

Mentorship Program

Flip Focus Guide



How To Use This Guide

This quick-reference guidebook has been developed to help Qualcomm Mentorship Program participants to assist in navigating their mentorship relationship. It contains an overview of the Mentorship Program, as well as, practical tips and ideas around actions to ensure a positive and productive mentoring relationship.

To gain maximum benefit from the guidebook:

- Skim the entire guidebook to get a general understanding of the content
- Choose specific sections that you think will be the most useful
- Review the guidebook prior to meetings with your mentor/mentee or when you find yourself in difficult situations
- Bring the guidebook with you when you meet with your mentor/mentee

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About the Mentorship Program

Qualcomm's Values

The work you do with your mentor aligns with Qualcomm's values: innovate, execute, partner



INNOVATE

EXECUTE

PARTNER

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 within their current roles
- **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

Three Types of Mentoring

The Mentorship Program is comprised of three development components. One-on-one mentoring, the primary focus of the initiative, is supported by mentoring circles and learning events.

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

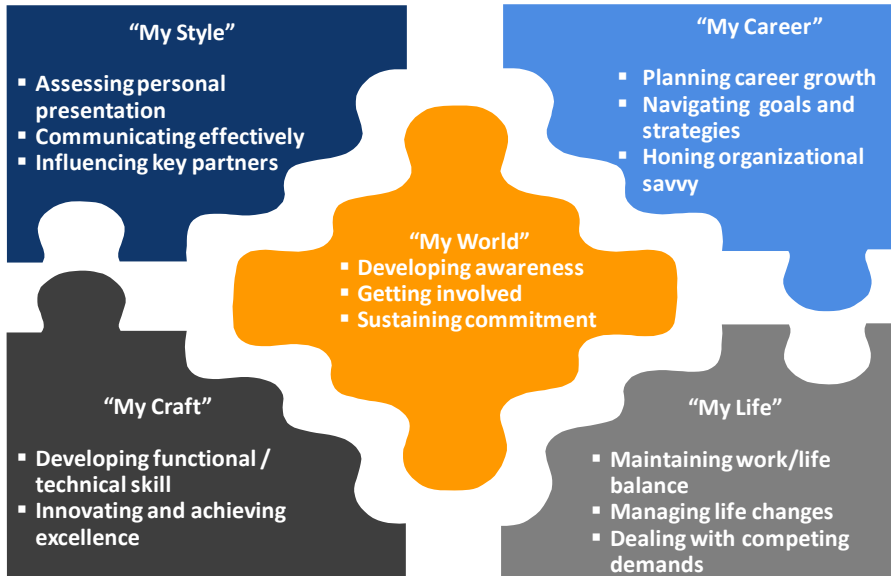
- Voluntary participation
- Small groups of mentors/ mentees
- Meet bi-monthly
- Discuss topics, such as: career paths at Qualcomm, developing leadership skills, etc.
- Gain perspectives of other mentors/ mentees

Learning Events

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

The Five “MYs”

One-on-one mentoring focuses on helping mentees manage the five aspects or “MYs” of their professional and personal lives: “My Style”, “My Career”, “My Craft”, “My Life”, “My World”



Mentor Role

Mentor Defined

A mentor assists a mentee with learning something that otherwise would be acquired less thoroughly, more slowly or not at all. The mentor role should not be confused with the advocate or coach role.

Advocate

- Represents the mentee's point of view
- Serves as a mediator on behalf of the mentee
- Acts as a sponsor to open doors
- Focuses on the internal political system

Mentor

- Helps the mentee to develop "MY" areas
- Develops trusting, confidential, and mutually beneficial relationships
- Listens and provides encouragement, feedback and new insights
- Assists mentee with personal and professional growth and improving contributions

Coach

- Brings a high level of targeted expertise
- Determines development areas using an assessment process (e.g. 360° feedback)
- Provides a third-party perspective from outside the organization

The Mentor, Mentee, and Manager Relationship

Mentoring is a shared accountability between the mentor, mentee and mentee's manager. Each has a separate role but a united focus: assist the mentee with improving their contributions to Qualcomm's success.

