



**Achieving Success  
through  
Implementation of  
Effective Mentoring  
Strategies**

**PRELIMINARY 'PONDERING'**

What are my most critical career concerns right now?

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What have been the positive and negative aspects of my previous mentoring relationships?

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What do I need from mentors now?

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What are the characteristics of a good mentor?

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What are the characteristics of a good mentee?

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**WHAT IS THE PURPOSE OF MENTORING?**

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**DEFINING MENTORING**

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**POSITIVE ASPECTS OF BEING A MENTOR**

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**POSITIVE ASPECTS OF BEING A MENTEE**

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**MENTORING RELATIONSHIP ACTION STEPS TO TAKE:**

- 1.
- 2.
- 3.
- 4.
- 5.

**MENTORING BEST PRACTICES:**

- 1.
- 2.
- 3.
- 4.
- 5.

## SUPPLEMENTAL AT-HOME EXERCISE: MENTORING NEEDS

Think about a professional mentoring need that you have:

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What are the steps that you need to take to achieve your goals relating to the above:

- 1.
- 2.
- 3.
- 4.
- 5.

How can you create a personalized mentoring plan to help you meet your goals and objectives:

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## RESOURCES

- Association for Women in Science – [www.awis.org](http://www.awis.org)
- *Getting the Most out of Your Mentoring Relationships* – available through AWIS
- International Mentoring Association - <http://mentoring-association.org/>
- Work and Family Researchers Network - <https://workfamily.sas.upenn.edu/>
- Mentor - <http://www.mentoring.org/>
- YouTube – Importance of Mentoring - <https://www.youtube.com/watch?v=4digQ4ELIa0>
- YouTube – 5 Reasons Mentoring Relationships Fail - <https://www.youtube.com/watch?v=5CO0nTguRoQ>
- TED Talk - [http://www.ted.com/talks/lang/en/sheryl\\_sandberg\\_why\\_we\\_have\\_too\\_few\\_women\\_leaders.html](http://www.ted.com/talks/lang/en/sheryl_sandberg_why_we_have_too_few_women_leaders.html)

**AWIS**  
ACHIEVING SUCCESS THROUGH IMPLEMENTATION OF EFFECTIVE MENTORING STRATEGIES

**Achieving Success through  
Implementation of Effective Mentoring  
Strategies**

Argonne National Laboratory  
Lemont, IL  
March 30, 2016

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Cynthia Simpson, M.Ed, CAE

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**Agenda**

- Introduction and review of learning objectives
- Purpose of mentoring
- Mentors, coaches, sponsors, bosses
- Mentor/mentee relationship
- Mentoring best practices and resources
- Next steps
- Q & A/wrap-up

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**Learning objectives**

- Define what mentoring is and is not
- Understand the importance and benefits of being a mentor/mentee
- Recognize the effective tools and techniques that can be employed
- Identify the best practices and resources in a good mentoring relationship

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### Introduction

- Name
- Title
- Department
- One thing you would like to learn from today's session

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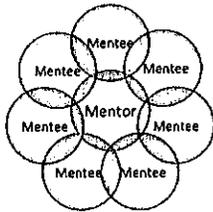
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### What is the purpose of mentoring?



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### Defining mentoring

- Mentoring is usually a formal or informal relationship between two people—a senior mentor (usually outside the protégé's chain of supervision) and a junior protégé.
- Mentoring has been identified as an important influence in professional development in both the public and private sector.
- Benefits of mentoring include increased employee performance, retention, commitment to the organization, and knowledge sharing.

US Office of Personnel Management  
<http://www.opm.gov/hrd/lead/BestPractices-Mentoring.pdf>

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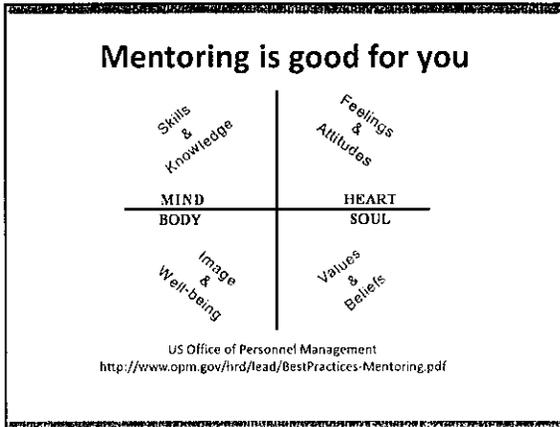
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**The difference between  
Mentors  
Coaches  
Sponsors  
Bosses**

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- Mentors**
- ✓ Identify the best mentors to suit one's needs at a particular time
  - ✓ Identify the key areas which need mentoring
  - ✓ Focus on the critical concerns of current career stage
  - ✓ Develop action steps to keep mentoring goals on track

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### Coaches

- ✓ Assists with a specific skill and ability development
- ✓ Coaching can be used by people with technical backgrounds to become effective supervisors/leaders
- ✓ Usually a defined and measurable goal targeted to specific needs of the individual

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### Sponsors

- ✓ Provides tactical support for career advancement
- ✓ Are cognizant of what it takes to advance in the organization
- ✓ Can assess a person's fit for a particular professional pathway
- ✓ Willing to stake their reputation to support a person's advancement

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### Group discussion

Your mentee, Pat, has asked if you could serve as an advocate for an open position of interest at the lab. You do not believe that Pat is qualified for this position. As Pat's mentor, what do you say to Pat?

