



Mentorship Program

Mentee Orientation



Welcome

Genesis of the Mentorship Program

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



- 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.



“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

- Orientation Objectives
- Mentorship Overview
- Role Clarification
- Ensuring a Productive Relationship
- Meeting #1 – Getting Started
- Wrap up

Orientation Objectives

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

Activity #1: Group Discussion

Why is mentorship important to you?

What have been your experiences with informal or formal mentorship in the past?

- What has worked well?
 - What has not worked well?
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What do you want to gain from today's orientation?

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Mentorship Overview

Mentorship Overview

Program approach

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

Mentorship Overview

Calendar of Events

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)

Dates are subject to change

The Mentorship Program Provides Many Opportunities for Continued Development

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 his/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”



Mentees Receive Tools for Success

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

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

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Role Clarification

Mentoring Clarified

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

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

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

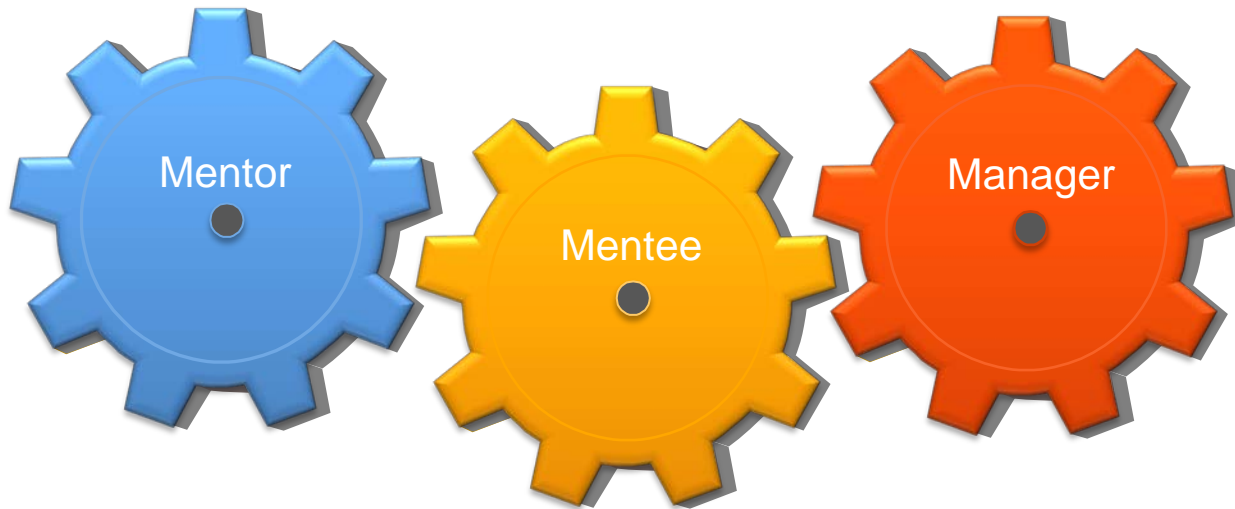
Activity #2: Group Discussion

Which of these roles is most needed by mentees?

- Capability Developer
- Thought Partner
- Process Partner
- Supporter

Are there any responsibilities that you expected to see but did not?

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

Productive Mentoring Relationship



Building a Productive Relationship with Your Mentor

Productive Mentoring Relationship

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

Activity #3: Building or Eroding Relationship Capital

Divide into small teams of four – five people

Each team receives one of the “four pillars”

- Trust
 - Confidentiality
 - Communication
 - Courage
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You have ten minutes to discuss the following question in your team:

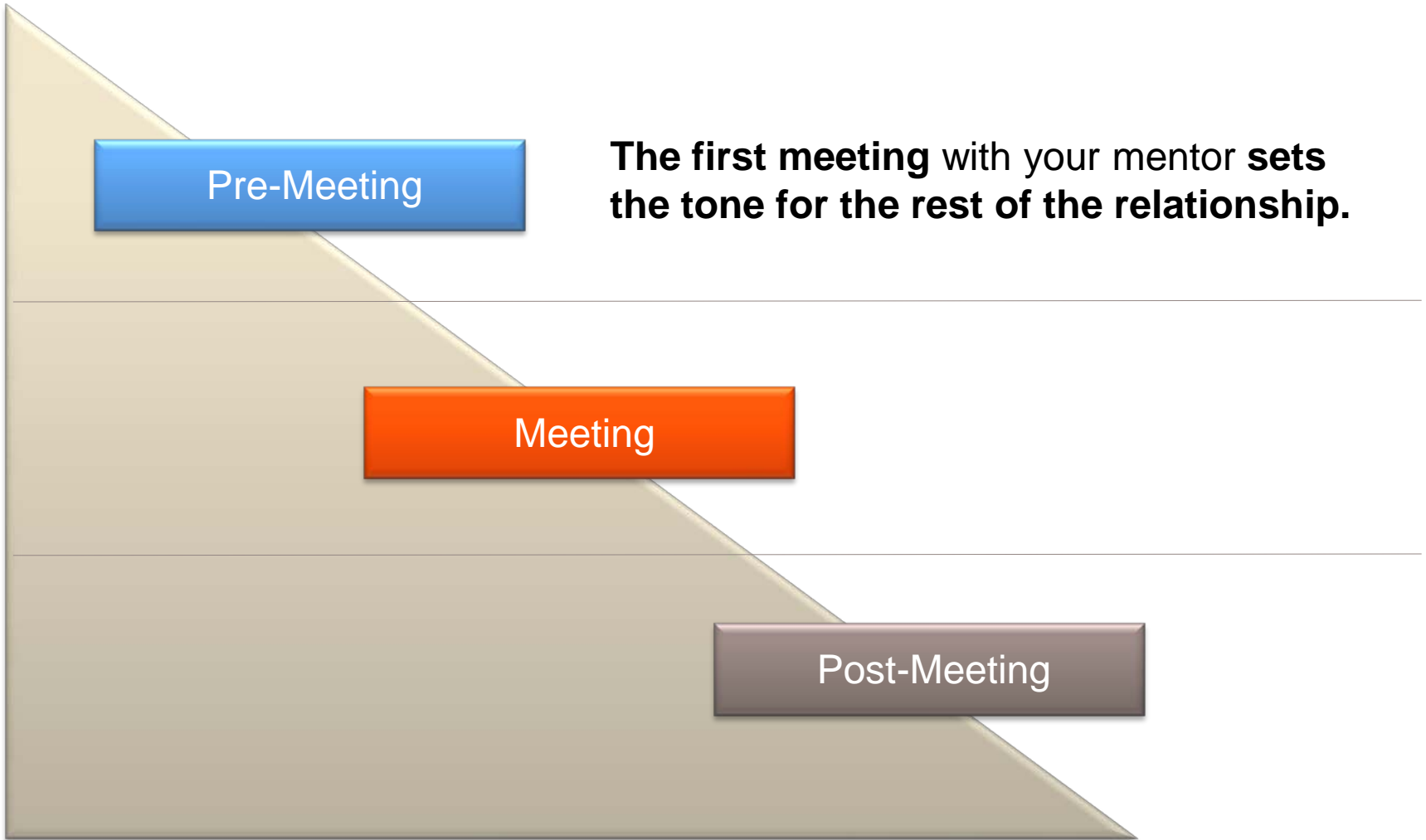
- What are some additional ways that a mentee’s behaviors can either build or erode their “pillar”?
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Report out to the broader group

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Meeting #1: Getting Started

Meeting #1: Getting Started



Pre-Meeting

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

Meeting

Post-Meeting

Pre-Meeting

Reflect on the five “MYs” and how mentoring can enhance your development in these areas

Reflect on developmental feedback that you have consistently received

Refresh your memory:

- Review your mentor’s mentorship profile
 - Think back to your conversation at the ‘meet and greet’ event
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Review applicable sections of the flip focus book for tips, scripts, etc.

Determine how will you start building trust/ rapport

Meeting

Potential Questions:

- Tell me about yourself.
- Why did you decide to be mentor?
- What do you hope to get out of our mentorship relationship?
- What is the best way to communicate with you?
- Of the “MYs”, I’m considering focusing on.... Do you have any thoughts or suggestions?

Start building trust and rapport

- Who are you?
 - What are you about?
-

Discuss your expectations for:

- The program
 - Your mentor
 - Which “MY”
-

Begin drafting mentorship agreement

- Clarify goals, expectations, and commitments
 - Confirm logistics (e.g., meeting location, duration, frequency, etc.)
-

Agree on next meeting/activity

You can find a sample mentorship agreement on the Mentorship web site

Post-Meeting

Draft mentorship agreements – review and finalize during the next meeting

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?
-

Confirm the next meeting

Participate in activities

- Learning events
- Mentoring circles

Wrap-Up

Mentees are encouraged to:

- Challenge your mentors – expand their thinking and development
 - Take time to understand the five “MYs” and their application to your experiences
 - Revisit recently received feedback
 - Gain familiarity with the flip focus book content
 - Contact Mentorship Program Manager for additional assistance
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Questions?