Mentor

Focuses on transferring knowledge and assisting the mentee with developing new capabilities

- Asks questions to assist and challenge mentee with developing her "MYs"
- Assists mentee with reflecting on past successes and failures to identify strengths to leverage and weaknesses to mitigate
- Attends learning sessions and mentor circles with mentee

Mentee

Focuses on achieving sustainable results the right way

- Clarifies performance expectations and priorities
- Seeks on-going feedforward to improve personal contributions
- If necessary, adjusts goals and priorities due to dynamic business environment
- Focuses performance on the "what" and "how"

Manager

Focuses on getting things done through people

- Establishes performance expectations
- Conducts 1:1 updates with a focus on progress against job performance goals
- Provides business updates, shares context for business decisions and the impact on the department and employee
- Assesses job performance and links mentee contributions to reward decisions

Mentor Roles

Each mentor/mentee relationship is unique and requires the mentor to be flexible in their mentoring approach. Remember, the mentor's focus is to help the mentee improve in their targeted "MY" areas.

This will require you to play four different roles.

**Process
Partner**



**Capability
Developer**



**Thought
Partner**



Supporter



Process Partner

About the Role

- Manages the mechanics of one-on-one meetings
- Ensures mentorship agreement is created and agreed upon
- If necessary, modifies agreement to reflect changes in the relationship
- Collaborates with mentee and agrees on action steps between meetings
- Holds the mentee accountable for achieving agreed upon action steps
- Participates in mentorship measurement and feedback efforts
- Participates in mentoring circles and learning events

Tips for Being Effective

- Ask three questions to capture feedback and emphasize the importance of applying learnings:
 - “What have you learned from today’s discussion?”
 - “What did I do as your mentor to help you learn?”
 - “How will/can you apply this learning at Qualcomm?”
- Schedule one-on-one meetings at least two weeks in advance
- On a weekly basis, do a brief “check-in” with your mentee (phone call, coffee, etc.)
- Check-in with your mentee to encourage their attendance at mentor circles and learning events



Capability Developer

- Assists mentee with clarifying expectations set forth by manager or others
 - Assists mentee with converting feedback into action
 - Looks for “developmental moments” and provides feedforward
 - Enables mentee to discover “remedies” to improve performance and continue development
 - Seeks growth opportunities for mentee and self
- Provide feedforward that is empowering, actionable and prepares your mentee for “the next time”:
 - Focus the conversation on how to be/do “right” in the future versus proving how they were “wrong” in the past
 - Share your positive suggestions and reframe issues as opportunities
 - Ask your mentee why they agree with your thinking to ensure that they are engaged and not going through the motions



Capability Developer continued

Additional Tips for Being Effective

- During a discussion with your mentee ask “check-in” questions:
 - “How are you progressing on your development?”
 - “What leads you to believe you are making progress?”
 - “What obstacles hinder your progress?”
 - “Are these obstacles due to others, yourself or both?”
 - “Is there anything new that you are doing that requires additional practice?”



Thought Partner

About the Role

- Serves as the mentee's sounding board
- Challenges mentee to avoid old and unproductive mindsets
- Fosters increased self-awareness and uncovers "blind spots"
- Asks questions to discover options and potential solutions
- Shifts conversation from presenting issues to real/below the surface issues
- Shares new insights, experiences and ideas with mentee

Tips for Being Effective

- Ask questions to assist your mentee with self-awareness:
 - "Share with me feedback themes that you have received over the last year"
 - "Do you agree with this feedback?"
 - "What obstacles hinder your development?"
 - "Are these obstacles due to others, yourself or both?"
 - "When have you experienced "rapid learning"?"
- Find balance between:
 - Advocacy or sharing -- "here's my opinion..."
 - Inquiry or exploring -- "what are your thoughts?"



