

# Mentoring 101

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## Mentor: Why Bother?

- Hiring a new employee is expensive
  - Direct and indirect costs
    - People (recruiters/managers/open position)
    - Process (sourcing/screening/selection)
  - <http://www.teksystems.com/Services/Staffing-Services/Hire-Model.aspx>
- Losing an employee is even more expensive
  - <http://www.caliperonline.com/solutions/turnover.shtml>
- Personal satisfaction and reward
  - Every reason you might have considered teaching or having children applies to mentoring



## Mentee: Why Bother?

- Technical skills are rarely the cause of employer dissatisfaction with new hires
- Research by Harvard, Carnegie Foundation and Stanford Research Center found:
  - 85% of job success comes from people skills
    - 15% from technical skills and knowledge
- *Engineers and scientists are frequently unprepared for many of these softer skill areas*



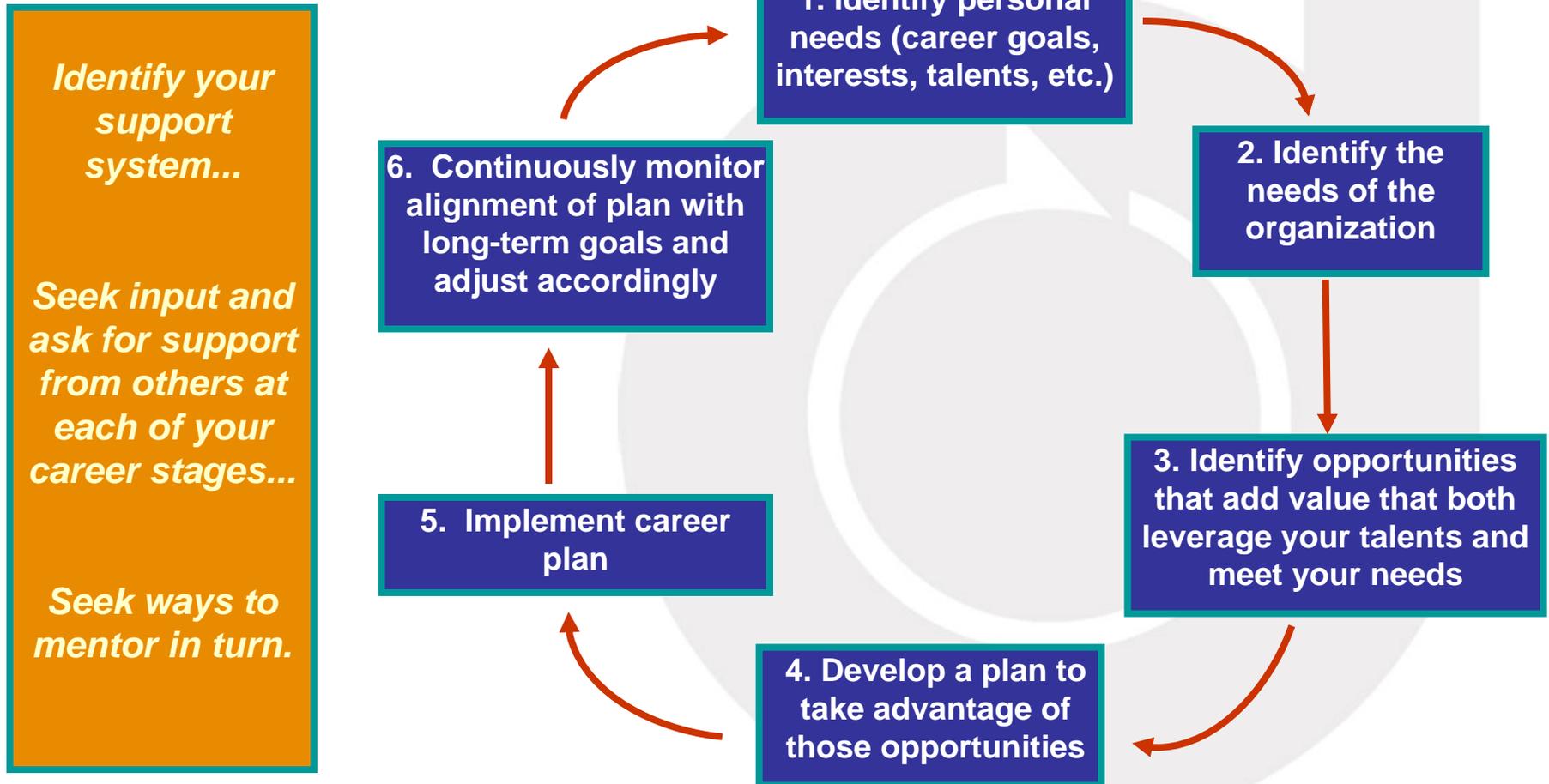
## Mentee: Why Bother?

