## Mentorship Program Toolkit

Mentorship is a recognized method for encouraging professional development. Recent research shows that the best run companies have a diverse mix of talented employees. With this in mind, Qualcomm believes it is vital to retain and continue to facilitate the growth of professionals by augmenting the existing tools and skills they have in order for them to continue to be successful.

Qualcomm launched this mentoring initiative because of the vision of a group of Qualcomm women executives. They were able to execute this initiative in partnership Axiom Consulting. These tools have been made publicly available because of this initial desire to impact learning and professional development.

#### 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

The following is a list of the tools that comprise our Mentorship Program Toolkit:

- Flip Focus Guide
- Initiative Recommended Approach
- Initiative Overview
- Guidelines for Nominations
- Tools for Communication
- Profile Questions
- Mentee Orientation
- Mentor Orientation
- One-on-One Mentorship Focusing on the "Five Mys"
- Tools for Evaluation

## **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

#### Contents

About the Mentorship Program	4
Qualcomm's Values	5
Objectives	6
Three Types of Mentoring	7
The Five "MYs"	8
The Mentor Role	
Mentor Defined	11
The Mentor, Mentee, and Manager Relationship	
The First Meeting- Tips for Mentees	20
Ensuring Success	21
The Mentorship Agreement	29

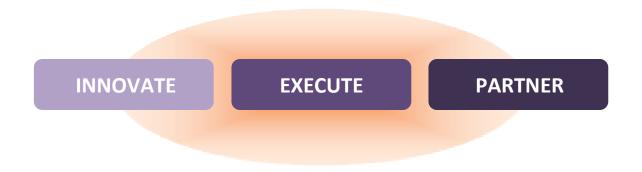
The First Meeting- Tips for Mentors	24
Conversation Topics	25
The Mentorship Agreement	27
Building a Productive Relationship	
The Four Pillars	29
Trust	30
Confidentiality	31
Communication	32
Courage	33

Delivering Feedback
Being Heard
Feedback Framework
Common Mentorship Pitfalls
Additional Resources
Suggested Readings
Contact Information

# About the Mentorship Program

#### **Qualcomm's Values**

The work you do with your mentor aligns with Qualcomm's values: 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.





#### **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



#### **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?"
  - o "What obstacles hinder your progress?"
  - "Are these obstacles due to others, yourself or both?"
  - o "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?"



#### **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:
  - o "How can I help?"
  - "What suggestions do you have for me?"
  - "What should we be doing more of or differently?"



#### **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
  - o 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

#### 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 mentee. 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 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.



#### **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

- 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:
  - o "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

- 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 be 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

- 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.

- 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?"
  - o "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 \_\_\_\_."

CTOD CTADT CONTINUE

- o "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 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 goingSeek 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	Holly Weeks, Harvard Business Review,	Communication
Conversations*	July 2001	
Now, Discover Your Strengths*	Marcus Buckingham and Donald O.	Five "MYs"
	Clifton, Ph.D.	
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	Trust
	Review, September 2006	
Defining Moments: When Managers	Joseph L. Badaracco	Courage
Must Choose Between Right and Right*		

#### **Key Contacts**

For general questions, please email: <a href="mailto:diversity@qualcomm.com">diversity@qualcomm.com</a>



### **Criteria for Mentors**

### Mentor Candidates target pool:

Mid-level Executives

### Example titles:

- Sr. Vice President
- Vice President
- Sr. Director
- Director

### **Criteria for Mentees**

### Mentee Candidates target pool:

First Line and Middle Level Management

### Example titles:

- Director
- Sr. Manager
- Manager
- Engineer/Technical or other professional

### Step 3: Gathering Mentor & Mentee Preferences

Mentors and mentees create online profiles

Mentors and mentees review others' profiles prior to matching event

Mentors and mentees have the option of communicating prior to matching event

#### **Example Online Profile**

Stats	For Mentors	For Mentees
Name:	I would consider a mentoring	The three things I am best equipped
Function:	relationship successful if:	to help someone with are:
Department:	My top one to three goals to work	The aspects I have struggled with the
Title:	through in a mentoring relationship	most in my career, and have
Location:	are:	overcome, are:
Years with Qualcomm:	The skills I am most looking for in a	My preferred style of mentoring is
Career History:	mentor are:	(regularity of meetings, formal vs. informal, etc):
	My preferred style of being	,
	mentored is (regularity of meetings, formal vs. informal, etc):	I have mentored number of people throughout my career.
	romai vo. imormai, otoj.	poopie unoughoutiny caroon
	One thing I want my mentor to understand about me:	One sentence description of me:
	unucisianu about me.	The best advice I have ever received has been:

### Step 4: Finding the Right Partner – The Pairing Process

Mentors and mentees receive 5 – 10 conversation starters to help network

Networking event where mentors and Mentees meet each other Mentors and mentees choose top 3 individuals with whom they would like to work

Program
Managers
choose the
mentee pairs
based upon
responses

Program
Managers
Choose
mentoring circles

?

One-on-One	Mentoring Circles
A mentee pairs up with a mentor	Three mentors and eight mentees per group
Pairs must be able to meet two times per month	Meet monthly for 60 minutes
Mentor-mentee relationship stays committed for the duration of the pilot	Help individuals be accountable to one another, support important development goals, and build the competence to reach those goals
Confidentiality* is maintained by both the mentor	
and the mentee	Confidentiality is maintained by all in the mentoring circles

<sup>\*</sup> Confidentiality agreements are the keystone to mentorship success. Mentors and mentee will be well informed about boundaries and expectations concerning the discussion of issues that may create organization liability. In such circumstances, a ground rule of engagement is to inform the Program Manager.0

### Step 5: Establishing Guardrails – Mentor/Mentee Training

Conduct 1 day education/training session for mentors

Conduct 2 hour orientation/training session for mentees

Conduct 2 hour contracting session for mentor-mentee pairs

Provide shadow coaching from Program Manager mentorship issues

#### Sample Learning Objectives

#### For Mentors

- Understanding the specific process steps in the mentoring initiative
- Negotiating all aspects of the partnership
- Cultivating trust and moving through the relationship pyramid
- Identifying mentee development goals and activities
- Dealing with a challenging mentee
- Keeping your partnership stimulating for you and your mentee
- Effectively leveraging mentoring circles
- Understanding the role of a development plan in a mentoring relationship
- Receiving something meaningful from this experience
- Successfully exiting a formal mentoring relationship