Supporter

About the Role

- Creates a “safe and trusting” relationship
- Assists mentee with feeling comfortable in branching out and meeting others to expand their professional network
- Listens to mentee and provides encouragement
- Helps mentee navigate through Qualcomm

Tips for Being Effective

- Avoid the temptation to assist your mentee by assuming an intermediary role
- Assist your mentee with developing problem solving and relationships skills
- Celebrate successes and reinforce the use of new approaches, skills, etc.
- From time to time ask your mentee questions that demonstrate your support:
 - “How can I help?”
 - “What suggestions do you have for me?”
 - “What should we be doing more of or differently?”



Supporter continued

Additional Tips for Being Effective

- Encourage your mentee to establish a personal board of directors to share ideas, review career plans, etc. The board of directors typically includes external individuals with whom the mentee has already established a relationship:
 - Local business and/or community leader
 - Trusted friend
 - Spouse/partner
 - Former colleague/classmate

The First Meeting

Tips for Mentees

Ensuring Success

The first meeting with your mentor is your chance to share your excitement and expectations around the possibilities of your relationship. Adequate preparation before and thoughtful self-reflection after your first meeting will ensure that the relationship gets off to the right start.

Prepare for the conversation

1. Develop your “getting to know you” questions
 - a. What else would I like to know about my mentor?
 - b. What else am I prepared to share about myself to build trust and rapport?
 - c. Did my mentor mention something at the meet and greet that deserves a follow-up?

2. Start to think about your “MY” development areas
 - a. What consistent feedback have I received in the last year (strengths & weaknesses)?
 - b. What assignments/projects have I liked the most? Found to be the most developmental?
 - c. What are the 2 to 3 things I want to accomplish this year? Longer-term?
 - d. Is there anything in my IDP that I want to share or focus on in this relationship?
 - e. How might volunteering help me grow professionally?

Ensuring Success continued

Self-reflect on outcomes

3. Are you comfortable with the quality of your first conversation with your mentor? If not, what can you do to change this the next time you meet?
4. What commitments have you made to your mentor? Yourself?
5. What steps do you need to take to fulfill those? By when?
6. What information should you share with your manager?
7. What support do you need from your manager?
8. What would you like to cover at your next meeting?

Remember, the focus of your first meeting is for you and your mentor to get to know one another better. While you should come prepared to discuss potential development areas, you should not feel pressure to go there at the expense of rapport and trust building

The Mentorship Agreement

The mentorship agreement brings clarity to the mentor and mentee's goals and expectations for the relationship and defines their working relationship together. The sole purpose of completing a mentorship agreement is to benefit your relationship with your mentor.

Agreements will not be collected or reviewed by anyone outside of your relationship.

Guidelines for completing the agreement

1. Review the mentorship template prior to your first meeting with your mentor.
2. By the end of your first meeting, you should have discussed initial thoughts on the mentorship agreement and, minimally, completed the logistics section.
3. The mentorship goals and style sections may require additional thinking beyond the first meeting. Each of you should take these sections as action items and plan to finalize the agreement during your second meeting.
4. Refer back to and modify the agreement throughout the relationship, as necessary.

The First Meeting

Tips for Mentors

Conversation Topics

The first meeting with your mentee is your chance to build their excitement around the possibilities of the relationship and your willingness to explore them. Consider using some of the questions below to help guide your conversation.

Learn about your mentee and their mindset

1. I was very pleased to hear that we would be working together. Would you please tell me a bit more about yourself? – *in turn, you should share a bit about yourself*
2. What is your short-term Qualcomm aspiration? Long-term aspiration?
3. What are two to three things you want to accomplish this year?
4. What do you hope to get out of our mentorship relationship?

