Mentor – Mentee system

Only the high level job assignment makes engineers be skillful.

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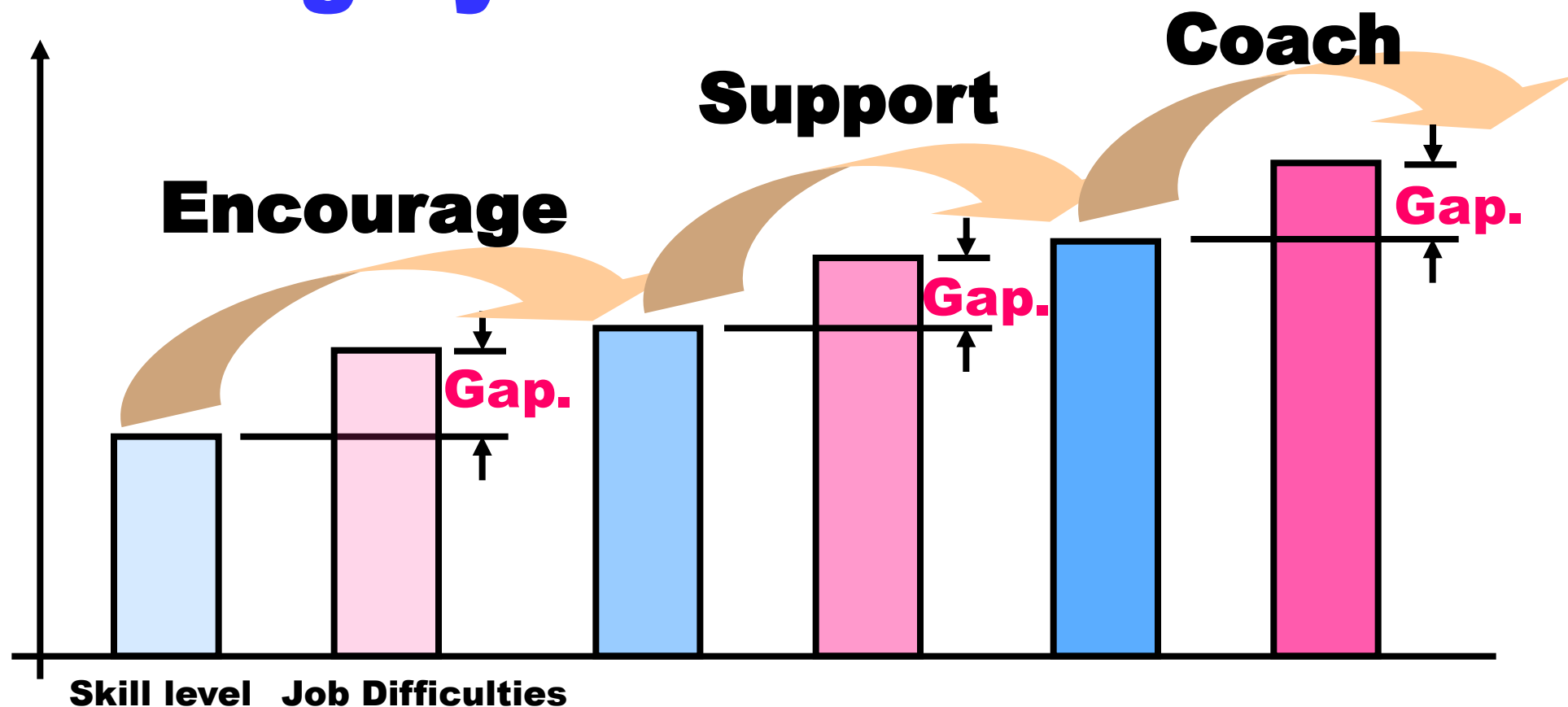RENESAS

Purpose of Mentor/Mentee system Company expectation

	Previously	From now onward
Policy	OJT but no clear plan/target. → Let-alone policy	OJT with clear plan/target → Structured OJT
Person in charge	Unclear GM?, TM?, SE? Neighbor?	Mentor
PDCA	?	Active
Skill improvement	Accept it as is. Time improves skill. Leave it each team.	Start from "to be". System improves skill.