#### For Mentees

- Understanding the specific process steps in the mentoring initiative
- Learning about the "4 My's" and how to request mentorship around each
- Creating a personal vision
- Setting important goals and tracking them throughout the mentoring lifecycle
- Managing difficult mentors and providing feedback
- Getting what you need out of the mentoring relationship
- Understanding the role of a development plan in a mentoring relationship
- Knowing how to involve and leverage your manager to attain your desired goals
- Effectively leveraging mentoring circles
- Exiting a formal process and maintaining a long standing relationship

#### For Mentor-Mentee Pairs

- Understanding the relationship pyramid and what each step means for them
- Effectively leveraging mentoring circles
- Building a foundation of trust
- Establishing a relationship contract
- Establishing key goals and desired outcomes for mentee-mentor pair and mentor circles
- » ground rules
- » expectations
- » frequency of meeting
- » what success looks like
- » Agreements

### Step 6: Establishing the Relationship – Conversation Topics & Tools

Allow relationships to run on their own; suggest focus areas and tools

Establish guidelines, not rules, for the mentoring relationship Provide discussion topics and conversation starters for mentor circles

Make monthly learning events available to mentors and mentees

Guided focus areas, discussion topics and conversation starters on key topics relevant to the "4 My's":

- Navigating career paths
- Marketing yourself
- 10 common career pitfalls
- Influencing within your organization
- Sharing observations and feedback
- Seeking feedback
- Facilitating high profile meetings
- Assisting with development plans

- Preparing for important meetings
- Clarifying recent industry decisions / announcements
- Balancing work and family life
- Getting better at your technical skills
- Assessing and working on your leadership style
- Building business acumen
- Gender issues
- Relevant articles, books and thought pieces with associated questions for discussion

Monthly, brown bag lunch learning events, panel discussions, clinics, customer briefings/tech presentations



### Monitoring Success and Preparing for Phase Two

### Monitoring the pilot

- Conduct phone calls with mentors and mentees at milestone intervals through the process (after pairings, midpoint, near end of pilot)
- Facilitate focus groups bi-monthly and identify common issues; systemic issues are reported to the Program Manager and/or Mentorship Leadership Groups to address
- Facilitate focus groups at the end of program to solicit specific feedback
- Collect baseline data with mentors and mentees and measure results post program
  - Perception of mentoring programs
  - Satisfaction with the organization
  - Affiliation
  - Emotional commitment
  - Program effectiveness

### Monitoring Success and Preparing for Phase Two (cont.)

#### Success Factors

- Mentors and leaders enthusiastically participate
- Mentees take ownership and manage the mentoring process
- Specific goals are established for the overall program and each mentoring relationship
- Mentors and mentees have the time to meet and work on development
- Mentees provide information about how the mentoring relationship formed and developed using monitoring tools
- Mentors see themselves as potential mentees
- Mentees see themselves as potential mentors in the future





### Options for Selecting Meetings

Options	Pros	Cons	Rec. for Program	Rec. for Phase 2
<ul> <li>Include only "budding leaders" gathered from hi-po or succession lists</li> <li>Might specify diversity candidates</li> </ul>	<ul> <li>Sets the stage with a small group of invested participants</li> <li>Dedicated participants</li> <li>Meeting unmet needs of this group</li> <li>Puts a lot at stake for the mentors</li> </ul>	<ul> <li>Using hi-pos sets a lot at stake for ensuring a successful pilot</li> </ul>	X	
Invite people to apply on their own	<ul> <li>Comply with our guiding principle that mentoring is for everyone</li> </ul>	<ul> <li>Opens the gate to include people who may not understand or be ready for true mentorship</li> <li>Requires more mentors than may be available</li> </ul>		X
Solicit nominations from managers	<ul> <li>If done correctly, participants will see their managers support through this process</li> </ul>	<ul> <li>If not properly managed, individuals may perceive this as punishment for doing something wrong</li> <li>Individuals who are not selected by their manager may loose engagement</li> </ul>		X
Solicit 5-10 potential mentee nominations from mentors	<ul> <li>Engagement and commitment in the process for the mentors</li> </ul>	<ul> <li>Mentors may want to only mentor individuals they selected versus being open to any mentee they can help</li> </ul>		X
Select any self or other nominated individual through a set of criteria	<ul> <li>Ensures mentees are ready for the expectations and understand their role in the process</li> </ul>	<ul> <li>Individuals who are not included may see this as entitlement for others</li> </ul>	X	X

### Highlight on Technology

Pilot	Phase Two
<ul> <li>Online data gathering for profiles</li> </ul>	<ul><li>Networking site</li></ul>
<ul> <li>Online survey to collect baseline data on individuals' perceptions of mentoring, the organization, etc.</li> </ul>	<ul> <li>Blog and chat features</li> <li>Customized mentor/mentee profiles</li> <li>Calendar devoted to mentoring activities (e.g., learning events, speakers, etc.)</li> <li>Restricted access for mentors/mentees only</li> <li>Online survey to collect post-pilot data on individuals' perceptions of mentoring, the organization, etc.</li> </ul>

### 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:



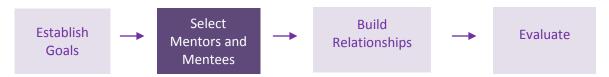
#### **Checklist to Establish Goals**

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



#### 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 thementoring 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 menteers 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 Establishing your Purpose Selecting vour Mentor Selecting relationship When the Success Evaluating the Relationship The Success

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.
  - o 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
  - o 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
  - O 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
  - o Example: Would you be willing to explore this opportunity with me further?



#### 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 to 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?



### **Guidelines for Nominations**

#### **MENTOR** target nominations:

Mid-level Executives

#### Sample titles:

- Sr. Vice President
- Vice President
- Sr. Director
- Director

#### **MENTEE** target nominations:

First line Managers and above

#### Sample titles:

- Director
- Sr. Manager
- Manager
- Sr Staff/Manager
- · Engineer, Staff
- Professionals

#### Not targeted:

- Temporary Workers
- Consultants
- Interns
- Administrative Support
- Non-exempt status

#### **Additional Qualifications**

- Strong communication skills
- Well respected by peers
- Track record of high performance
- Open minded
- Committed to development
- Potential for growth
- Recommendations if appropriate



# Email/Letter for the Mentee's Manager/Supervisor

Your employee was selected to participate in a program to provide mentoring in support of professional development. The program is spearheaded by our organization to encourage women to fully maximize their career potential. Your guidance and leadership are important. Her job is still very much the priority and this program is not intended to defocus her from her job. Rather, the goal is that the time she devotes to this makes her a better rounded employee; one who becomes more self aware; and one who can personally and professionally mature through the guidance of a female mentor.