Gauge their self-awareness and development needs

5. Are you comfortable sharing feedback themes you have received over the last year?
6. Do you agree with this feedback?
7. Do you view the mentorship initiative as a potential way to close some of these gaps?
8. What's working and what's not working with respect to your...(My Style, My Career, My Life, My Craft, and My World)? – *continued on following page*

Conversation Topics continued

Offer yourself as an ally in their development

9. As a mentor, how can I make the greatest possible impact for you?
10. How will we know that mentoring is providing value?

Pay attention to the quality of the communication and use your judgment to pace the conversation. Your goal in the first meeting is to connect and start building trust and rapport, not to “power through” all of the questions

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Guidelines for completing the agreement

1. Review the mentorship template prior to your first meeting with your mentee and ask that they do the same.
2. By the end of your first meeting, you should have discussed initial thoughts on the mentorship agreement and, minimally, completed the logistics section.
3. The mentorship goals and style sections may require additional thinking beyond the first meeting. Each of you should take these sections as action items and plan to finalize the agreement during your second meeting.
4. Refer back to and modify the agreement throughout the relationship, as necessary.

Building a Productive Relationship

The Four Pillars

Every interaction with your mentor/mentee presents an opportunity to either build or erode the mentoring relationship. A productive mentoring relationship is supported by four pillars: trust, confidentiality, communication and courage.

Productive Mentoring Relationship



Trust

How To Build

- Use plain-speaking, straight talk
- Be honest and open
- Demonstrate respect in all interactions
- Practice accountability; do not blame others when something does not happen as discussed
- Be transparent and consistent; “what you see is what you get”
- Be flexible and accessible
- Keep commitments, as commitments build hope; delivering on hope builds trust
- Base feedback on first-hand observation, whenever possible

Specific Actions You Can Take

- Be open to discussing the following with your mentor at the onset of the relationship:
 - Personal and professional background
 - Thoughts about the mentorship initiative
 - Confirm expectations/measures of success
- Collaboratively develop the mentorship agreement
- Use self-disclosure; share your personal thoughts:
 - “I personally feel...”
 - “What I don’t like ...”

Confidentiality

How To Build

- Agree on boundaries and do not cross them
- Before agreeing to be in a mentorship relationship, be candid about confidentiality principles and boundaries
- Clarify HR/Program Administrator's expectations about topics that should be reported
- Be open to sharing and discussion that isn't directly tied to your goals
- Demonstrate your belief in confidentiality by acting with integrity with all information that is confidential, regardless of the relationship

Specific Actions You Can Take

- Demonstrate your understanding of what is confidential by clarifying what "is and is off the record" at the conclusion of mentorship sessions
- Seek your mentor's approval to share information with others
- Immediately share if confidentiality has been inadvertently broken
- Clarify when a topic seems to be headed in a direction where confidentiality may not be able to be protected
- During conversations, ask for permission before taking notes

Communication

How To Build

- Be present and attentive to your mentor/mentee
- Be timely with your questions, thoughts, and opinions
- Look for the unspoken message
- Use non-verbal signals to invite dialogue and demonstrate that you are listening and understand (e.g., sitting forward, eye contact, nodding head)
- Provide thoughtful responses to your mentor's questions; avoid "yes/no" responses that close the door

Specific Actions You Can Take

- Prepare for one-on-one meetings:
 - Identify 2 to 3 key discussion topics
 - Review agreements from prior meetings
- Apply active listening skills:
 - Repeat back (paraphrase) what you heard
 - Ask follow-up questions
 - Share your point of view
 - Ask for clarification/confirmation
- Empathize with your mentor/mentee:
 - Listen to understand versus protecting your position/opinion
 - Express appreciation for meeting with you

Courage

How To Build

- Mentees ask clarifying questions to understand your mentor's advice, suggestions, etc.
- Seek permission to provide feedback, remember that feedback is a gift and your mentor seeks development from this relationship, too
- Provide specific, actionable feedback to your mentor/mentee around the relationship, your needs, etc.

