



Making the Most of Your Mentorship: Being an Effective Mentee

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Mentoring: Complex but Rewarding



“National Mentoring Month: 3 Tips from a Guru” American Association of University Women, 2013.

What do Mentors do?

Mentors advise and inspire.

In short, practical terms:

1. Mentors make introductions – to people, to programs or companies.
2. Mentors give recommendations to best resources – reading, classes, experiences.
3. Mentors give feedback for the mentee to consider.

Benefits of Mentoring - to *Mentees*

- Greater productivity, competence.
- Enhanced professional confidence.
- Reduced job-related stress.
- Better interpersonal relationships.
- Larger personal and professional network.
- Understanding of their career path.

More: <http://www.mentoringstandard.com/benefits-of-mentoring/>

Benefits of Mentoring - to *Mentors*

A mentoring program cannot succeed without experienced and reliable mentors, preferably coming back year after year. What motivates a senior executive or technical developer to spend up to four hours a month with a mentee?

- Giving time to help others - paying it forward.
- Developing mentor's coaching and leadership skills.
- Extending professional and personal networks (mentor and mentee).
- New understanding on the most effective ways to work and knowledge of their own company or organization.

More: <http://www.mentoringstandard.com/benefits-of-mentoring/>

Key Value of Mentoring to Companies and Organizations

- Productivity gains.
- Leadership and career development.
- Diversity awareness and support.
- Retention improvement and staff satisfaction.

More: <http://www.mentoringstandard.com/benefits-of-mentoring/>

Mentoring vs. Coaching vs. Sponsorship

	Power	Topic	Duration	Boundaries	Reward
Sponsor	Hierarchical or positional authority	Succession planning, leadership building	Long-Term: many years	Part of regular work	Career direction, protection
Coach	Special knowledge	Transfer of specific information, Teaching	Short-Term: class or program duration	School or training scope and vision	Student: passes test Coach: payment
Mentor	Wisdom authority	Career or personal growth	Mid-Term: 6 to 12 months	Program scope and vision	Mutual learning, recommendations, feedback

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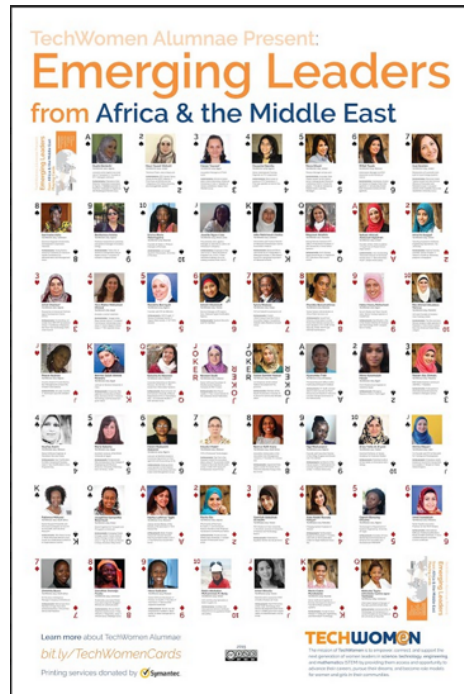
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More: <http://www.mentoringstandard.com/mentoring-vs-coaching-vs-sponsorship/>

Let's start with 108 Role Models...

A role model is a person whose behavior, example, or success can be emulated by others.

More: <http://www.notabletechnicalwomen.org/>



TechWomen Mentoring Program

TechWomen empowers, connects, and supports the next generation of women leaders in science, technology, engineering, and mathematics (STEM) from 21 countries in Africa, Central Asia, and the Middle East. Includes 5-weeks in the San Francisco Bay Area and Silicon Valley (company projects, professional workshops, networking events), then meetings in Washington, D.C. TechWomen is an initiative of the U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA), started in 2011. The women return home to become mentors in their home communities.



< **Heba Hosny (TechWomen 2012 Emerging Leader)** is a software Engineer in Egypt. A group of TechWomen mentors raised money so that Heba could return to the USA in 2013 to present her project at a conference held at the MIT Media Lab.