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### **Bosses**

- ✓ Offers advice from a perspective of authority
- ✓ Difficult to step out of her/his role as manager
- ✓ Often makes decisions that are aligned with organization's overall culture and strategy
- ✓ Feedback may be more constructive than subjective in nature

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### **Mentoring at work**

- Why find a Mentor at your place of work?
  - Can help you identify the skills you need at work
  - Share similar core values
  - Often able to give informed feedback
  - Complement your area of expertise
  - Someone you already admire and respect
  - Can help you become an "insider" faster

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### **What mentoring at work is not**

- NOT a replacement for open dialogue between an employee and his or her manager.
- Never a guarantee or promise of promotion.
- Never an attempt to replace spontaneous, group or informal mentoring.
- Not an opportunity to place blame or discuss performance of others.

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**What are some of the positive aspects of mentoring?**

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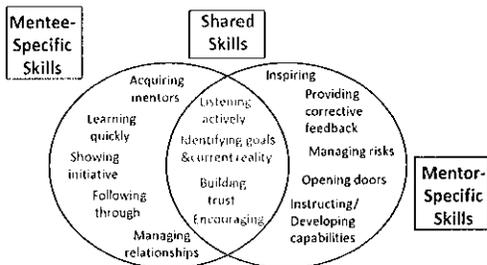
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**The mentoring skill model**



From *The Mentor's Guide* (Revised Edition)  
© 2003 by Linda Phillips-Jones, [www.mentoringgroup.com](http://www.mentoringgroup.com)

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**Benefits of being a mentor**

- Learn other perspectives
- Develop coaching skills
- Opportunity to share wisdom/experience
- Encourages your creative thinking
- Enhance leadership skills

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### Benefits of being a mentor

- Enhances active listening skills
- Support inclusion and open communication
- Feel valued
- Acknowledges those who have mentored you
- Create a legacy

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### Mentors

- Responsible for
  - Guiding the discussion
  - Setting the tone and the energy level
  - Offer experience and perspective
  - Flagging issues and raising them without delay
  - Honest feedback and guidance
- Not responsible for
  - Meeting logistics
  - ✓ Meeting content
  - ✓ Can/should provide resources and suggestions, but not responsible

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### Mentees

Why have a mentor? Mentors can help you to:

- Build your network
- Receive personalized feedback and encouragement
- Develop competencies that will help you become more successful

Nadine Horner, External Relations Officer, Lawrence Livermore National Laboratory

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### Mentees

- Gain organizational knowledge and collaboration skills
- Become more familiar with how the Lab works
- Learn from others' mistakes and wisdom
- Learn what to expect over time about your career options

Nadine Horne, External Relations Officer, Lawrence Livermore National Laboratory

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### Mentees

#### Achieving your goals with mentors

- Identify the key areas for which you need mentoring
- Focus on critical concerns at your current career stage
- Develop action steps to keep your mentoring needs on track
- Understand the do's and don'ts of mentoring relationships
- Keep expectations realistic

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### Mentees

#### What do I need from mentors?

... enhancing my skills and abilities in certain areas such as public speaking, scientific writing, or setting priorities?

... understanding the best course of action relating to your professional interests?

... help with work-life issues, life-partner issues, or adapting to unfamiliar cultures or geographies?

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## Building a strong support system through mentoring



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## Group discussion

Reviewing your past mentoring relationships, please share one or two observations on what you learned from your participation as either a mentor or mentee.

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## Defining the mentoring relationship

- Make a list
  - Prepare for your first meeting: Make a list of things that you would have wanted or want to know
- Create an agenda (a little formality is good)
  - List two or three items
  - After comparing the list, add any other items as necessary
- Getting to know each other
  - Logistics
  - Goals and expectations
  - Concerns that might interfere with meeting together
- Initial impressions
  - Questions I have about you.....

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### Action steps - 1

- Get to know your mentor/mentee so that you can mutually set goals to accomplish during the mentoring relationship.
- Set guidelines for how you would like to proceed (including mode of interaction and topics that may be "off-limits" during the mentoring experience).
- Mutually agree upon a regular meeting or contact schedule.