Specific Actions You Can Take

- When faced with tough issues or challenges, ask yourself the following questions to ensure you face the situations with courage:
 - "What could be a great outcome?"
 - "What results do I hope to achieve?"
 - "What is likely to happen if I do not address this issue?"
 - "What makes this a difficult issue for me to address?"
 - "Is the value of change greater than the pain to remain the same?"
 - "What would the most courageous Qualcomm leader do to resolve this issue?"

Courage continued

Additional Specific Actions You Can Take

- Learn the STOP-START-CONTINUE framework as a way to share observations and facts with your mentor/mentee or others in a non-threatening manner.

STOP-START-CONTINUE

Identify the area in which you want to provide feedback and then clearly state your thoughts:

- “I would like you to do less _____ because it _____.”
- “I would like you to do more _____ because it _____.”
- “I would like you to keep doing _____ because it _____.”

Delivering Feedback

Being Heard

Feedback is less about what *is said* and more about what *is heard*. Mentoring is not a one-way street. Delivering feedback goes both ways. Your feedback will only be heard if you have built adequate trust with your mentor/mentee over time and if you find the right developmental moment. See ‘Building a Productive Relationship’ for more tips on building trust. Information around developmental moments is discussed below.

Testing for developmental moments

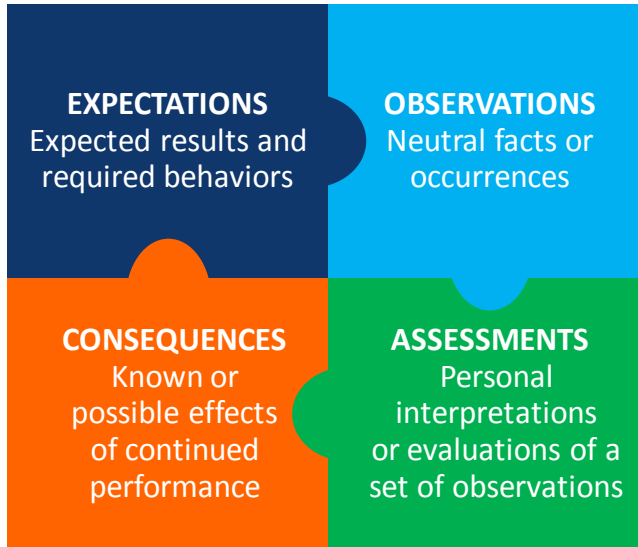
- Ask your mentor/mentee what they think or thought about a situation, conversation, etc.
- Ask directly: “Do you mind if I share with you some feedback?”

Signs that it is probably not a developmental moment:

- Defensive body language (e.g., arms folded, no eye contact)
- Expressions of anger, disgust or exasperation
- Preoccupation with some other activity
- Indications of impatience or a need to move on to some activity (i.e., getting on the elevator, preparing to leave for the day)

The Feedback Framework®

Delivering effective feedback messages is a learned skill that takes time and practice to perfect. Use the four-step feedback framework to structure your feedback messages with your mentor, regardless of whether you are delivering a positive or constructive message.



The Five Conversations® - Sibson Consulting

The Feedback Framework® continued

EXPECTATIONS

Expected results and required behaviors

- Explain what performance should “look like”
- Identify the expected results and required behaviors of an individual’s performance
- Can be explicit or implicit:
 - Explicit expectations are stated goals, competencies, performance standards, etc.
 - Implicit expectations are the “assumed” expectations (e.g., you will show up to work)

OBSERVATIONS

Neutral facts or occurrences

- Based on what you have seen someone do or have heard other people describe that they have done
- Should be similar for everyone viewing the situation—the plain facts, unfiltered by personal experience or assessment
- Should be specific and fact-based, not generalities

The Feedback Framework® continued

ASSESSMENTS

Personal interpretations or evaluations of a set of observations

- Personal judgments about an individual's observed performance
- Not the "truth" (observable facts), but are always shaped by personal background and expectations —personal perspective
- Focus on the individual's performance (the "what" and the "how") -not on who they are or their worth as an individual

CONSEQUENCES

Known or possible effects of continued performance

- Known or possible effects of continuing to perform with no change in behavior or outcomes
- Can be positive or negative and should focus on the impact on the business and on others

Common Mentorship Pitfalls

Common Mentorship Pitfalls

It is natural and expected for mentoring relationships to experience set-backs from time to time. Do your best to avoid or minimize these setbacks by being aware of the common mentorship pitfalls.

