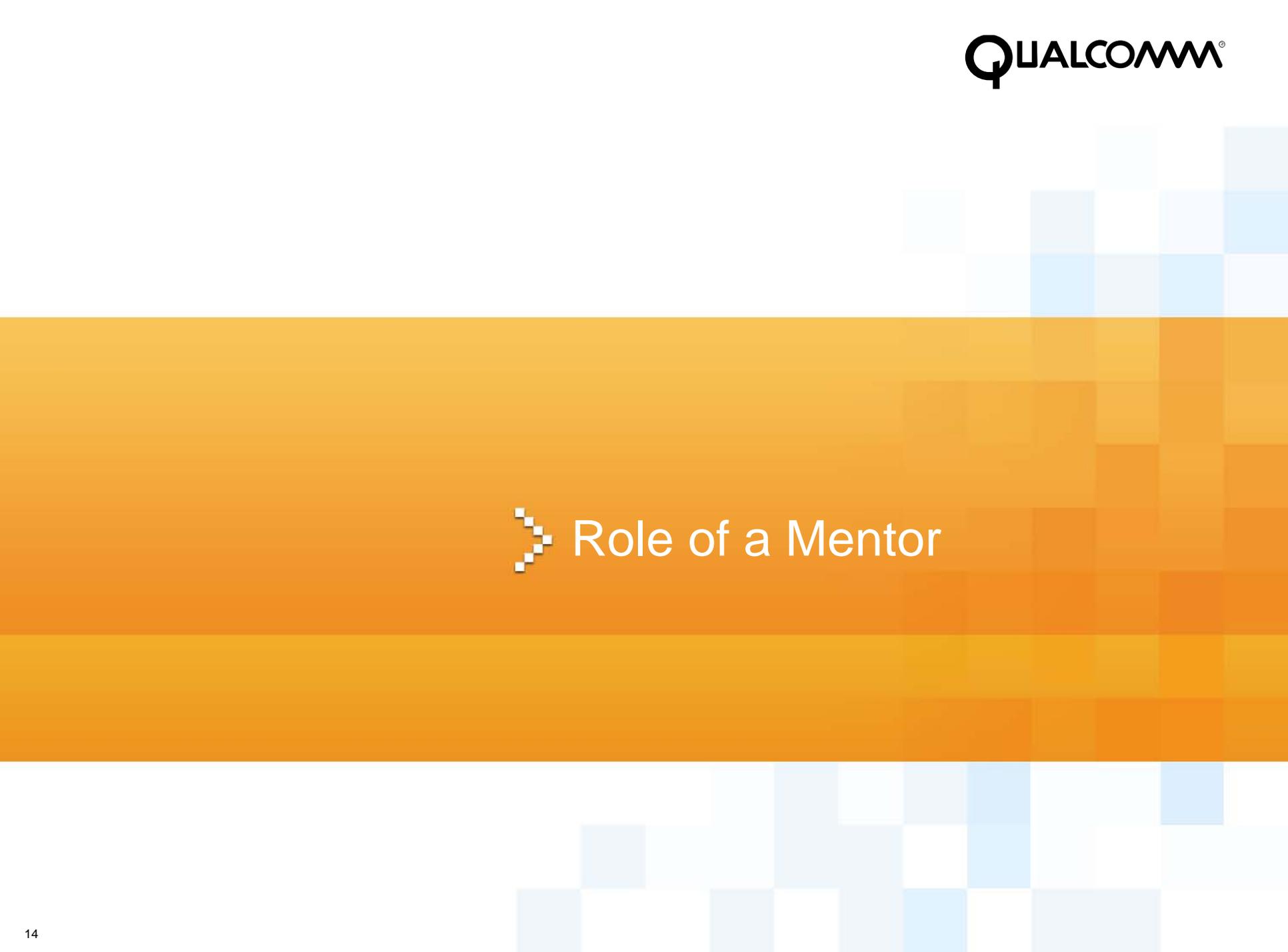
## Measuring Success

- **Surveys.** Pre- and post-pilot survey of mentors and mentees
- **Phone calls.** Short conversations with mentors/ mentees at milestone intervals