- A good mentor can help you...
  - quickly “learn the ropes” of a new job and **perform as expected**
  - meet new colleagues and build a social network
  - build confidence and competence by **providing feedback**
  - feel satisfied in the workplace by providing a **venting place** for frustrations
  - help you improve your fit with your position and workplace
  - help you stay on your career plan path

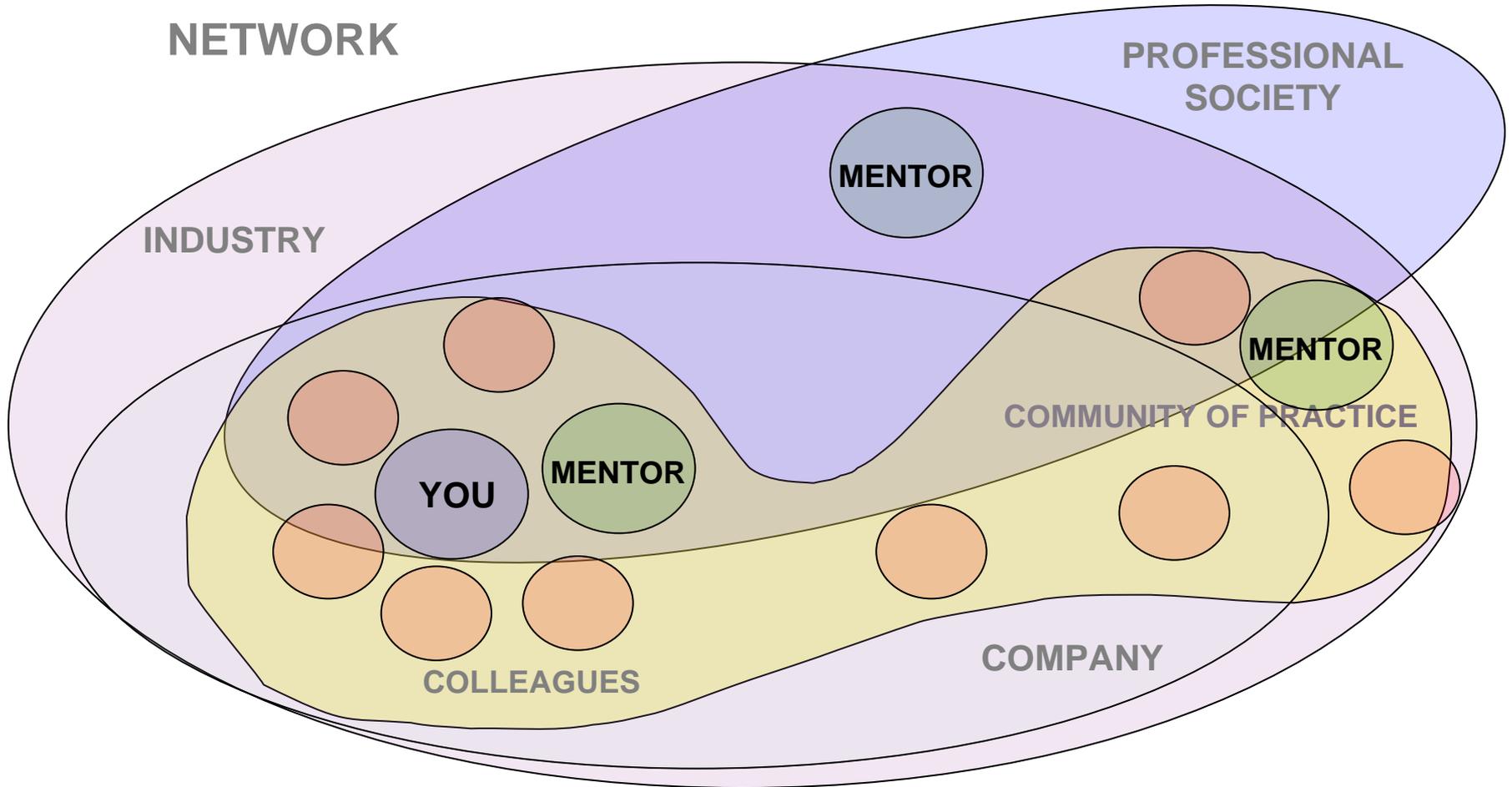
## Why Bother?

