

# Getting the Most from Mentoring

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- **Introduction**
- **Common mentoring beliefs**
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- **Tips for mentoring success**



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# Common Mentoring Beliefs



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# Wikipedia definition of “mentorship”

“**Mentorship** refers to a developmental relationship between a more experienced mentor and a less experienced partner referred to as a **protégé**, **mentoree**, or (person) being mentored—a person *guided and protected* by a more prominent person.”



# Traditional Mentoring Programs

- **One-to-one knowledge sharing**
- **Meant to transfer all knowledge from mentor to apprentice**
- **Long-term, ongoing relationship**
- **Significant time commitment for mentors**
- **Apprentices have little or no control over what they learn**
- **Limited by the quality of a mentor's connections within the organization or specialty**

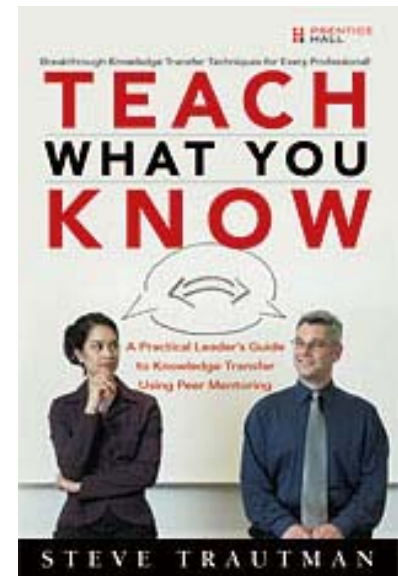
# Peer Mentoring



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# Peer Mentoring Basics

- **Apprentice can learn from multiple mentors**
  - Wider network of experts to learn from
- **Helps experts transfer specific knowledge to those who need it**
- **Requires a minimum time commitment**
  - Transfer identified skills in a set timeframe
- **Apprentices have a key role in determining what they learn**



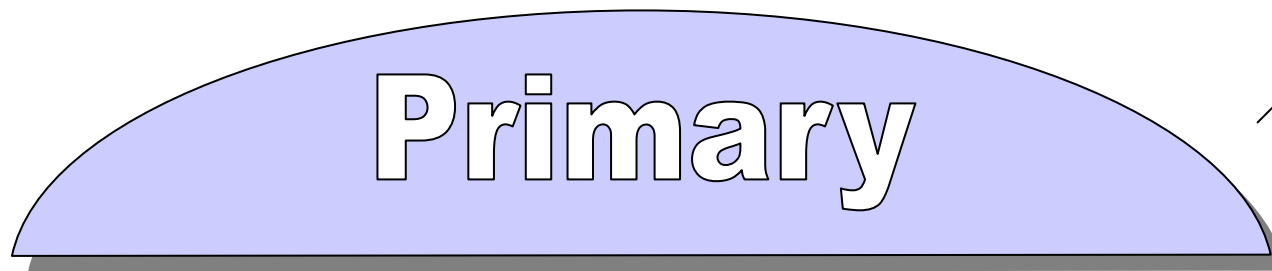
# Peer Mentoring Approach

***A PROCESS to make knowledge transfer more efficient, consistent, and less time-consuming  
(developed at Microsoft over 10 years ago)***

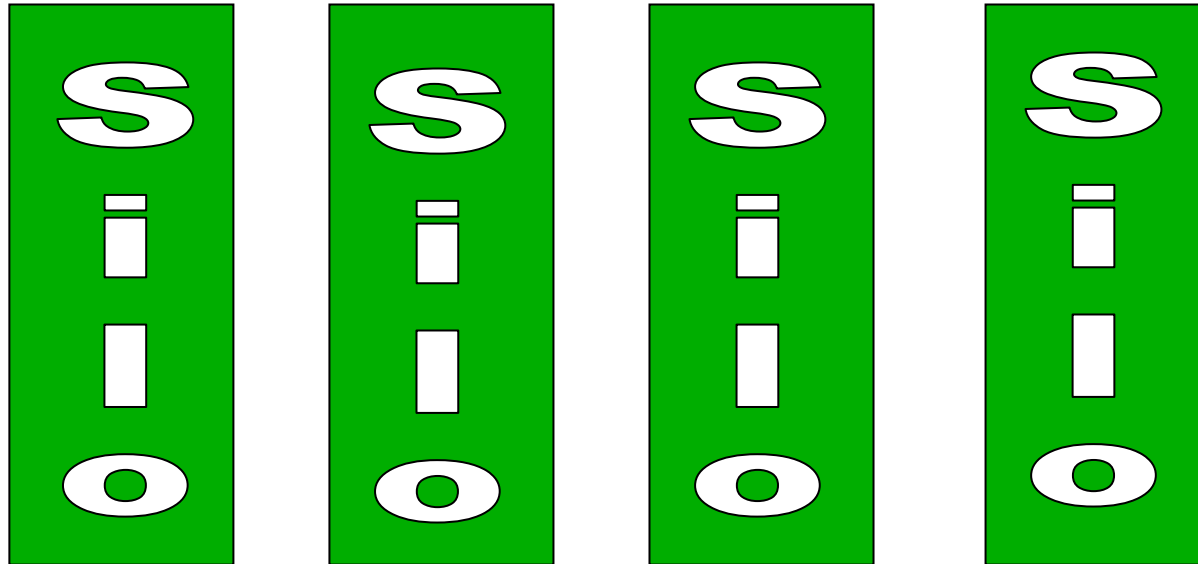
- **Gives the people who have the knowledge (*Peer Mentors*) a set of practical tools to:**
  - Organize their skills & knowledge into manageable “chunks”
  - Teach the material
  - Make sure the information was received as intended
- **The same tools can be used by the people who need to know (*Apprentices*) to:**
  - Understand & organize the information they need to know
  - Learn from the Mentor
  - Develop confidence that they learned what was intended