# Guidelines for the Mentorship Relationship

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- Confidentiality
- Commitment to the relationship
- Sharing personal information
- Employee relations issues
- Mentor intervention into work-related issues

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## Role of a Mentor

# Mentoring Clarified

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Buddy	Peer	Advocate	Mentor	Coach
<ul style="list-style-type: none"><li>▪ Informal navigation through the organization</li><li>▪ Teach norms – the ropes to skip and the ropes to know</li><li>▪ Focus on the work more than the relationship</li></ul>	<ul style="list-style-type: none"><li>▪ Opportunity for shadow learning</li><li>▪ Provide informational navigation</li><li>▪ Group learning</li><li>▪ Provide mutual support</li></ul>	<ul style="list-style-type: none"><li>▪ Opportunity for shadow learning</li><li>▪ Provide informational navigation</li><li>▪ Group learning</li><li>▪ Provide mutual support</li></ul>	<ul style="list-style-type: none"><li>▪ Support and status</li><li>▪ Sponsor or guide that opens doors</li><li>▪ Focus on the political system</li></ul>	<ul style="list-style-type: none"><li>▪ Structured relationship focused on development areas</li><li>▪ Often outside of the organization</li><li>▪ High level of targeted expertise</li></ul>

When mentoring occurs, the mentee learns something that otherwise would be acquired less thoroughly, more slowly, or not at all

# Mentors Perform Various Roles with Mentees

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## Capability Developer

- Interprets feedback and assists mentee with converting feedback into action
- Looks for “developmental moments” and provides feedforward
- Seeks “growth opportunities” for mentee and self
- Enables mentee to discover “remedies” for developing capabilities

## Supporter

- Listens to and provides encouragement to mentee
- Creates a “safe and trusting” relationship
- Helps mentee navigate through Qualcomm
- Assists mentee with expanding her professional network

## Thought Partner

- Serves as mentee’s sounding board
- Assists with uncovering “blind spots”
- Challenges mentee to avoid old mindsets and asks questions to discover options and solutions

## Process Partner

- Collaborates with mentee and creates a mentorship agreement
- Encourages mentee to participate fully in the mentorship program (e.g., mentor circles and focus groups)
- Partners with and sets expectations for “action” between meetings

## Activity #2: Group Discussion

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Of the various mentor roles, which one will come naturally to you?

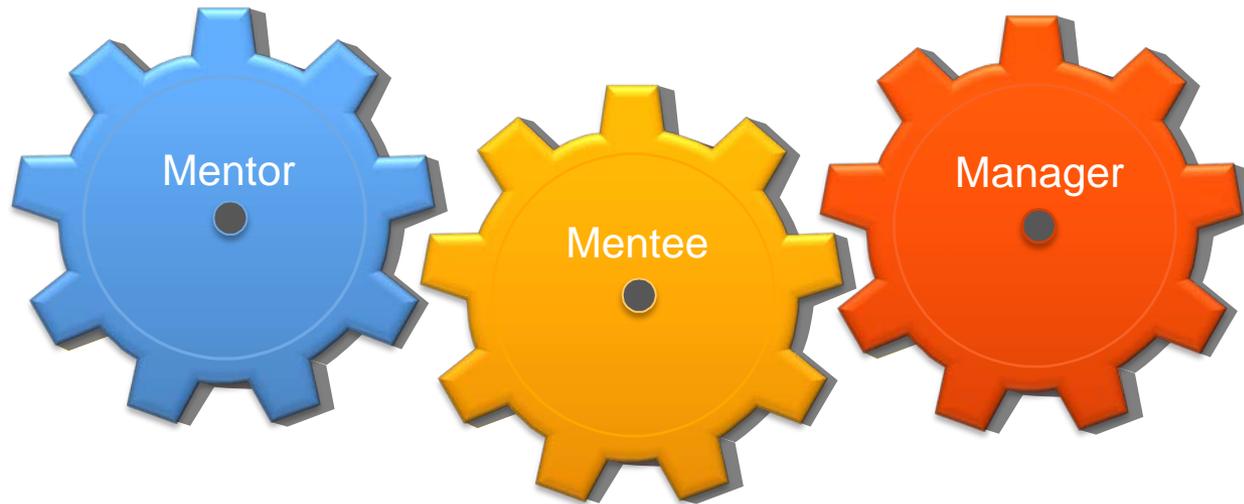
- Capability Developer
  - Thought Partner
  - Process Partner
  - Supporter
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Which of these roles represents a steep learning curve?