- EX: Sun Microsystems – 2006 report
  - Studied more than 1,000 employees for a 5 year period
    - Classified by current job and 68 other variables (product area, base pay, previous job, etc.)
  - Results for **mentees**:
    - 25% of mentees had a salary grade change (compared to 5%)
    - Mentees were promoted five times more often
    - 72% retention rate (compared to 49%)
  - Results for **mentors**:
    - 28% of mentors had a salary grade change (compared to 5%)
    - Mentors were promoted six times more often
    - 69% retention rate (compared to 49%)

# Professional Career Development



# Possible Career Relationships



## Possible Career Relationships

- Mentor
  - Simply defined, a mentor is a wise and trusted counselor or teacher
- Communities of Practice
  - Groups of employees whose members regularly engage in sharing and learning, based on common interests
- Network
  - The entire expanse of your contacts
    - Work group, related work groups, alumni network, partner companies, suppliers, government agencies, research institutions, universities, industry associations, professional societies, social groups

# Characteristics of Career Relationships

- Mentor
  - Close, one on one, learning, counseling
    - Somewhat of a one-way street
- Communities of Practice
  - Learning, understanding, improving
    - Express lanes; traffic reverses depending on the situation/project/topic
- Network
  - Connections, opportunities
    - Note: networking in the business sense is most often associated with job-hunting but *it should imply* **simply developing relationships to enhance your career**
    - Must be two-way street for it to be effective

## Value of Career Relationships

- Mentors
  - Knowledgeable about organizational needs and quirks
  - Insights into your talents and weaknesses; can provide honest, objective feedback
  - Usually aware of technology and industry trends
- Communities of Practice
  - Find interesting synergies and linkages, new work assignments or cross-functional/cross-divisional projects
  - Closely working with a variety of people provides insight into personal work style, strengths and weaknesses
- Extended Network
  - A source of both broad knowledge across many industries and in-depth cutting edge technical advances
  - Unlimited possibilities for random connections resulting in interesting ideas and opportunities....

## Feedback from Career Relationships

- True or False:
  - Feedback you receive has to be fair and accurate to be helpful
  - False: Feedback gives us insight into people's perceptions of us, whether we agree with them or not. Right or wrong, it is essential to learning

## Know Yourself First

- Get as much insight as you can into what makes you tick...
  - Myers-Briggs Type Indicator (MBTI)
    - <http://www.myersbriggs.org/>
    - <http://www.capt.org/take-mbti-assessment/mbti.htm>
    - <http://www.typefocus.com/>
    - <http://keirseey.com/>
  - Career Anchors
    - [http://changingminds.org/explanations/values/career\\_anchors.htm](http://changingminds.org/explanations/values/career_anchors.htm)
  - Learning Styles
    - <http://www.learning-styles-online.com/>
    - <http://www.ldpride.net/learningstyles.MI.htm>
- Try a few things and see what resonates with you

## Develop a “Mentorship”

- Informal
  - Random luck, friendship
- Formal
  - Planned, structured skill transfer
  - *71% of Fortune 500 companies have mentoring programs and view them as an important employee development tool*
- Finding a true mentor can be difficult
  - Finding the right match takes persistence and patience
  - Forced matches do not always work

## Mentor Tips

1. Choose challenging work assignments that will provide your mentee with opportunities to learn new skills. In this way the task becomes the teacher and the mentee learns by doing.
2. Integrate your mentee into the network of professionals within your company, external agencies, your customers, and your subcontractors and vendors. Expertise is not only what you know, but also whom you know and how you know them. Show the mentee that there is a world of technology outside his or her backyard.
3. Schedule times to discuss strategies for enhancing the mentee's professional and engineering skills development. Remember that you have to make time to meet with your mentee if you're going to teach.

## Mentor Tips

4. Provide feedback and supporting actions that *reduce unnecessary risks for the mentee*. Share your experiences with the mentee what you have found to be some right and wrong ways to get the job done.
5. Take the time to *reflect on your thought processes*. Map your problem-solving techniques (your expertise) by using a process flowchart to map out the mental steps you undergo while doing your job.
6. *Find something of value in the mentee as a person*. Find ways to learn from your relationship. **If you don't like your mentee, you probably won't take the above steps.**

## Getting Started

- What I think is common sense, but they might not know....
  - No More Ramen, Nicholas Aretakis
  - Life After School. Explained. Cap & Compass
- Interested in being a mentor?
  - <http://www.mentornet.net/>



*The World's Forum for Aerospace Leadership*