**Identify the minimum information required  
Teach it in the minimum time  
Set straightforward measures of success**

# Types of Peer Mentors



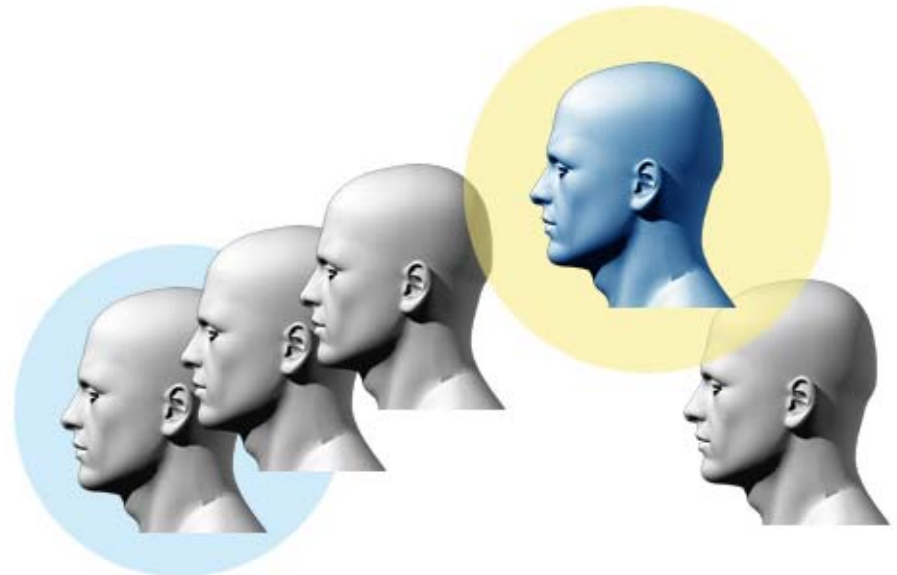
Broad orientation to whole organization



Narrow focus on subject matter (SME)

# It's Not Just for New Employees!

- **Capture knowledge from retiring workers with singular/critical/unique experiences**
- **Cross-train to improve flexibility**
- **On-board new employees faster**
- **Share best practices**
- **Reduce impact of mid-career transfers or job changes**



# Sample Tool: Training Plan

Skill	Priority	Measure of Success	Accomplish By	Resources
Enter/update a defect into the bug tracking system	4	1, 2, 3, 5, 10	end of 2nd week	<ul style="list-style-type: none"> <li>- DevTrack documentation</li> <li>- QA Expert</li> <li>- resident team Expert</li> <li>- DevTrack training course</li> </ul>
Add a document to the Sharepoint site	5	1, 2, 3, 10	end of 4th week	<ul style="list-style-type: none"> <li>- sharepoint documentation</li> <li>- team admin for sharepoint</li> </ul>
Check in and out a file from Perforce	2	1, 2, 3, 10	end of first week	<ul style="list-style-type: none"> <li>- Internal Perforce site,</li> <li>- Perforce's official website</li> <li>- team Perforce expert</li> <li>- Perforce training course</li> </ul>
Create a weekly status report	1	1, 2, 9, 10	First status report sent at end of Week 1	<ul style="list-style-type: none"> <li>- team template</li> <li>- Peer mentoring course example</li> </ul>
Run the game on their debug/development kit	3	1, 2, 3, 5, 6, 10	Within first week	<ul style="list-style-type: none"> <li>- demo from Sarah</li> <li>- docs explaining step-by-step</li> </ul>

# Sample Tool: 5-Minute Meeting Plan Agenda



1. Explain meeting purpose
2. Explain how knowledge relates to job
3. Outline main points
4. Note job-specific jargon
5. Identify practice opportunities
6. List other resources

# How UOP is Using Peer Mentoring

- **Program was piloted in June 2008 & will continue with classes in October and ongoing monthly**
- **Mentors and apprentices attend a one-day training class to learn the tools & techniques**
  - If possible, they attend the class together
- **After the class, participants receive ongoing support to help them use the tools effectively**
  - Email refreshers on the tools, their use & benefits
  - Face-to-face support to work through training plans
- **Initial feedback is positive**
  - New employees are more comfortable learning how to approach their mentors
  - Mentors are more aware that everyone has different learning styles and are addressing those more effectively

# Tips for Mentoring Success



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# How to Get the Most from Your Mentor

- **Understand how to best approach them**
  - Set up a meeting
  - Drop by any time
  - Email, telephone, IM, face to face?
  - Early in the day vs. later in the day
- **Ask questions, look for an opportunity to “practice” what you just learned**
- **Be honest! If you didn’t understand something, let your mentor know.**
- **Take responsibility for your learning – let your mentor know what you want/need to learn.**
- **Be flexible**



# Questions

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