< **Josette Tejan-Cole (TechWomen 2013 EL)** is a petroleum Engineer in Sierra Leone. While in California, two TechWomen mentors helped Josette to spend a morning with a Vice President of a major oil company, discussing her career and education plans.

What Happens Next?

311 mentors from 91 San Francisco Bay Area companies have served in the TechWomen program, working with 234 mentees from 21 countries in Africa, the Middle East and Central Asia. After **TechWomen** Emerging Leaders return home, Mentors participate in delegation trips to the mentees' home countries, to expand networks of girls and women in science, technology, engineering, & mathematics (STEM).



< **Adla Chatila (TechWomen 2012 Emerging Leader)** hosted Katy and Jessica in Lebanon after the 2013 TechWomen Jordan Delegation – including tours of the Makassed schools where the Notable Women cards are now being used.

< **Nezha Larhrisi (TechWomen 2013 EL)** hosted the whole TechWomen 2014 Morocco Delegation in her home in Rabat - complete with a drum band and kaftan fashion show!

2 Surprising Long-Term Findings

Sun Microsystems

- **Gender:** There was no substantive difference in reported satisfaction between mentees with male mentors and those with female mentors.
 - Although female mentees have a strong preference for female mentors, long-term data showed that men and women mentees reported the same program satisfaction (90% average), regardless of their mentor's gender.
- **Distance:** There was no difference in mentee satisfaction whether partnered locally or with a remote mentor.
 - In 5 years of quarterly report responses, 22% were co-located with their mentor, and 88% were at-a-distance. Both groups reported an equal level of satisfaction.
 - It is harder to make and maintain informal connections when the mentor and mentee are not local to each other - but satisfaction is the same.

“Sun Mentoring: 1996-2009” by Katy Dickinson, Tanya Jankot, Helen Gracon, Sun Laboratories Technical Report, 2009.

Best Practices:

There's More to Mentoring than Meets the Eye

The Fine Art of Effective Listening <ul style="list-style-type: none">- Two ears, one mouth...- Patience: problems can be more complex than you think- Sounding board, not “bored”- When remote, acknowledge frequently (paraphrase, clarify).	Objective Support <ul style="list-style-type: none">- Provide timely constructive feedback as a disinterested third party- Be a safe harbor for venting; be a trustworthy confidant- Evaluate progress and adjust goals- Encourage getting outside comfort zone (reward risk-taking; learn from failure).
Advise and Catalyze <ul style="list-style-type: none">- Not just one answer; recognize and weigh options- Share problem-solving skills and let the mentee find the solution- Discuss the impacts of various actions.	Share Yourself, Be Committed <ul style="list-style-type: none">- Meet regularly: it’s not mentoring if it doesn’t actually happen- Meet in person whenever possible- Have an open door
Flexibility (the Mentoring Asana) <ul style="list-style-type: none">- Respect mentee’s choice to do what’s right for his or her situation- Accommodate changes in topics, goals- Life happens – reschedule, don’t disengage (deadlines, holidays, illnesses).	<ul style="list-style-type: none">- Provide the connect between the mentee’s goals and the organization's or company’s goals- Connect the mentee with your network, engage in mentee's network- Share your passion, have a passion for sharing

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Worst Practices:

How to Dis-serve Your Mentee

No time, no time... <ul style="list-style-type: none">- Cancel at the last minute because something really important comes up- Come late, leave early- Oops, I forgot- Why bother to schedule meetings?.	No explanations necessary <ul style="list-style-type: none">- Surely you can learn by osmosis- No need to share this since it was sent to an email group- If everyone knew about these resources, who'd need me?.
Did you say something? <ul style="list-style-type: none">- I'm the ME in MENTOR- When I want your opinion, I'll ask for it- If it worked for me, it will work for you..	So, as I told your manager... <ul style="list-style-type: none">- Confidentiality, what confidentiality?- I didn't think you'd mind my sharing...
Everything you do is wrong <ul style="list-style-type: none">- Why in the world did you do that?- Well, if you can't explain it, I can't help you- Just do what I say, and don't ask questions.	Did you want to get something out of this? <ul style="list-style-type: none">- Goals? goals? we don't need no stinkin' goals...- Did I say I'd do that?- Your satisfaction is not my problem

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Being a Good Mentee 1

Suggestions from the American Association of University Women, 2013:

Do your homework. Come to meetings with your mentor prepared. Make sure you've done any readings assigned you. If your mentor makes a professional recommendation, do it — no matter how awkward it may seem.