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How might this program assist mentors with flattening the learning curve?

# Mentorship is a Shared Accountability with the Focus on the Mentee



## Mentor

- Protects privileged mentee relationship
- “Asks mentee questions and helps clarify expectations
- Helps mentee realize strengths to leverage leverage and succeed in the new business environment
- Avoids mediation/triangulation; shares expertise and experience

## Mentee

- Develops and maintains “trusting” relationships
- Seeks feedback and insight from manager and mentor
- If necessary, adjusts priorities due to new business context
- Focuses on “what” and “how”

## Manager

- Respects the mentor/mentee relationship
- Collaborates with the employee and establishes clear job performance expectations
- Provides context for business decisions and the impact on the department and individual
- Discuss topics, such as: community outreach, feedback versus feed-forward, etc.
- Assesses employee job performance

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 Ensuring a Productive Relationship

# The Four Pillars

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## Productive Mentoring Relationship



# Building a Productive Relationship with Your Mentor

## Productive Mentoring Relationship

	Build	Erode
Trust	<ul style="list-style-type: none"> <li>▪ Talk straight; share who you are and what you are about</li> <li>▪ Demonstrate respect in all interactions</li> <li>▪ Keep commitments; be flexible and accessible</li> </ul>	<ul style="list-style-type: none"> <li>▪ Actions are misaligned with words</li> <li>▪ Reveal little about yourself</li> <li>▪ Be unprepared for one-on-one mentoring</li> <li>▪ Lose composure with your mentor</li> </ul>
Confidentiality	<ul style="list-style-type: none"> <li>▪ Agree on boundaries</li> <li>▪ Summarize agreements and next steps</li> <li>▪ Seek mentor's approval to share information with others</li> </ul>	<ul style="list-style-type: none"> <li>▪ Share "insignificant" portion of mentor conversation with others</li> <li>▪ Provide information about other mentors/mentees</li> </ul>
Communication	<ul style="list-style-type: none"> <li>▪ Be timely with your thoughts and opinions</li> <li>▪ Be present and attentive to your mentor</li> </ul>	<ul style="list-style-type: none"> <li>▪ Multi-task during one-on-one meetings</li> <li>▪ Ask closed-end questions and demand "the answers"</li> </ul>
Courage	<ul style="list-style-type: none"> <li>▪ Provide specific, actionable feedback to your mentor around the relationship, your needs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reluctant to voice a concern</li> <li>▪ Going through the motions versus sharing with your mentor "how you really feel"</li> </ul>

# Balance Advocacy & Inquiry to Build Relationships

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Advocacy is sharing ones own thoughts.

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Inquiry is exploring others' thoughts.

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Both are necessary for a good two-way dialogue.

## An advocate:

- Informs mentee of his/her thoughts
  - Persuades mentee to accept suggestions or ideas
  - Initiates discussions and expresses opinions
  - Gives feedforward
  - Provides information that may differ from the mentee's thoughts
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## **"I" statements** share observations and feelings that are not judgment

- When you do \_\_\_\_\_ (specific behavior)
- It makes me feel \_\_\_\_\_ (my feelings)
- I'd like to see you do more of \_\_\_\_\_ (alternative behavior or outcome)

# Balance Advocacy & Inquiry to Build Relationships (cont.)

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**Inquiry** focuses on making others' thought processes known.

