

## IT LDP 2009 Participant Success Workshop

The program supports mentees' continuous growth and development, the transfer of knowledge, and the building of capability in our mentees and mentors.

### Workshop Objectives

- Clarify roles and responsibilities
- Mentoring agreement
- How to make well-defined goals
- Success criteria and measurement
- Accountability assurances
- Protocols for addressing stumbling blocks
- Scope of feedback and assistance

The mentor/mentee relationship is designed to meet the personal and professional development needs of the mentee. A productive mentor/mentee relationship offers a comfortable, criticism-free environment. Conversely, both the mentor and mentee must realize that some expectations will be unmet and mistakes will happen. In addition, the mentee must take some risks and show initiative. The mentor's role is to help and support, not rescue or complete tasks for the mentee. Mentoring inherently involves personal change and growth.

#### Why mentoring?

- Improves retention of leadership and managerial skills
- Helps groom the next generation of leaders
- Enhances career development
- Promotes diversity
- Transfer of knowledge in a safe learning environment
- To help improve a mentee's self-esteem and confidence
- To recognize the leadership potential in all mentees
- To provide opportunities to develop positive relationships
- To allow mentees to look beyond their present and envision a promising future

### Definition of Mentoring

A developmental, caring, sharing, and helping relationship where one person invests time, know-how, and effort in enhancing another person's growth, knowledge, and skills, and responds to critical needs in the life of that person in ways that prepare the individual for greater productivity or achievement in the future. (<http://www.ora.gov/tdd/trainingadmin/Mentoring.pdf>)

## Characteristics of a Good Mentor

- Approachable and welcoming
- Shares information and experiences openly
- Good communication skills - Speaks less, listens more
- Provides accurate and appropriate feedback
- Technical expertise
- Motivating, encouraging, positive and empowering
- Allocates appropriate time to mentoring
- Sensitive to the needs of the mentee
- Reliable, trustworthy and maintains confidentiality

## Characteristics of a Good Mentee

- Drives the process and take responsibility for solving problems, personal growth and development
- Motivated and willing to develop a good relationship
- Listens and accepts guidance and feedback
- Sets realistic and appropriate goals
- Reliable, trustworthy and maintains confidentiality
- Looks to be challenged
- Flexible and open to new ideas
- Shows initiative and enthusiasm but has reasonable expectations
- Recognizes, acknowledges and appreciates mentor

## Steps to a Successful Mentoring Experience

Getting the most from the relationship requires thought, time, and a comprehensive understanding of what you hope to achieve. Steps to a successful mentoring experience include:

1. Consider your goals in having a mentor.
  - What areas do you want to improve as a business professional?
  - Make sure you are ready to learn and accept constructive criticism!
2. Identify your expectations for a mentor and what you will commit to the relationship.
  - Besides time, what other commitments might be involved?
  - Have realistic expectations – you won't achieve your goals overnight!
  - Honestly convey your expectations to your mentor. Clear missions, goals, and objectives should be formed during this process.
  - It is important to remember that both the mentors and mentees play a vital role in the mentoring relationship. Both require an investment of oneself and time.
3. Develop a solid plan to meet and make sure you stick to the plan.
  - Regular meetings with mentors will give you time to voice concerns, challenges, and victories. Mentors can share advice on how to deal with specific issues.
  - Set a timeline for contact, be it weekly e-mails or monthly in-person meetings. Keeping a log of what was said and the advice or guidance you received may be a good point for introducing the next conversation. "I called her as you suggested, but she has not returned my call. Now what?"

4. Seek advice and counsel when needed.
  - Your mentor does not know when to phone you to provide help.
  - Listen and observe. Try to keep an open mind, even if you don't agree.
  - Ask questions or for clarification!
  - Inquire about resources.
5. Make sure you show up for all meetings and appointments as scheduled.
6. Although most of the learning is focused in the direction of the mentees, mentors also learn. Mentors discover the ability they have to impact others' lives.

## Beginning the Conversation

Take time getting to know each other and share your assumptions, needs, expectations and limitations candidly.

Get a clear understanding and agreement of the following elements.

### 1. The Relationship

- What should I know about you that would enhance our relationship?
- What can I do to increase the comfort level between us?

### 2. Expectations

- What is the most important thing you would like to get from this partnership?
- What goals or expectations do you have?
- What help or support do you want to receive as the mentee?
- What help or support are you willing to provide as the mentor?

### 3. Logistics

- How often will we talk/meet?
- When are the best times for us to talk?
- What are realistic time frames for returning calls outside of our standard meeting time?
- What is the best way for us to communicate (e-mail, voice mail, direct calls, face-to-face visits)?
- How will we alter this agreement if it becomes necessary?
- What is an appropriate response if I don't get a timely communication?

## Points of Discussion

One question that often comes up regarding the mentor/mentee relationships, is "what do I talk about," during our monthly meetings.

Here are a few suggestions.

- Recent modules
  - What have you learned?
  - What have you applied?
- Leadership goals
- Areas of strength and improvement
- Organization and time management strategies
- Company knowledge

- What are some useful work strategies?
- What should I do if I need additional training in my field?
- What are some of the career opportunities I want to pursue?
- What are the advantages to advancing academically and getting a degree?
- What does the company look for in the position I desire? What are some important tricks for “acing” the interview?
- How do I talk about my strengths?
- How do I talk about my weaknesses?
- Is there a good way to highlight my knowledge and skills without looking like I’m showing off?