- **To accelerate improving new engineers' skill systematically**
- **To improve mentor's soft skill (finding fact, evaluating, visualizing problems, consensus building, coaching,,,,)**
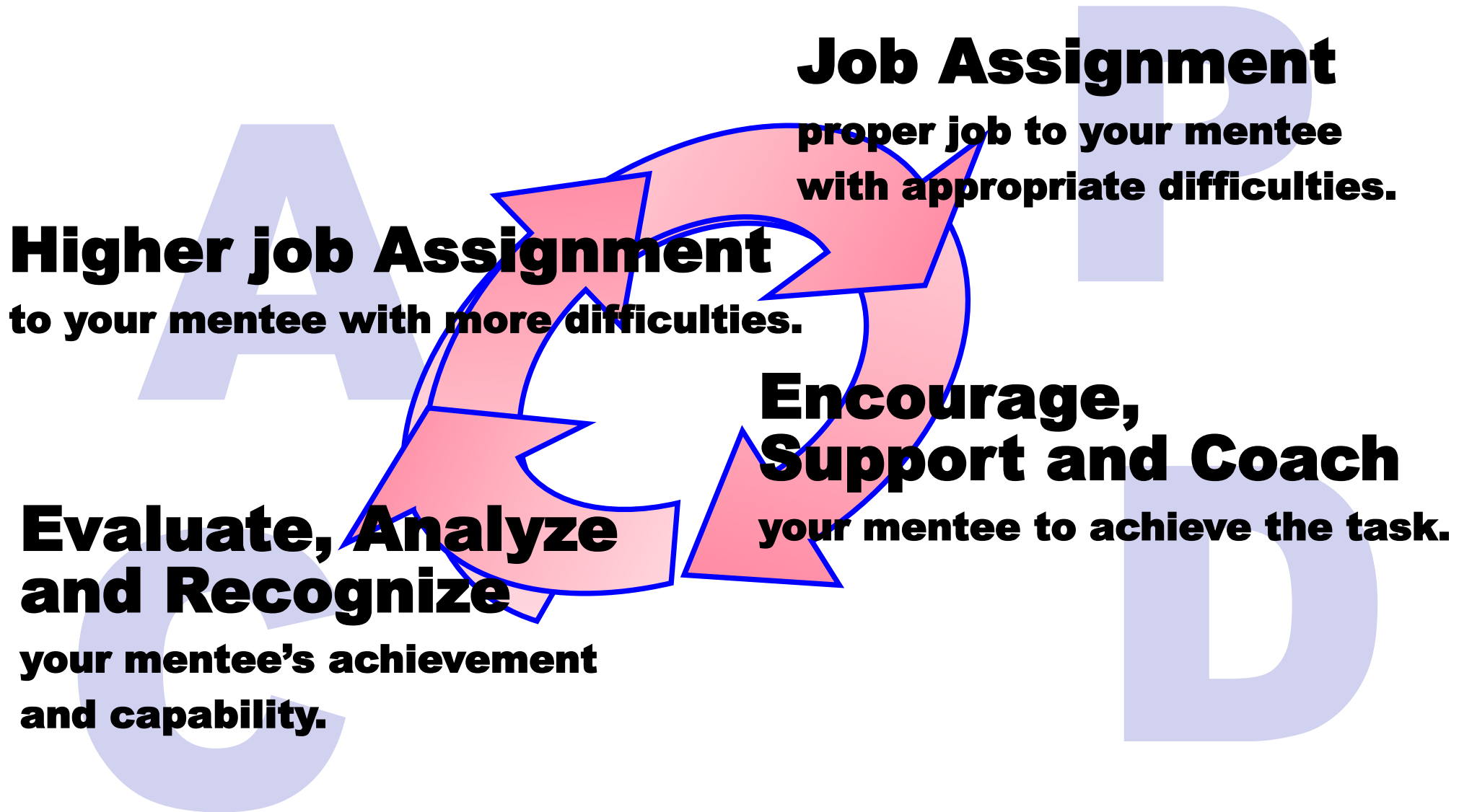
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Training Cycle

Only the high level job assignment makes engineers be skillful.

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Training Cycle

Coach

Support

Encourage

Gap.

Gap.

Gap.

Skill level   Job Difficulties

■ **Overcoming this gap makes engineers more capable, skillful and productive.**

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Training Cycle

Job Assignment
proper job to your mentee with appropriate difficulties.

Higher job Assignment
to your mentee with more difficulties.

Encourage, Support and Coach
your mentee to achieve the task.

Evaluate, Analyze and Recognize
your mentee's achievement and capability.

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Skill you are required and you can gain.

Phase	Requirement	Need to do	You can gain
<Planning Phase> Job assignment	• With proper difficulties. • "Proper" means that mentee can overcome within PJ schedule with your coaching.	• To find facts (mentee's level, job level) • To manage both PJ and training schedule. • To set target and estimate achievement in advance.	• Finding fact • Schedule management • Making accurate estimation • Sharing target
<Doing Phase> Encourage, Support, Coach, Suggest	• A piece of instructive advice. • Don't give solutions. • Give the chance of "aha!-moment"	• Let mentee think about and find solutions by himself, at least let him propose options. • To point out and reinforce his weak-point.	• Effective coaching • Visualizing problems
<Checking Phase> Evaluate mentee's ability	• Fair and accurate evaluation based on achievement. • Proper feed back	• To find facts and compare estimation (expectation) and result (improvement).	• Evaluating • Giving feed back logically
<Action Phase> Higher job assignment	• With proper difficulties. • "Proper" means "more challenging" than before.	• To explain evaluation result and make next plan on common ground with mentee. • To build consensus with mentee.	• Making common ground • Building consensus • Accountability

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What is the key?

It's you yourself, mentor and manager.

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