The potential mentee is fully aware that this mentoring relationship is decoupled from the performance review of her job, although you may opt to highlight any positive outcomes of her involvement in this program in her review. She takes personal responsibility for her career, and as such, will not allow the time she spends on this mentoring relationship to detract from her business objectives.

During the period of the mentoring program, she needs to carve out a limited amount of time—on a weekly basis—to participate in some activities:

- Weekly one on one meeting with her assigned mentor for ~1 hr
- Monthly group meetings with other mentors and mentees for ~1 hr

If you have any questions about her participation, please let us know.



# **Email for Prospective Mentees**

You have been selected to participate in a Mentorship Initiative for women. The program is spearheaded a team that is focused on women's leadership, and who want to assist women with their professional development. As such, we would like to *invite you to participate as a mentee*.

**What is the program?** It is an initiative pairing mentors who have professional expertise in various fields with up and coming professionals to provide guidance and support that will help the mentees maximize their professional development.

**How much time does it take?** Understanding you are very busy, you will need to carve out a limited amount of your personal time...

- Overview of program mixer of mentors and mentees for pairing process (~ 2 hours)
- Mentee orientation training session (~ 2 hours)
- One-on-one meetings with your mentor (1 hour/month or more if you choose)
- Learning Events if offered

We hope you view this invitation as an honor. We look forward to your involvement.



# **Email for Prospective Mentors**

You have been identified as someone with insights and experiences that would greatly benefit an initiative providing mentors for women. As such, we *invite you to serve as a mentor*. The program is spearheaded by a group of women who are focused on women's leadership, and who want to others with their professional development.

What is the program? It is an initiative pairing mentors who have experience in their fields with up and coming professionals to provide guidance and support that will help the mentees maximize their professional development.

**How much time does it take?** Understanding leaders are very busy; we are only asking you to devote a limited amount of your personal time....

- Overview of program mixer of mentors and mentees for pairing process (~ 2 hours)
- Mentor orientation training session (1 day)
- One-on-one meetings with your mentee (1 hour/month or more if you choose)
- Learning events with mentors and mentees if offered (2 hours/month)

We hope you view this invitation as an honor. We look forward to your involvement.



# Mentorship Initiative

# Frequently Asked Questions (FAQs)

#### What is the Mentorship Initiative?

We are committed to developing leaders. This program is designed to stimulate new ways of thinking and address current business problems. The initiative supports research reports that show the best run companies have a diverse mix of talented managers..

#### Why invest in a program for women?

As business continues to change companies need to retain and pay special attention to the management development needs of emerging women leaders. This program will help these mentees identify and address business challenges and navigate more successfully as managers and leaders.

#### What is different from other leadership training programs?

The Mentorship Iniative is packed with practical knowledge and information targeted for mentees to help them better find their voice inside their organization. Participants receive individual coaching and best practices from senior executives.

#### What are the specific objectives for the Mentorship Initiative?

- Learn and apply new skills to address pressing business problems
- Maximize communication practices that work
- Network to create and execute on new ideas
- Transfer learning to other leaders/managers
- Stimulate adaptive mindset and entrepreneurial genius
- Develop and express a succinct business point of view
- Leverage male and female management and leadership strengths
- Eliminate behaviors that sabotage professional development
- Strengthen communication practices and management behaviors

#### Who is eligible to participate in the Mentorship Initiative?

The program is designed for emerging leaders in the middle management and professionals.



# TALKING POINTS FOR SECURING PARTICIPATION IN THE MENTORSHIP INITIATIVE

- Hello [insert nominee name]
- Do you have a few minutes to talk? Great, I want to catch you up on something exciting that I have been working on.
- We have taken a big step towards supporting the development of current and future women leaders. Earlier this year, a committee of women, including myself, got together to discuss ways of better understanding the interests of women and figuring out ways that the organization can address these needs and support their development.
- One of the first outcomes of our work is the creation of a women's mentoring initiative.
- We hope the program will move positively towards (choose a couple of statements from the list below that will resonate with the mentor/mentee):
  - Helping women identify and achieve career development goals that support business objectives
  - Building a bench of women leaders who have the knowledge, skills and abilities to be selected for and successful in key leadership positions
  - o Fostering higher levels of engagement and career vision
  - Equipping women with the tools necessary to perform to their highest capability within their current roles
  - Creating opportunities to meet and partner with others irrespective of job titles, descriptions or cultural boundaries
  - Creating a culture that sees mentorship as a necessary and effective way of developing individuals
- Consider offering your personal story/experiences with mentoring.
- Our plan is to launch the women's mentoring program very soon.
- We would like you to participate in the pilot as a [insert mentor or mentee]. You were chosen because [insert commentary about the person's attributes, personality, experiences, etc. that make them a good mentor or mentee candidate].
- We are asking that mentors and mentees commit to formally meeting at least one time per month, though you may choose to meet more often. We will also be offering optional learning events and other activities throughout the initiative that I think you may find useful.
- We are planning a pairing event for mentors/mentees to meet one another and figure out who
  they would like to work with. We think this event is going to be a lot of fun and a great
  opportunity to meet/network with other accomplished women.



- We will also hold an orientation/training which will provide you with a detailed overview of the mentoring program and helpful tools that support the mentoring process.
- We are finalizing the dates for the pairing event and orientation training. Right now, we are expecting to hold these on back-to-back days.
- What your thoughts on what I have just described? Can I answer any questions for you?
- Would you like to participate in the Mentorship Program?
- If the response is yes Great! You will be hearing more details around exact dates/times for the pairing event and orientation shortly.
- If the response is no I am sorry to hear that. Perhaps you would like to in the future or recommend someone else?



# Mentorship Initiative – Briefing Document

#### **Summary**

Recent research reports show that the best run companies by far have a diverse mix of talented employees, many of whom are women. Unfortunately, many women leaders throughout corporate America are leaving the workplace because their expectations or behaviors are out of sync with workplace realities.

Women who do stay in corporate workplaces and who report they are highly satisfied learn how to identify and address their unique challenges. These women are also more frequently perceived as highly effective leaders. As business continues to change we need to retain and pay special attention to the leadership development needs of emerging women leaders.

#### Participants will learn to:

- Develop and express a business point of view using logic and rational thinking skills.
- Appreciate male leadership strengths and leverage female leadership strengths to create high integrity business outcomes.
- Eliminate behaviors that do damage to oneself, to one's peers or subordinates and/or to the business as a whole.
- Overcome self-limiting mindsets, communication practices and leadership behaviors.
- Apply new skills, knowledge and mindsets that address pressing business problems.
- Measure development progress at key intervals, post program.
- Transfer learning to other men and women leaders.
- Take more personal responsibility for both the quality and trajectory of their career paths.