1. **Having unrealistic expectations for the relationship and focusing on too much, too soon.** *Be realistic about what the relationship can accomplish in four months. Make sure that you clarify goals and expectations at the onset of the relationship and capture your thinking in the mentorship agreement.*
2. **Getting sidetracked by personal stuff.** *The primary focus of your mentorship relationship is for you to develop your professional self. With that said, discussing personal information is not completely off limits. Asking your mento/mentee about their weekend or a recent vacation or sharing similar information about yourself can be an effective step towards building rapport. Use your judgment – if you think that your conversations are veering down the wrong track, quickly refocus the conversation back to development areas.*

Common Mentorship Pitfalls continued

3. **Expecting a mentor to provide with all of the answers.** *Good mentors ask the right questions to help their mentee's uncover solutions and approaches that work for them.*
4. **Being too nice or patient to the point that you are not saying what needs to be said.** *One of the four pillars to productive mentoring relationships is the ability to act with courage when necessary. Failing to act with courage and deliver needed feedback to your mentor/mentee has the potential to damage your relationship. Remember, mentoring is a two-way street; each mentor has agreed to participate in this Program because they are looking for development, too. Review the Feedback Framework[®] to help you organize your thoughts and summon your courage to deliver necessary feedback messages.*
5. **Wanting to move too quickly through trust building.** *Trust is one of the four "pillars" to building an effective and productive mentoring relationship. Don't let the pressure to move quickly into tackling development areas cause you to bypass this critical step. See 'Building a Productive Relationship' for steps you can take to build a trusting relationship with one another.*

Common Mentorship Pitfalls continued

6. **Allowing yourself to get overly frustrated over the lack of progress made.** *Mentoring is an on-going development process for both the mentee and mentor. There will be periods of significant progress and periods where development stalls. Avoid the feelings of frustration by scheduling regular “check-ins”: Let one another know how the relationship is going. Seek feedback about how the relationship is going. Refer back to the mentorship agreement and make changes, as needed.*
7. **Being friends with your mentor/mentee at the expense of true development.** *The strongest mentoring relationships occur when two people have a rapport and respect for one another. From this rapport and respect, friendships develop and mentoring relationships grow stronger. Be careful not to let the friendship get in the way of your ability to appreciate one another’s objective and direct developmental feedback and advice.*

Additional Resources

Suggested Readings

Title	Author	Category
Common Sense Mentoring	Larry Ambrose	General Mentoring
The Mentee's Navigator	Larry Ambrose	General Mentoring
Active Listening: Improve Your Ability to Listen and Lead	Michael Hoppe	Communication
Questions That Work	Andrew Finlayson	Communication
Taking the Stress Out of Stressful Conversations*	Holly Weeks, Harvard Business Review, July 2001	Communication
Now, Discover Your Strengths*	Marcus Buckingham and Donald O. Clifton, Ph.D.	Five "MYs"
The One Minute Manager Balances Work and Life	Ken Blanchard	Five "MYs"
Giving Feedback: Pocket Mentor Series	Harvard Business School	Feedback

Suggested Readings continued

Title	Author	Category
The Decision to Trust*	Robert F. Hurley, Harvard Business Review, September 2006	Trust
Defining Moments: When Managers Must Choose Between Right and Right*	Joseph L. Badaracco	Courage

Key Contacts

For general questions, please email: diversity@qualcomm.com