An inquirer:

- Demonstrates active listening and clarifies messages
- Moves toward joint problem solving
- Begins with appreciation of the mentee's thinking versus criticism
- Helps mentee stay open and work through feedback

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Three types of effective inquiry:

- **Open.** Demonstrate interest and keep open the communication channel (eye contact, posture, head nods, avoid interrupting, etc.)
- **Check.** Clarify meanings and emotions (paraphrase and reflective listening)
- **Close.** Narrow or end the conversation (redirect the conversation, hear the speaker out, exclude others from joining the conversation, etc.)

# Effective Communication Builds Trust, Demonstrates Empathy & Strengthens Relationships

## Paraphrasing

Rephrasing the content of what was said to demonstrate understanding of the message

- **Listen carefully to what was said**
  - Take notes, if necessary
  - Ask your mentee to repeat the message if it was unclear
- **Repeat the factual content of what you heard**
  - Refrain from interpreting emotions and and mentors thoughts
  - Use language appropriate for the situation
- **Check for understanding**
  - Pay attention to nonverbal clues
  - Ask questions to clarify, if necessary

## Reflective Listening

Demonstrates understanding of the mentee's feelings and emotional state

- **Listen carefully to what was said verbally and nonverbally**
  - Note if words and actions are aligned
- **Identify how the person feels about the message**
  - Ask, "What is the mentee feeling right now?"
  - Describe the mentee's point of view based on her emotional messages
  - Pay close attention to nonverbal clues
- **Check for understanding**
  - When sharing feedback, point of view or asking questions, pay close attention to nonverbal clues
  - Ask questions to clarify, if necessary

## Activity #3: Building Effective Interpersonal Skills through Communication

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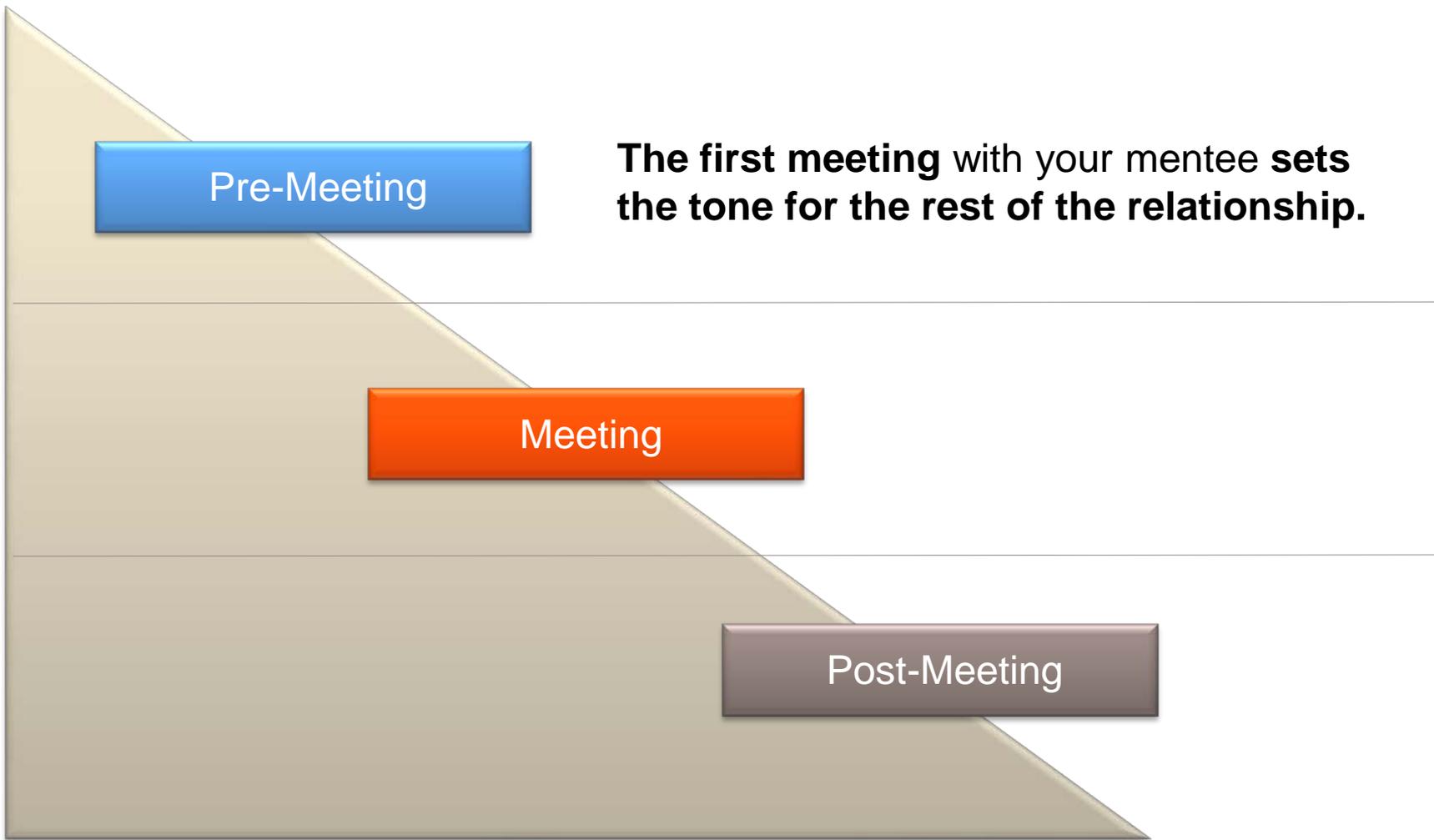
- An exercise in role-modeling advocacy and inquiry, paraphrasing and reflective listening