#### **Target Group:**

Women leaders

#### **Program Goals:**

- Provide customized program design, learning activities, and content
- Align executive women leaders around development needs

#### Candidate Nomination Recommendations:

- Key opinion leaders who have a pulse on the needs of emerging women leaders
- Women in high profile positions businesses want to engage and retain
- Women who would benefit from networking with other senior women leaders

#### Program Sponsor(s):

•

#### **Steering Committee Members:**

•

#### Partners:

•



## WOMEN'S MENTORSHIP INITIATIVE

## MISSION STATEMENT

While companies have broad range of development initiatives open to employees of all levels, there are numerous studies regarding the importance of leadership diversity in achieving business success.

As such, it is vital to retain emerging women leaders and continue to cultivate their development needs. This group seeks to facilitate the growth of professional women by augmenting the existing tools and skills they need to be successful at varying levels. Key goals include:

- Support emerging women leaders who will help to drive business success
- Foster a work environments that helps achieve business goals

Mentorship is a recognized and proven method for encouraging personal and professional development.



## PROFILE QUESTIONS

These questions are used in the pairing process to connect Mentors with Mentees.

#### **MENTEE**

- I would consider a mentoring relationship successful if:
- I am looking for guidance in the following areas (rank order from least interested = 1 to most interested = 5).
  - My Style : Assessing personal presentation, Communicating effectively, Influencing key partners
  - My Career: Planning career growth, Navigating goals and strategies, Honing organizational savvy)
  - o My Craft: Developing functional / technical skill, Innovating and achieving excellence)
  - My Life: Maintaining work/life balance, Managing life changes, Dealing with competing demands)
  - My World: Getting involved in the community, promoting opportunities in business, science, math, etc.)
- I would like my mentor to help me explore the following skills (list any technical skills, leadership skills, etc.):
- My mentor should be comfortable providing insight/experience with the following (e.g., conflict management, persuading others, career navigation, career development, technical/technologyrelated challenges, etc.):
- My preferred style of being mentored is (provide your expectations around frequency of meetings, in-person versus telephonic mentoring, formal discussion topics versus ad-hoc conversations, hands-on versus hands-off, etc.):
- My expectations of this program are (establishing a rapport with someone that I can build a long term mentoring relationship with; resolving a specific problem, etc.):



#### **MENTOR**

- I would consider a mentoring relationship successful if:
- I feel most comfortable guiding mentees in the following areas (rank order from least comfortable = 1 to most comfortable = 5).
  - My Style (Assessing personal presentation, Communicating effectively, Influencing key partners
  - My Career (Planning career growth, Navigating goals and strategies, Honing organizational savvy)
  - My Craft (Developing functional / technical skill, Innovating and achieving excellence)
  - My Life (Maintaining work/life balance, Managing life changes, Dealing with competing demands)
  - My World (Getting involved in the community, promoting opportunities in business, science, math, etc.)
- I would be well-equipped to help a mentee develop the following skills (*list any technical skills, leadership skills, soft skills etc.*):
- I do not feel equipped to help a mentee develop the following skills (*list any technical skills, leadership skills, soft skills, etc.*):
- My preferred style of mentoring is (provide your expectations around frequency of meetings, inperson versus telephonic mentoring, formal discussion topics versus ad-hoc conversations, etc.):
- I would like my mentee to know the following about me (provide any other information that you think would be helpful for a potential mentee to know about you):





## 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?

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



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 Month 2 Month 3 Orientation Phone check in (post-pairing) Phone check in (post-pairing) Learning event/Mentorship Circle #1 Learning event/Mentorship Circle #2 Pre-program surveys sent out Pairings announced, program kicks off Pre-program surveys deadline •First 1:1 meeting should be complete Month 4 Month 5 Month 6 Learning Event/Mentorship Circle #3 Program concludes, post-program surveys Post-program survey deadline sent out Learning Event/Mentorship Circle #4 Phone check in (post program) Learning Event/Mentorship Circle #5

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"

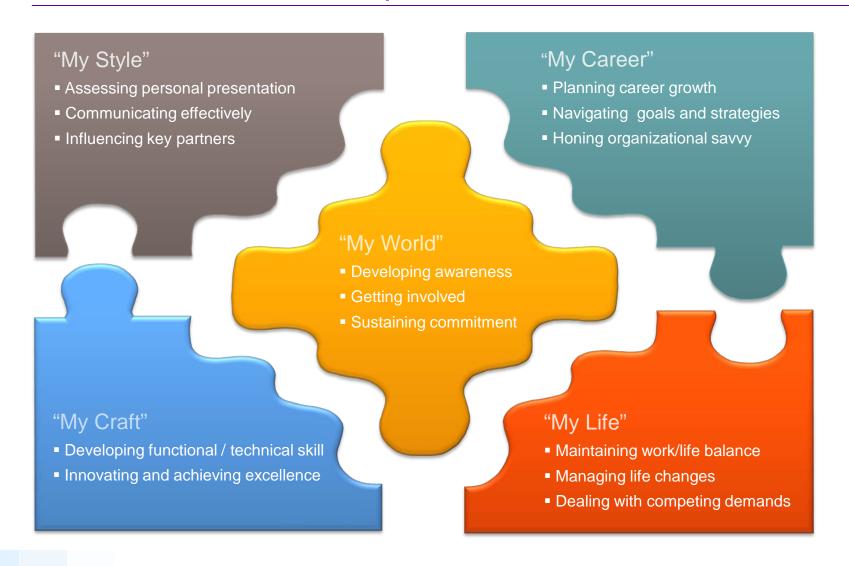
#### **Mentoring Circles**

- 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

## **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



Role Clarification

# Mentoring Clarified

#### Buddy

- Informal navigation through the organization
- Teach norms the ropes to skip and the ropes to know
- Focus on the work more than the relationship

#### Peer

- Opportunity for shadow learning
- Provide informational navigation
- Group learning
- Provide mutual support

#### Advocate

- Opportunity for shadow learning
- Provide informational navigation
- Group learning
- Provide mutual support

#### Mentor

- Support and status
- Sponsor or guide that opens doors
- Focus on the political system