## Productive Meetings

- Set the stage
  - Agree on an agenda
  - Prepare by bringing notebook and course materials
  - Turn off interruptions
  - Don't check email or iphone
- Keep your appointments
  - Agree on a good time for both
  - NEVER reschedule more than once
  - Consider meal time as well
- Hold each other accountable
  - Do the work – log in your journal
  - Spend the time
  - Appreciate this opportunity
- Discuss measurement
  - What is good versus good-enough
  - Reporting on output
  - How often to follow up
  - Push one another to achieve more

**What are other ways to get the most out of your meetings?**

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## Mentee's Roles and Responsibilities

As a mentee, you have entered into a learning partnership. Keep in mind that this relationship needs nurturing from both you and your mentor. Do not expect the mentor to “take care of you” or intercede on your behalf when challenges occur. The mentor is the person who will encourage you learn to handle your own challenges.

### Be Committed

- Know the extent of interaction that your mentor is able to provide
- Know what is expected from you
- Have realistic expectations of your mentor's time and your ability to achieve your goals
- Be willing to learn and accept constructive criticism

### Be An Active Participant

- Seek advice and counsel. Your mentor does not know when you need help
- Actively explore options with your mentor safely and creatively
- Actively explore career and life choices with your mentor
- Listen and observe. Try to keep an open mind, even if you don't agree
- Ask questions. Questioning is a key component in learning
- Ask for clarification. Don't expect to understand everything at once
- Inquire about resources. Your mentor probably already has a network established
- Be flexible - only then do you truly grow
- Make sure that you attend all meetings and appointments as scheduled
- Engage in cultivating skills for living and working with people of diverse backgrounds
- Enhance your self-esteem and confidence in partnership with your mentor
- Create a spirit of mutual learning, trust, and respect
- Discuss strategies to address obstacles that others have faced and are continuing to face in the IT arena

### Practice What You Learn

- Practice, practice, practice! New skills and tools will only stick if you use them.
- Help problem solve. You learn most effectively by doing
- Make suggestions. You have fresh ideas to share
- Develop your own planning skills. The same methods do not work for everyone
- Develop self-assessment tools. There are long-term benefits from learning to know yourself - your capabilities and limitations
- Seek out support networks with your mentor
- Assess yourself honestly. Keep in mind - no one is perfect
- Empower yourself to become a leader, professional, and engaged citizen with the support of your mentor
- Follow through quickly when your mentor contacts you
- Take responsibility for meeting objectives of your mentoring program

If problems develop during the course of the program, contact the program director immediately so action can be taken. Examples include failure to come to meetings, lack of response to calls or e-mails, an unwillingness to meet with you, etc.

## Receiving Feedback

- Listen objectively with-out interrupting
- Take feedback as advice, not as a personal attack
- Summarise feedback to ensure you have understood
- Take a problem solving approach
- Discuss suggestions for improvement
- Thank the person giving the feedback
- Practice to improve
- Review again to check that things have improved

## Goal Setting

As part of your mentoring relationship, you will want to set specific goals for performance improvement, achievement and/or learning. While your mentor will be able to help you identify and refine your goals, you are ultimately responsible for setting appropriate goals.

### What skills do you want to develop during this program?

Consider these questions when setting goals and clarify learning needs.

- What do you hope to achieve within the next 3-5 years?
- What are your current skill and experience bases?
- What resources, people or otherwise, do you have access to that could help you in this development area (e.g., for frequent feedback or encouragement)?
- If you were to break this area down into skills and knowledge, what would be some of the most important aspects of what you want to learn?
- What concrete activities will you be able to do as a result of achieving your goals?

One way to test your goals is to ask whether they are SMART.

<b>Specific?</b>	Try to break large, general goals into smaller, more specific ones.
<b>Measurable?</b>	Is there a way to track improvement? What are the most appropriate but simplest measures?
<b>Attainable?</b>	Can it be done? Are you aiming for something that is unachievable?
<b>Realistic?</b>	Are your goals realistic given your time, resources, priority and motivation?
<b>Time-bound?</b>	When will you complete the goal? Set intermediate but repeating goals for things you want to become a habit.



## Group Discussion: Situations for Mentees....

1. Your mentor is not returning your calls or replying to your e-mails. What should you do?
2. Your mentor seems to be offering a lot of advice but not really listening to your concerns. What do you do?
3. Your mentor seems distracted when you are talking and you're not sure she heard everything you said. What do you do?
4. Your mentor has invited you to lunch, and you accepted. But now a major report is looming and it is going to take all your time to get it finished. What do you do?

### Additional Potential Scenarios:

5.

6.

7.

8.

Be prepared to complete this agreement during your first meeting.

<b>IT LDP Mentoring Agreement</b>			Date:
Mentor Name	Phone	Site	Best Contact Days/Times
Mentee Name	Phone	Site	Best Contact Days/Times
<b>Mentor</b>			
I will contribute to the success of the program by:			
1.			
2.			
3.			
The goals I hope to achieve from being a mentor are:			
1.			
2.			
3.			
<b>Mentee</b>			
I will contribute to the success of the program by:			
1.			
2.			
3.			
The goals I hope to achieve from being a mentee are:			
1.			
2.			
3.			
I am committed to open and honest communication in my mentoring relationship. I will discuss and attempt to resolve any conflicts with my mentor/mentee as they arise. I will ensure that any issues discussed are held in confidence. I will contact the program director with any questions, concerns, or suggestions that may arise.			
<b>Mentor</b>		<b>Mentee</b>	
Signature:		Signature:	
Name (printed):		Name (printed):	

<b>Mentoring Log-Sheet for Mentee</b>				
Date:		Mentor:		
Method of Communication:	in-person	phone	e-mail	other
Discussion topics/Outcome:				

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Date:		Mentor:		
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