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## Meeting #1: Getting Started

# Meeting #1: Getting Started

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Pre-Meeting

**The first meeting with your mentee sets the tone for the rest of the relationship.**

Meeting

Post-Meeting

# Pre-Meeting

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- Invite mentee to meet in a dialogue-friendly, neutral location

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- Refresh your memory:
  - Review your mentor's mentorship profile
  - Think back to your conversation at the 'meet and greet' event

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- Prepare your thoughts/ questions for the meeting

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- Review applicable sections of the flip focus book for tips, scripts, etc.

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- Determine how will you start building trust/ rapport

# Meeting

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## Potential Questions:

- Tell me about yourself.
- What do you hope to get out of our mentorship relationship?
- What's working and what's not working with respect to your "MYs"?
- What is your short-term career aspiration? Long-term aspiration?
- Tell me about the consistent feedback themes you have received? Is this a potential area of focus when we meet?

## Start building trust and rapport

- Who are you?
  - What are you about?
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## Discuss your expectations for:

- The pilot
  - You
  - Which "MY"
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## Begin drafting mentorship agreement

- Clarify goals, expectations, and commitments
  - Confirm logistics (e.g., meeting location, duration, frequency, etc.)
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## Agree on next meeting/activity

# Post-Meeting

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## Reflect on the meeting

- Am I comfortable with how much he/she shared? Did I share enough about myself?
  - Were any development focus areas identified?
  - What role did I play in this meeting? Did it seem to work?
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## Action planning

- What commitments have I made to my mentor? Myself?
  - What steps do I need to take to fulfill those? By when?
  - What information should I share with my manager?
  - What support do I need from my manager?
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Draft mentorship agreements – review and finalize during the next meeting