#### Coach

- 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**

- Colaborates 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

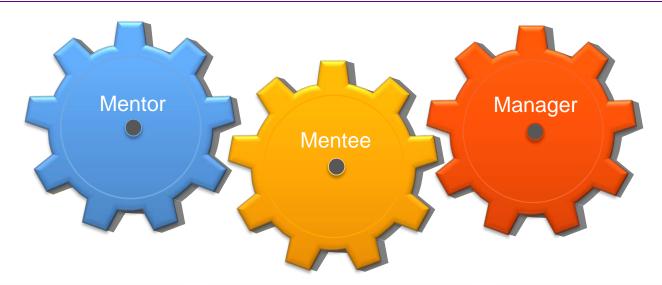
# Activity #2: Group Discussion

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



Ensuring a Productive Relationship

# The Four Pillars

# **Productive Mentoring Relationship**



# Building a Productive Relationship with Your Mentor

# **Productive Mentoring Relationship**

	Build	Erode
Trust	<ul> <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> <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> <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> <li>Share "insignificant" portion of mentor conversation with others</li> <li>Provide information about other mentors/mentees</li> </ul>
Communication	<ul><li>Be timely with your thoughts and opinions</li><li>Be present and attentive to your mentor</li></ul>	<ul> <li>Multi-task during one-on-one meetings</li> <li>Ask closed-end questions and demand "the answers"</li> </ul>
Courage	Provide specific, actionable feedback to your mentor around the relationship, your needs, etc.	<ul> <li>Reluctant to voice a concern</li> <li>Going through the motions versus sharing with your mentor "how you really feel"</li> </ul>

# 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

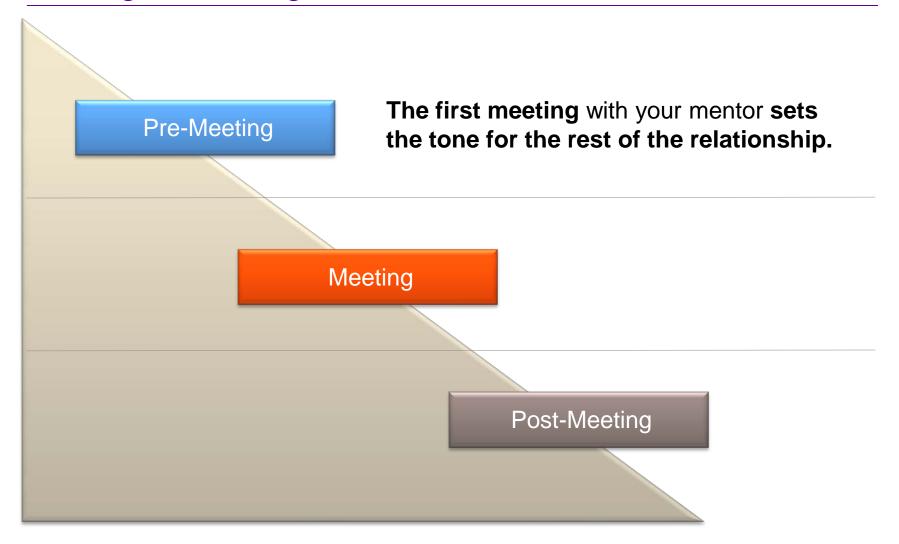
You have ten minutes to discuss the following question in your team:

What are some additional ways that a mentee's behaviors can either build or erode their "pillar"?

Report out to the broader group



# Meeting #1: Getting Started



# **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

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

#### Questions?



### 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 of a Mentor
- Building a Productive Relationship
- Meeting #1 Getting Started
- Meeting #2 Building Traction
- Practice Messages and Methods
- 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
- Fully train mentors

# Activity #1: Group Discussion

Why is mentorship important to you?

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





# Mentorship Overview

### 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

#### Calendar of Events

#### Month 1 Month 2 Month 3 Orientation Phone check in (post-pairing) Phone check in (post-pairing) Learning event/Mentorship Circle #1 Learning event/Mentorship Circle #2 Pre-program surveys sent out Pairings announced, program kicks off Pre-program surveys deadline •First 1:1 meeting should be complete Month 4 Month 5 Month 6 Learning Event/Mentorship Circle #3 Program concludes, post-program surveys Post-program survey deadline sent out Learning Event/Mentorship Circle #4 Phone check in (post program) Learning Event/Mentorship Circle #5

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 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"



# Mentors Receive Tools for Success

## **Support Tools**

- Mentorship agreement
- Mentorship flip focus book

### **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
- Employee relations issues
- Mentor intervention into work-related issues



Role of a Mentor

# Mentoring Clarified

#### Buddy

- Informal navigation through the organization
- Teach norms the ropes to skip and the ropes to know
- Focus on the work more than the relationship

#### Peer

- Opportunity for shadow learning
- Provide informational navigation
- Group learning
- Provide mutual support

#### Advocate

- Opportunity for shadow learning
- Provide informational navigation
- Group learning
- Provide mutual support

#### Mentor

- Support and status
- Sponsor or guide that opens doors
- Focus on the political system

#### Coach

- 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**

- Colaborates 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

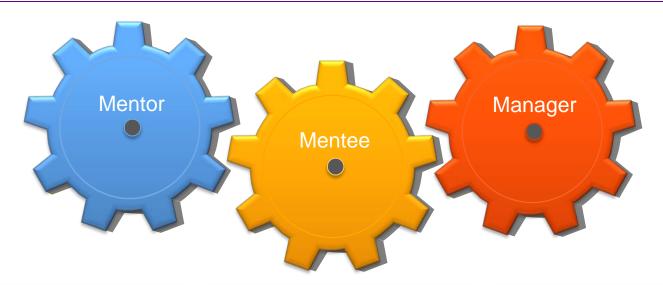
Of the various mentor roles, which one will come naturally to you?

- Capability Developer
- Thought Partner
- Process Partner
- Supporter

Which of these roles represents a steep learning curve?

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



Ensuring a Productive Relationship

# The Four Pillars

# **Productive Mentoring Relationship**



# Building a Productive Relationship with Your Mentor

# **Productive Mentoring Relationship**

	Build	Erode
Trust	<ul> <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> <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> <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> <li>Share "insignificant" portion of mentor conversation with others</li> <li>Provide information about other mentors/mentees</li> </ul>
Communication	<ul><li>Be timely with your thoughts and opinions</li><li>Be present and attentive to your mentor</li></ul>	<ul> <li>Multi-task during one-on-one meetings</li> <li>Ask closed-end questions and demand "the answers"</li> </ul>
Courage	Provide specific, actionable feedback to your mentor around the relationship, your needs, etc.	<ul><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

Advocacy is sharing ones own thoughts.

