

Workplace Mentoring

Creating a Supportive Work
Environment and Passing On Work
Skills

Today's Training

- Introduce Mentoring Concepts
 - What is mentoring?
 - What are the different types of mentors?
 - How can mentors be successful?

When You Were A New Employee.....

What were some highlights of your first days on the job?

Were there any lowlights?

Was there anything nobody told you?



Mentoring: Formal or Informal

- New employees **WILL** be mentored in most situations...
- Either formally... in a structured approach with the blessing of the organization
- Or informally...
 - In a structured way, or
 - In an unstructured way

The Purpose of Workplace Mentoring

- **To help a new employee become so familiar with the work environment and so proficient with the work skills that he or she can work efficiently, productively, and contentedly.**

Mentoring Foundations

- Tremendous variations in work environment and in supervision styles.
- Tremendous variations in employee personality and styles (i.e., Myers-Briggs).
- We learn best by doing and by making mistakes.
- We learn the least when we make mistakes and never know it.

What is Mentoring?

- Mentoring refers to on-the-job person-to-person training in which a veteran employee helps a newer employee learn how to do their job, including:
 - How to relate to others in the workplace,
 - How to apply their skills and abilities, and
 - How to follow accepted protocols and procedures.

Mentor Roles:

MENTOR ROLE	PURPOSE
Host	Acclimate/Integrate
Expert	Knowledge transfer
Advisor/Coach	Encouragement/Guidance
Role Model	Exemplar of values/practices
Sponsor/Facilitator	Provides opportunity
Collaborator	Involvement as a peer

Two Primary Types of Mentors

- **Social Mentors = 1st Days**



- **Skills Mentors = 1st Year or Project**



Social Mentoring: First Days

- Become acquainted with new colleagues
- Learn how to get around the office
- Get started doing something



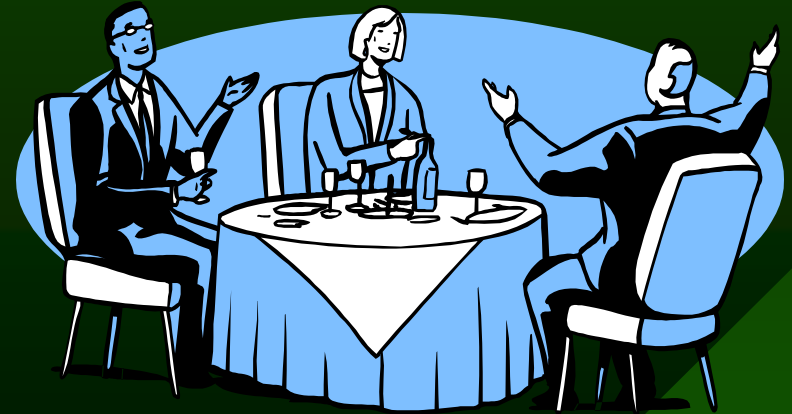
Who will be the social mentor?

Ideally, a peer who is:

- Friendly and comfortable
- Reasonably available
- Has some experience, and is familiar with the work environment (i.e. able to answer questions)
- Understands the purpose of mentoring

What does the social mentor do?

- First day activities
 - Introduces new employee to the work environment and to various people
 - Takes them to lunch
 - Answers questions



- Phase them into the office routines

Other First Week Things

- Meet with Supervisor
- Orientation activities
- Get involved in real work on an assignment, or
 - Take them on an interview or to a meeting
 - Give them something you are working on to proofread
 - Ask them to do an assignment that you have recently done for practice
- Do not leave them sitting with **NOTHING** to do

Social Mentor = Short Term Focus

- After the first week, the social mentor's **formal** role rapidly diminishes.
- Ongoing relationship between social mentor and new employee depends on intangibles.
- Social mentor should continue to take special interest in that employee.

Skills Mentoring Takes Over

- From the beginning, social mentoring should be preparing the way for skills mentoring
- If social and skills mentors are different people, they should communicate
- Skills mentoring focuses on ensuring that the employee developing the skills necessary to be successful

Skills Mentoring: First Year

- Determine their level of experience/skill
- Explain work context and assignments
- Coach them in their work efforts

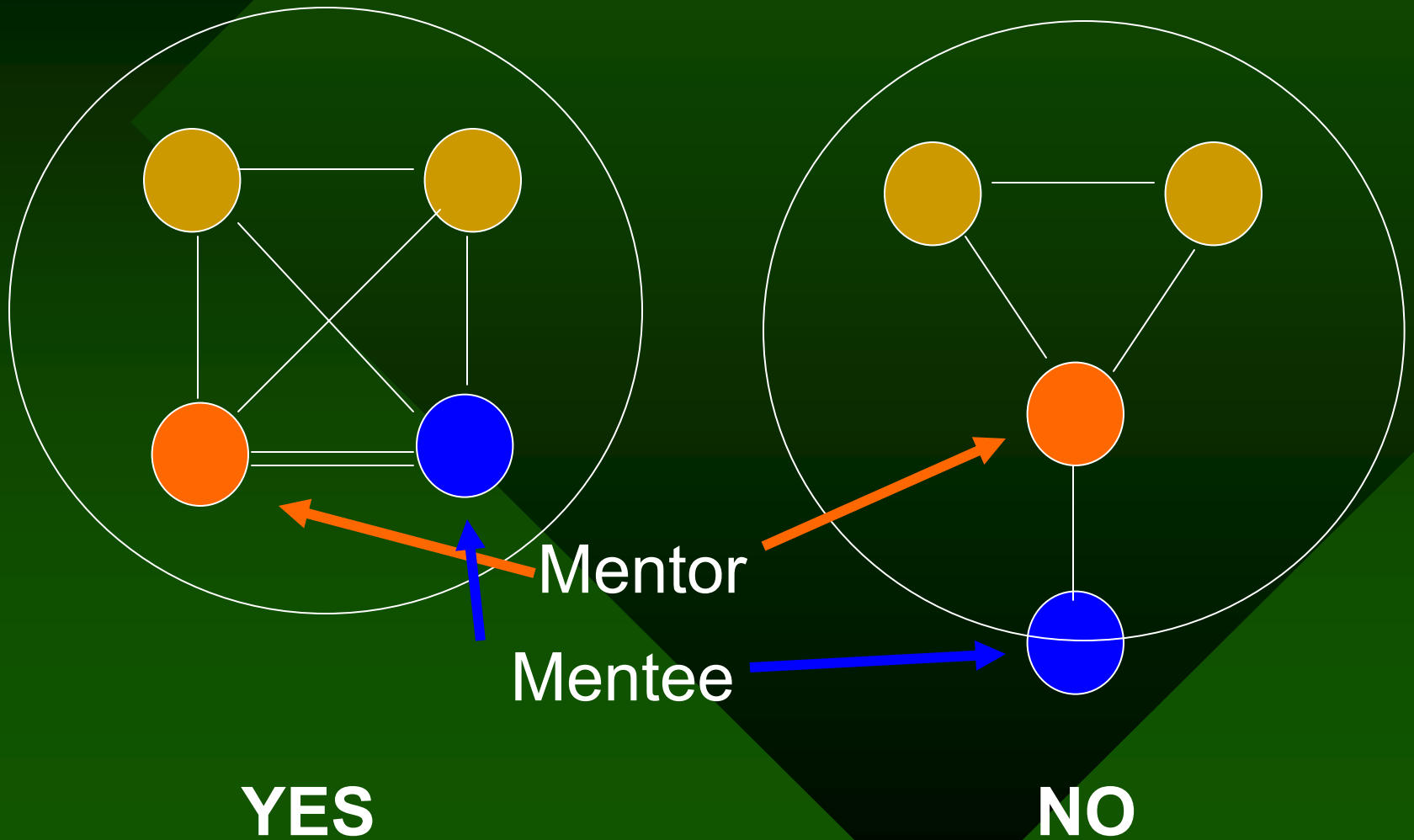
Who will be the skills mentor?

- Ideally a more experienced person in the same location, or
- A more experienced employee in another location, or
- The supervisor

What does the skills mentor do?

- **GUIDE** new employee into competence with work skills and processes
 - Teach, tutor, coach, demonstrate, consult
 - Facilitate interaction within the organization
 - Facilitate opportunities for growth
 - Provide ready feedback for improvement

The Ideal Relationship



Three Do's of Skills Mentoring

- Give them meaningful tasks and responsibilities (let them make mistakes)
- Give prompt feedback on performance and products
- Ask them what they would do and listen carefully to their ideas and suggestions

Three Don't of Skills Mentoring

- Don't give them complex tasks without discussing the approach to those tasks
- Don't redo work that they have done without walking through and explaining what you did and why
- Don't tell them that something is fine or okay when it was not

Mentoring Mistakes

- Overemphasizing tradition or history
- Being paternalistic or patronizing
- Passing on bad office characteristics
 - Cynicism
 - Officemate Libel
 - Inter-office Divisiveness

Skills Mentor Role Phases Out

- At the end of their first year or project, the “new” employee should be ready to take key responsibilities for the next year or project.
- Supervisor may assume responsibility for ongoing assistance.
- New employee may request, or skills mentor may recommend, additional mentoring.

Mentoring Bonanzas

- Leadership development
- New employee contributes more effectively, sooner
- Veteran employees often refreshed and rejuvenated by new employee enthusiasm