Ask questions. You want to learn how your mentor thinks and makes decisions — so ask!

Be respectfully persistent. Relationships often fall apart because the mentee didn't follow up. Don't worry about hounding your mentor; you already have permission to ask.

Be committed. The effort you put into this relationship will directly affect the results, so make the time needed for the relationship.

Be patient. Often, the mentor learns more in the short term than the mentee will. During your meetings, the mentor may get a concrete understanding of the problems in the profession. The mentee, on the other hand, takes longer to process what she's learning. It may take years for the mentee to fully understand the lessons learned from the relationship.

"National Mentoring Month: 3 Tips from a Guru" American Association of University Women, 2013.

More: <http://www.mentoringstandard.com/being-a-good-mentee/>

Being a Good Mentee 2

Suggestions from Carnegie Mellon Univ. mentoring program started in 2010:

Show up. Not just physically, but mentally, to every interaction. Come with goals, come with questions, come with ideas.

Follow up. If your mentor gives you a contact, send the email that day. If someone helps you, send a thank you email

Read up. Constantly researching your field, your colleagues, and your competitors is the name of the game.

In addition, keep in mind that *“When you invest your time in being a committed mentee, you will be rewarded with accelerated experiences from your mentor.”*

“3 Tactics for Being a Good Mentee”, (Carnegie Mellon University – Dietrich College Career Mentoring Program), by Jessica Dickinson Goodman, 2012.

More: <http://www.mentoringstandard.com/being-a-good-mentee/>

The Best Mentoring Advice

**“Don’t expect or promise miracles.
The goal is not perfection but improvement.”**

- Dr. Bob Sproull
 - Sun Microsystems Labs Director, 2006-2011
 - Sun Microsystems Labs Fellow (Vice President), 1990-2010
 - Principal, Sutherland Sproull and Associates, 1980-1990
 - Associate Professor, Carnegie Mellon University, 1977-1990

Mentoring References

From Mentoring Standard – on

http://www.mentoringstandard.com/research_publications/:

- **“Benefits of Mentoring”** From Katy Dickinson’s presentation “Mentors and Role Models – Best Practices in Many Cultures” from the Voices 2015 Global Tech Women conference, March 2015.
- **“Being a Good Mentee”** From “Mentors and Role Models – Best Practices in Many Cultures” from the Voices 2015 Global Tech Women conference, March 2015.
- **“Mentor Recruitment”** Extended version of a document in “Mentoring in a Box” 2014.
- **“Expert Mentoring Advice: Best Practices, Worst Practices”** From “Sun Mentoring: 1996-2009” Sun Microsystems Laboratories 2009 Technical Report.
- **“Mentoring vs. Coaching vs. Sponsorship”** Extended version of a document in “Mentoring in a Box” 2014.



About

Katy Dickinson is a Founder of Mentoring Standard. She has designed and managed successful mentoring programs in the Americas, Africa, the Middle East, Europe, and Asia. She has held senior executive roles at Everwise, People to People, MentorCloud, Huawei, and Sun Microsystems. At Sun, she created and managed the global Engineering mentoring programs for ten years.

Katy Dickinson was the Process Architect for the first class of the U.S. State Department's TechWomen mentoring program. She was a Member of the Anita Borg Institute Advisory Board, and a Lecturer for the University of California at Berkeley Engineering class on entrepreneurship for many years. She is an author, speaker, and popular blogger on *katysblog.wordpress.com*



Mentoring Standard Vision:

High quality mentoring changes lives. Professional mentoring to be effective must follow best practices. Mentoring Standard offers systems and processes to measure and recognize mentoring effectiveness and capability - in both individuals and programs. *mentoringstandard.com*

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