Inquiry is exploring others' thoughts.

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

"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.)

### 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

#### 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

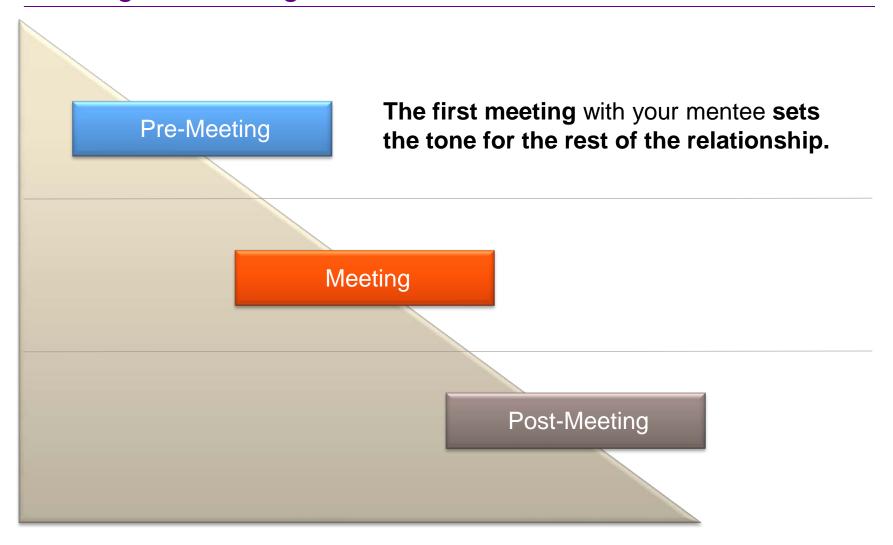
- Listen carefully to what was said verbally and nonverbally
  - Note if words and actions are aligned
- Identify how the person feels about the message
  - Ask, "What is the mentee feeling right now?
  - Describe the mentee's point of view based on her emotional messages
  - Pay close attention to nonverbal 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

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



# Meeting #1: Getting Started



# **Pre-Meeting**

- Invite mentee to meet in a dialogue-friendly, neutral location
- Refresh your memory:
  - Review your mentor's mentorship profile
  - Think back to your conversation at the 'meet and greet' event
- Prepare your thoughts/ questions for the meeting
- 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.
- 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?

#### Discuss your expectations for:

- The pilot
- You
- 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

# Post-Meeting

#### 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?

### 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?

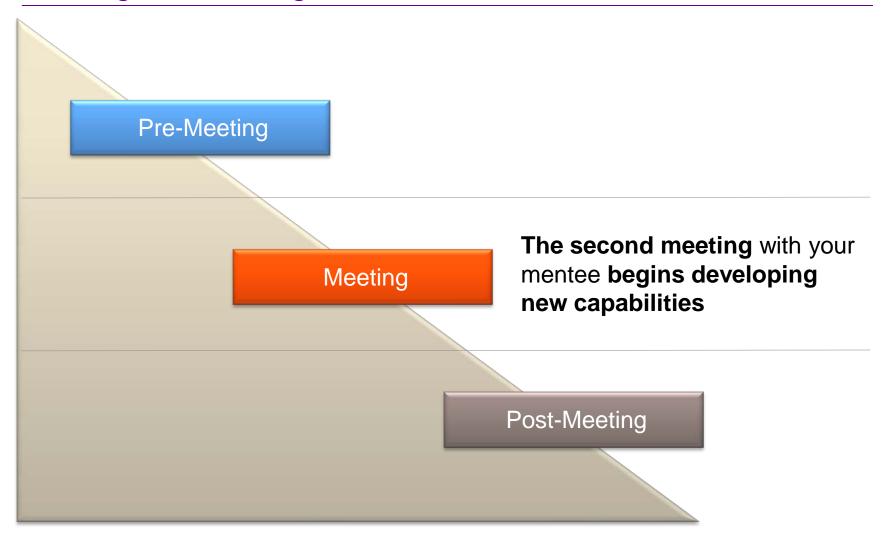
Draft mentorship agreements – review and finalize during the next meeting

Participate in activities



▶ Meeting #2: Building Traction

# Meeting #2: Building Traction



# **Pre-Meeting**

### 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?

Prepare your thoughts/ questions for the meeting

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

# Meeting

# Example Focus Areas

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

#### Finalize the mentorship agreement

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

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.)

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

Exchanging thoughts, messages, or information, as by speech, signals, writing, or behavior

#### You have to connect!

Establish a rapport or relationship; relate

#### 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	
■ I have recently received feedback that I am not a strategic thinker	<ul> <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> <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>	
I have been working constantlyI think I am burning out	<ul> <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> <li>I think you may have issue with delegation You need to work on it.</li> <li>You need to push backnot take on so much</li> </ul>	

"Find the right questions. You don't invent the answers, you reveal the answers."

— Jonas Salk

### Post-Meeting

### 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?

### **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



Practicing Messages & Methods

# Practicing Messages & Methods

### 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

Questions?