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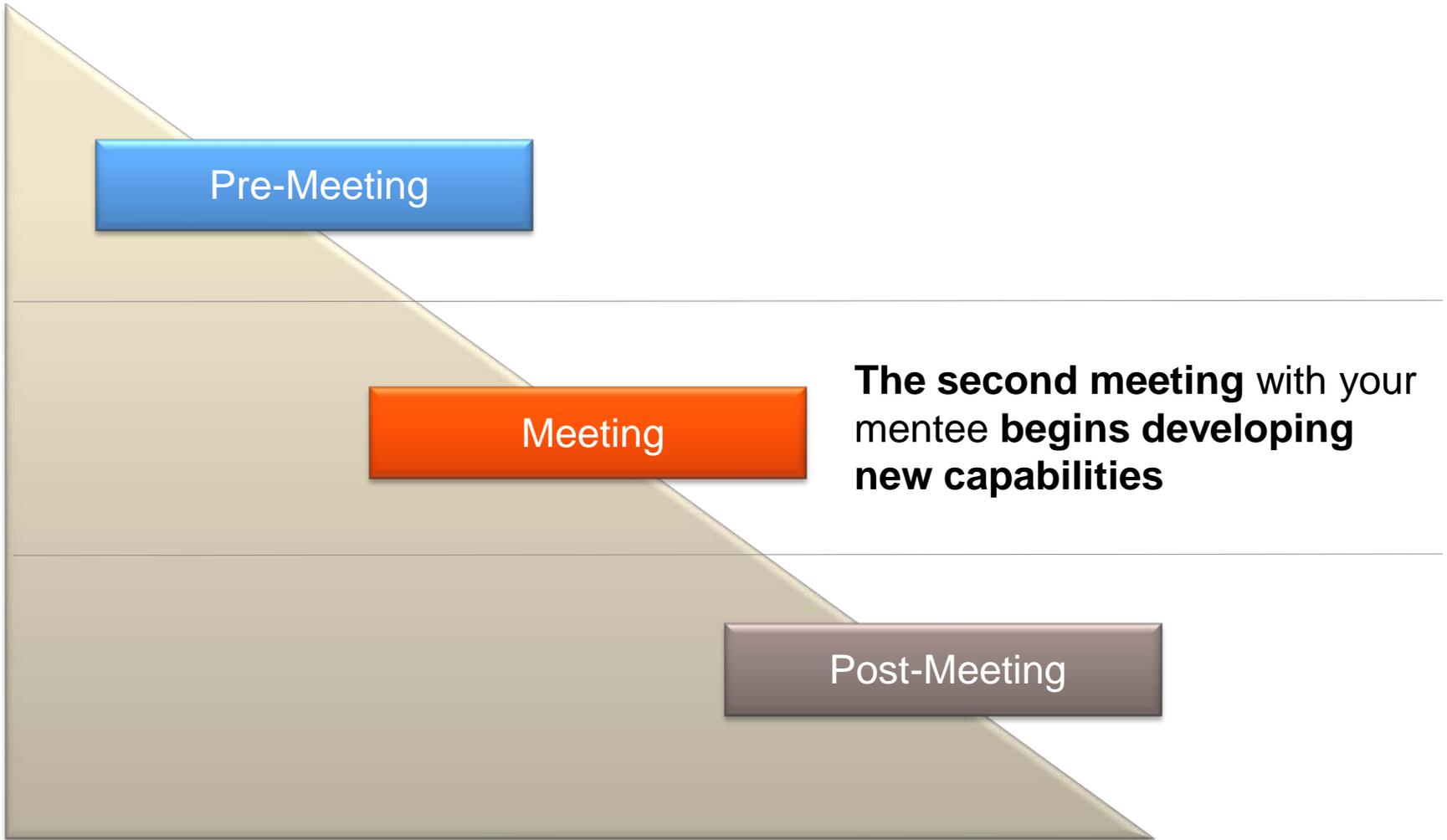
Participate in activities

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## › Meeting #2: Building Traction

## Meeting #2: Building Traction

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# Pre-Meeting

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## Recall meeting #1

- Am I comfortable with how we left the last meeting?
  - What more can I do during this meeting to ensure we continue on a positive path?
  - Was there anything specific that she mentioned (e.g., important meeting, a presentation, etc.) that I want to make sure to inquire about?
  - Is it appropriate to dive into specific development areas in her “MYs” or do we need to spend more time getting to know one another?
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## Prepare your thoughts/ questions for the meeting

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Review applicable sections of the flip focus book for tips, scripts, etc.

# Meeting

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## Example Focus Areas

- Managing workload
- Managing relationships
- Career progression
- Interpreting Feedback
- Developing others

## Finalize the mentorship agreement

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If ready, focus on 1 to 2 areas of the “MYs” your mentee identified in Meeting #1

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## Remember, your style is important; so practice:

- Balancing advocacy and inquiry
- Paraphrasing and using your reflective listening skills
- Connecting versus talking
- Asking before directing

# Meeting (Cont.)

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A strong mentoring relationship requires more than **talking/communicating**

- Exchanging thoughts, messages, or information, as by speech, signals, writing, or behavior
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You have to **connect!**

- Establish a rapport or relationship; relate
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How to connect?

- **Question.** Seek to understand your mentees' strengths/ development areas, professional past and future goals
- **Listen.** Demonstrate that you heard the mentee's message, point of view, feelings, etc.
- **Share.** Discuss your personal struggles and missteps along your professional journey. Share how you overcame them or continue to work on them today

# Meeting (Cont.)

Mentee's Presenting Issue	Asking	Directing
<ul style="list-style-type: none"> <li>I have recently received feedback that I am not a strategic thinker</li> </ul>	<ul style="list-style-type: none"> <li>Have you heard this feedback before from your manager, other colleagues, etc.?</li> <li>Do you agree with the feedback?</li> <li>Is this important to develop?</li> <li>What are potential remedies to close the gap?</li> </ul>	<ul style="list-style-type: none"> <li>I suggest you read this book</li> <li>You should consider getting an MBA</li> <li>Perhaps Human Resources can suggest a training class</li> </ul>
<ul style="list-style-type: none"> <li>I have been working constantly....I think I am burning out</li> </ul>	<ul style="list-style-type: none"> <li>What do you think is contributing to this?</li> <li>Is this a new situation for you or one that you often find yourself in?</li> <li>What do you do when you have competing priorities?</li> </ul>	<ul style="list-style-type: none"> <li>I think you may have issue with delegation. You need to work on it.</li> <li>You need to push back...not take on so much</li> </ul>

“Find the right questions. You don’t invent the answers, you reveal the answers.”

– Jonas Salk

# Post-Meeting

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## Reflect on the meeting

- What mentor role (e.g., Capability Developer, thought partner, supporter, process champion) did I play in this meeting? Was it effective?
  - What issues were identified? What role should I play in the next meeting to help address these issues?
  - What was *not* said?
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## Action planning

- What commitments have I made to my mentee?
  - What steps do I need to take to fulfill those? By when?
  - Who else do I need to contact prior to our next meeting?
- 

## Confirm next meeting

“Great coaches and mentors are so unshakably convinced that we have greatness in us, and their vision of what is possible for us is so clear and powerful, that they wind up convincing us, too!”

- Lou Tice, *Smart Talk for Achieving Your Potential*

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## Practicing Messages & Methods

# Practicing Messages & Methods

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Mentees are encouraged to:

- Three “Master Mentors” are vying for the opportunity to mentor an up-and-coming female leader at a corporation
- The mentee asks the Masters Mentors questions that will assist her in better understanding the mentorship program and how they will work together
- The mentee will pick a Master Mentor to partner with during the program based on the mentor’s answers



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Questions?

# Key Messages

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- Build a **trusting relationship**
- Have **high expectations** of yourself and your mentee
- **Include your mentee's manager**, as appropriate, in the mentorship process
- Set **realistic expectations** for the mentoring relationship and avoid focusing on too much, too soon
- **Be aware of “out of bounds”** topics and relationship dynamics and know how to address them
- **Balance advocacy and inquiry** to build your mentoring relationship

# Wrap-Up

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## Mentors are Process Partners

- Contact your mentee and schedule first one-on-one
  - Prepare for your first meeting
  - Reflect on your own talents to share and develop
  - Review mentorship flip focus book
  - If necessary, contact the Mentorship Program Manager for additional assistance
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Questions?