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### Action steps - 2

- Stick to agreed upon schedules.
- Give and receive positive feedback.
- Set goals and have a plan.
- Review goals, outcomes, and accomplishments on a consistent basis.
- Ask questions and be an excellent listener.
- Seek out new resources and opportunities.

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### Separation and closure



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### Separation

- Period of time when there is a significant change in the structural role of the relationship
  - Mentee no longer needs guidance
  - Mentor is no longer available to due to promotion or increased responsibilities
  - Both mentor and mentee reassess the value of the relationship

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### Separation

- Not knowing when to move on
  - Have I developed the skill sets that I need?
  - Do I know what I need to be doing in preparation for career advancement?
  - Am I focusing my efforts in the most productive manner and directions?

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### Group discussion

Lee has signed up to participate as a first-time mentor/mentee and, after the first few months, has asked for your advice because the relationship is not working out.

What recommendations do you have for Lee as either the mentor or mentee?

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### Mentoring best practices

- An effective mentoring relationship is NOT intended to replace existing informal mentoring.
- It is not a guarantee of promotion or a replacement for clear management direction and ongoing coaching of every employee by their supervisor.

Cynthia Jenks, Ph.D, Division Director of Chemical and Biological Sciences, The Ames Laboratory

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### Mentoring best practices

#### Objectives

- Promote individual development through the transfer of skills, expert knowledge and insight.
- Provide an additional resource for feedback and guidance.
- Develop an internal pipeline for succession planning.
- Provide a mechanism for developing future leaders.
- Help with employee career satisfaction and retention.

Cynthia Jenks, Ph.D, Division Director of Chemical and Biological Sciences, The Ames Laboratory

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### Mentoring best practices

#### Benefits

- Retain and challenge qualified employees.
- Encourage and promote confidence.
- Increase range of experience and exposure.
- Provide a cost-effective approach to develop a high-performing workforce.
- Facilitate career development, progression and succession.

Cynthia Jenks, Ph.D, Division Director of Chemical and Biological Sciences, The Ames Laboratory

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**Mentoring best practices**

Measures of Success

- The number of employees actively participating in the program.
- Favorable evaluation from mentees regarding mentor helping and acting as a sounding board for career development, ideas and concerns.
- Favorable evaluation from mentors and mentees that the benefit they gained from this experience is worth the time and effort.

Cynthia Jenks, Ph.D, Division Director of Chemical and Biological Sciences, The Ames Laboratory

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**The “multiplicative” effect**

- The mentoring relationship provides mutual satisfaction. When the relationship has been successful, both parties feel comforted and experience a deep sense of gratitude.
- Experiencing gratitude generates a desire to return it to someone else. They, in turn, will experience it and will do the same. That is the essence of the multiplicative effect.

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**Mentoring best practices**

Possible survey questions:

- Did you and your mentee engage in open dialogue?
- Did you find meeting with your mentee was worth your time and effort?
- On average, how often did you meet with your mentee?
- What have you gained from serving as a mentor?
- What do you need to be a more successful mentor?

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## Mentoring best practices

Final thoughts to keep in mind:

- Can you point to results of mentoring that impact Argonne's bottom line?
- Are the majority of mentoring relationships producing the desired outcomes?
- Is mentoring views as part of Argonne's high-value business strategy?
- What is needed to make Argonne's formal mentoring program a showcase for excellence?

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## Group discussion

Next steps:

1. Where do you go from here?
2. What do you need to be successful?
3. How can you be a good mentor/mentee?
4. What challenges do you believe you will have to overcome?
5. What are the desired outcomes from the mentoring relationship?

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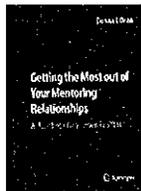
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## Mentoring resources



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## Resources

- Association for Women in Science -- [www.awis.org](http://www.awis.org)
- *Getting the Most out of your Mentoring Relationships* by Donna J. Dean, PhD -- available through AWIS
- International Mentoring Association - <http://mentoring-association.org/>
- Work and Family Researchers Network - <https://workfamily.sas.upenn.edu/>
- Mentor - <http://www.mentoring.org/>
- YouTube -- Importance of Mentoring - <https://www.youtube.com/watch?v=4dJgQ4ELIa0>
- YouTube -- 5 Reasons Mentoring Relationships Fail - <https://www.youtube.com/watch?v=5CO0mTqRoQ>
- TED Talk - [http://www.ted.com/talks/lang/en/sheryl\\_sandberg\\_why\\_we\\_have\\_too\\_few\\_women\\_leaders.html](http://www.ted.com/talks/lang/en/sheryl_sandberg_why_we_have_too_few_women_leaders.html)
- Free Management Library -- Mentoring - <http://managementhelp.org/leadingpeople/mentoring.htm>

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## Questions



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**AWIS**  
ASSOCIATION FOR WOMEN IN SCIENCE

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