## Key Messages

- 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

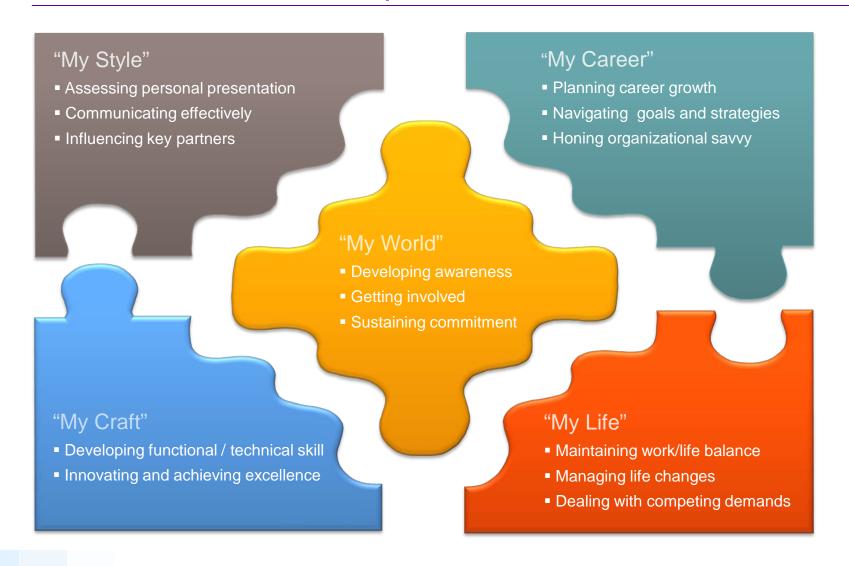
### Mentors are Process Partners

- 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

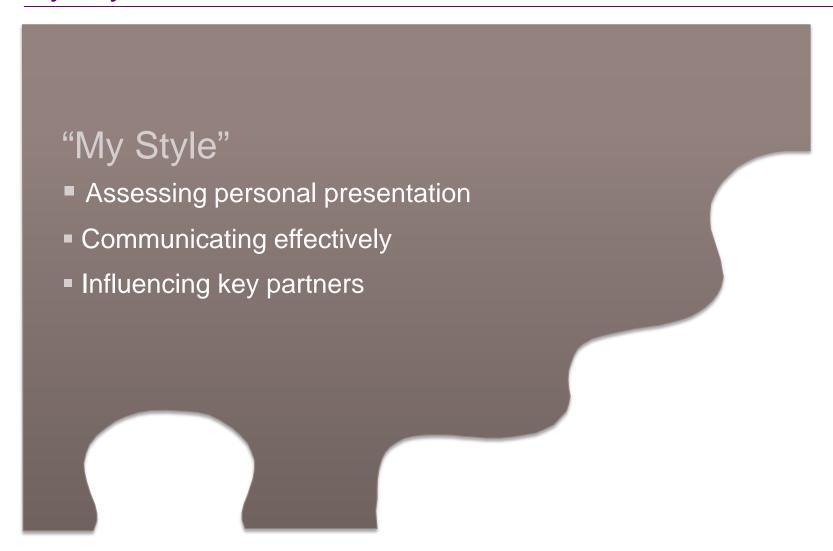
### Questions?



# One-on-One Mentorship Focuses on the 5 "MYs"



# My Style



# My Career

# "My Career"

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

# My Craft



# My World



# One-on-One Mentorship Focuses on the 5 "MYs"



### Mentorship Iniatiative

### Mid-Point Mentor Focus Group – Facilitation Guide

#### Focus group ground rules/norms:

- Respect confidentiality (i.e., stay at the theme level, avoid mentee specific issues, adhere to the "Las Vegas" rule)
- Full participation by everyone
- Support brainstorming (i.e., share any and all ideas, resist urge to evaluate or critique ideas, don't feel pressure to solve everything "in the room")

#### Focus group questions:

- 1. How often have you been meeting with your mentee? Where do you typically meet?
- 2. Which of the 5 "MYs" are you and your mentee(s) focusing on? -- note the responses on a flipchart and share observations. Determine if there are any follow-up questions (e.g., is there a tendency to lean towards certain MYs due to career ambitions, lack of capabilities, etc?)
- 3. Which of the mentor "hats" are you being asked to wear? How does this compare to your expectations at the beginning of the pilot? -- use this response to inform future orientation and mentor training topics
- 4. Have you ever been "stuck" not knowing how to respond to your mentee? What did you do? -- see if mentors are working with each other and the need for future mentor development
- 5. What are the characteristics of a good mentee? -- use this response to help inform future selection
- 6. Do you think mentees understand how to best leverage their relationship with you? Please explain. -- use this response to provide feedback to mentees
- 7. What do you think the mentees are learning as participants?
- 8. What have you learned as mentors?
- 9. Were you able to the last Learning Event? What aspects did you like? What improvements would you suggest future learning events?
- 10. On a scale of 1 to 5, with 5 being 'highly satisfied', how would you rate your experience with the mentorship program to-date? -- note the responses on a flip chart and facilitate a discussion around what is required to move the rating up one point

Please share one success or pleasant surprise about the mentorship initiative to-date



### Learning Event Feedback

Thank you for your participation in the Learning Event. Please complete this feedback form. You are welcome to submit itanonymously if you prefer. Your feedback will help shape future learning events. Indicate by number what best describes your level of agreement with the corresponding statement.

	I want to submit this survey anonymously					
• TI	he ev	ent provided me with information, tools, etc. that I can apply in my career.				
	0	N/A				
	0	1 - Strongly Disagree				
	0	2 - Disagree				
	0	3 - Mildly Disagree				

- 4 Undecided5 Mildly Agree
- o 6 Agree
- o 7 Strongly Agree
- The pace of the event was appropriate and kept my attention.
  - o N/A
  - o 1 Strongly Disagree
  - o 2 Disagree
  - o 3 Mildly Disagree
  - o 4 Undecided
  - o 5 Mildly Agree
  - o 6 Agree
  - 7 Strongly Agree
- The facilitator allowed each panelist to share his/her perspective.
  - o N/A
  - o 1 Strongly Disagree
  - o 2 Disagree
  - o 3 Mildly Disagree
  - o 4 Undecided
  - o 5 Mildly Agree
  - o 6 Agree
  - o 7 Strongly Agree
- The presentation information was useful.
  - o N/A
  - o 1 Strongly Disagree
  - o 2 Disagree



- o 3 Mildly Disagree
- o 4 Undecided
- o 5 Mildly Agree
- o 6 Agree
- o 7 Strongly Agree
- There was sufficient time for questions and discussion.
  - o N/A
  - o 1 Strongly Disagree
  - o 2 Disagree
  - o 3 Mildly Disagree
  - o 4 Undecided
  - o 5 Mildly Agree
  - o 6 Agree
  - o 7 Strongly Agree
- These are topics I would like more information about.
  - o N/A
  - o 1 Strongly Disagree
  - o 2 Disagree
  - o 3 Mildly Disagree
  - o 4 Undecided
  - o 5 Mildly Agree
  - o 6 Agree
  - o 7 Strongly Agree
- What do you plan to do/change based on what you learned today?
- Other Comments:



# Mentorship Program Survey for Mentors – Kickoff

Your input at the beginning of the Mentorship Program is extremely valuable for us to evaluate and measure the success of this initiative. Thank you in advance for taking a few minutes to complete this survey.

It should not take you more than 5 minutes to complete. Please note that your feedback will be reviewed in aggregate and remain confidential.

Option to submit this survey anonymously

Mentoring provides an opportunity to expand my mentee's professional network.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

Mentoring provides an opportunity to identify actions and impact the "Five Mys".

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

Mentoring provides an opportunity to build business acumen.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

Mentoring provides an opportunity to enhance self-awareness.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

Mentoring provides an opportunity for problem-solving.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

Mentoring provides an opportunity to better navigate through my industry.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

Mentoring provides an opportunity to develop skills/competencies (e.g. interpersonal, communications, leadership, listening,

technical, etc.).

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree **Mentoring benefits mentees.** 

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree **Mentoring benefits mentors.** 

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

**2 COMMENTS** 



### Mentorship Program: Check-in #2

Name:	
Date:	Time:

#### **General Update**

- 1. Overall, how well has the mentorship program met your expectations?
- 2. Have you selected a "MY" to focus your development? How did you decide on this "MY"?
- 3. On a scale of 1 to 5 with 5 being outstanding and 3 average, how would you describe your relationship with your mentor? What can be done to increase the rating over the next 2 months?

#### **Notes:**

#### **One-to-One Meetings**

- 4. Please share with me how often you meet with your mentor (formal and informal check ins).
- 5. Tell me about your one-to-one meetings:
  - i. Who arranges the meetings?
  - ii. Where do you meet?
  - iii. How long are the meetings?
  - iv. What do you typically discuss?
- 6. Share with me the best conversation that you have had, to date, with your mentor. What made this a great conversation?



#### **Learning Events**

- 7. Did you have an opportunity to attend last week's learning event?
- 8. Did you attend with your mentor? If yes ask → Did this add to the value of the learning event?
- 9. Please rate the learning event on a scale of 1 to 5 with 5 being outstanding and 3 average. What improvements do you recommend to improve future learning events?

N	IO.	٠	Δ	c	•

#### **Program Benefits (To date)**

- 10. What new opportunities or insights has the mentorship experience provided you (e.g., networking , self-awareness, etc.)
- 11. How have you grown due to the mentorship experience?
- 12. From your perspective, how has your mentor benefitted from this experience?
- 13. What one action would you take to improve the mentorship experience?
- 14. Is there anything else that you would like to share about your mentorship experience thus far?



# Mentorship Program: Post-Pairing Check-in

Name	
Date	
Time	

#### 'Meet and greet' event

- 1. What were your overall impressions of the 'meet and greet' event?
  - a. One element that exceeded your expectations
  - b. One element that was below your expectation
- 2. What other changes would you suggest to improve this event in the future?

B 1	_	•	_	_	
IVI	$\boldsymbol{\alpha}$	т	o	c	•
14	v	u	C	3	۰

#### Orientation

- 3. On a scale of 1 to 5, with 5 being Outstanding, how would you rate the orientation that you attended?
- 4. Please share with me, a specific part of the orientation that demonstrates why you rated orientation at this level.
- 5. What changes or additional content would you suggest to improve the orientation in the future? Format? Content?

#### First meeting

- 6. Tell me about your first meeting with your mentor/mentee?
  - a. Connecting, building a productive relationship
  - b. Applying learnings from the orientation
  - c. Progress/discussion concerning the mentorship agreement
  - d. Surprises/concerns
- 7. Have you had a chance to review the flip focus book? Were any sections particularly useful?

#### **Notes:**

#### **Learning events**

- 8. Are you planning on attending the upcoming learning event?
- 9. How will you personally evaluate the success of a learning event?
- 10. Have you put any more thought into topics for these types of events?

# Mentorship Program: Post-Program Survey (with Third Party or Program Partner)

Name		
Date		
Tin	ne	
1.	Overall, how well has t	he program mentorship initiative met your expectations?
2.	What aspects of the pr	ogram met or exceeded your expectations?
3.	What aspects of the pr	ogram did not meet your expectations?
4.	What would you sugge	st we do to improve/strengthen mentorship initiatives in the future?
5.	Would you recommend	d for others to participate in the mentorship program? Why?
Additional Notes:		



### Mentorship Program Conclusion - Survey for Mentees

- As the Mentorship Program wraps-up, we look forward to receiving your extremely valuable feedback to measure the success of the initiative. Thank you in advance for taking time to complete this survey. It should only about 10 minutes to complete.
- Please note that your feedback will be reviewed in aggregate and remain confidential.
  - ☐ I want to submit this survey anonymously
- Program
- Mentoring provides an opportunity to expand my professional network.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity to identify development actions and impact the "Five Mys" (My Style, My Career, My Craft, My Life and My World).
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity to increase my business acumen.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity to enhance my self-awareness.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity for assistance with problem-solving.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity to better navigate profesionally.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity to develop my skills/competencies (e.g. interpersonal, communications, leadership, listening, technical, etc.).
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring benefits mentees.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring benefits mentors.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- 2 Capabilities
- My mentor provided good guidance on "MY" focus area(s) (MyCareer, MyCraft, MyLife, MyStyle, MyWorld).
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor enabled me to speak openly without concern of retribution.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor set high expectations for my development.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor was fully engaged and committed to our mentorship relationship.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor 'checked-in' to ensure the relationship was meeting my needs.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree



- My mentor assisted me with selecting one or more "MY" focus areas to develop (MyCareer, MyCraft, MyLife, MyStyle, MyWorld).
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor was accessible.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor was a good thinking partner.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor assisted me with improving my performance.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor asked questions that help me reflect and discover answers.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor shared real life experiences.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor had my best interest in mind.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor challenged and expanded my thinking.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- 3 Execution
- The orientation session adequately prepared me for building a productive mentoring relationship.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- One-on-one mentorship meetings are purposeful.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Learning events added value to the mentorship program.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Social and/or networking events enhanced the mentorship program.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- The flip focus booklet was a useful tool.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- 4 Outcomes
- I have benefited from participating in the mentorship pilot.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor has benefited from participating in the mentorship program.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- My mentor and I will continue our relationship after this pilot.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- I would like to continue to have a mentor.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- I would like to learn about becoming a mentor.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree



- I would recommend mentorship to others.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- 5 COMMENTS
- In what ways have you benefitted from taking part in the mentorship initiative?
- What can be done to improve the mentorship initiative in the future?



### Mentorship Pilot Survey for Mentees – Kickoff

Your input at the beginning of the Mentorship Program is extremely valuable for us to evaluate and measure the success of this initiative. Thank you in advance for taking a few minutes to complete this survey.

It should not take you more than 5 minutes to complete. Please note that your feedback will be reviewed in aggregate and remain confidential.

- ☐ I want to submit this survey anonymously
- Mentoring provides an opportunity to expand my professional network.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity to identify actions and impact the "Five Mys".
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity to build my business acumen.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity to enhance my self-awareness.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity for problem-solving.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity to better navigate professionally.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring provides an opportunity to develop my skills/competencies (e.g. interpersonal, communications, leadership, listening, technical, etc.).
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring benefits mentees.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- Mentoring benefits mentors.
  - 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
- **COMMENTS**:
- Additional Feedback:

