TECHWOMEN

How to Be an Effective Mentor:
Best Practices Workshop
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Mentoring Standard

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

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/*
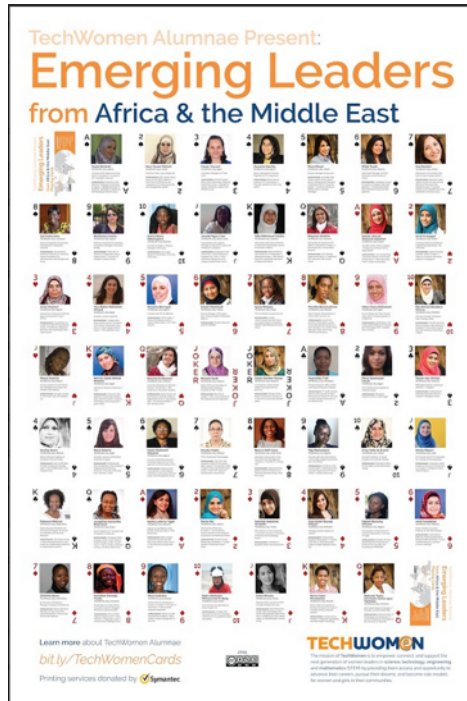
Professional Mentoring Program Example 1: TechWomen

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).
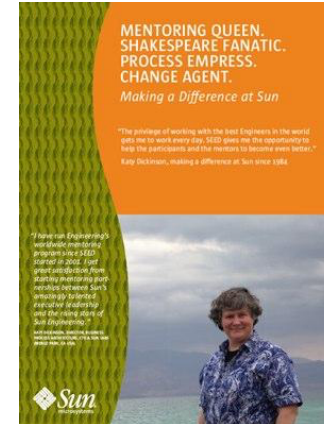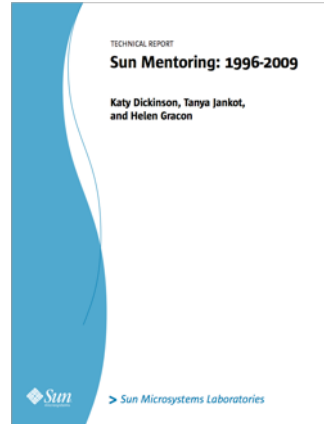

< **Adla Chatila (TechWomen 2012 Emerging Leader)** hosted Katy and Jessica in Lebanon after the 2013 TechWomen Jordan Delegation – including tours of the Makassed schools where the Notable Women cards are now being used.
< **Nezha Larhrisi (TechWomen 2013 EL)** hosted the whole TechWomen 2014 Morocco Delegation in her home in Rabat - complete with a drum band and kaftan fashion show!

Professional Mentoring Program Example 2: Sun Microsystems

- Between 1996-2010, over 7,300 technical employees participated in very successful formal mentoring programs at Sun Microsystems.
- External analysis reported Sun's got over 1,000% return on investment (ROI).
- Other remarkable Sun metrics: more than twice the normal promotions, 93% satisfaction, 88% mentors working remotely (with mentees in 30 global sites), and 70% executive mentors.
- Special terms were held in China, India, Germany, Israel, Russia, Czech Republic, France, and Ireland.

TECHNICAL REPORT

Sun Mentoring: 1996-2009

Katy Dickinson, Tanya Jankot, and Helen Gracon

Sun Microsystems Laboratories

MENTORING QUEEN.
SHAKESPEARE FANATIC.
PROCESS EMPRESS.
CHANGE AGENT.
Making a Difference at Sun

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.

Role Models & Mentors

< **Fran Allen** – the 1st woman to win the ACM Turing Award, mentored and encouraged generations of technical women at the annual Grace Hopper Conference.

Duy-Loan Le >
whose corporate and civic leadership in both Viet Nam and the USA have advanced education and inspired technical leadership.

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Best Practices:

There's More to Mentoring than Meets the Eye

The Fine Art of Effective Listening - 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** - 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 - 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** - 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) - 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).	- 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

Worst Practices:

How to Dis-serve Your Mentee

No time, no time... - 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** - 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? - 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...** - Confidentiality, what confidentiality? - I didn't think you'd mind my sharing...
Everything you do is wrong - 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?** - Goals? goals? we don't need no stinkin' goals... - Did I say I'd do that? - Your satisfaction is not my problem

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

7 Examples of Mentoring Success and Failure - in the Field

Example 1: Project-Based Mentoring

- Not all languages have a word for "mentoring" or "mentor" or "mentee".

- In October 2014, a technical trainer from Jordan and another from Palestine met in San Francisco for TechWomen. Their project was to make 7 videos to explain in Arabic how mentoring works: *https://www.youtube.com/user/KatyDickinson*

- Mai said she had unsuccessfully attempted 30 times to make videos before the mentorship. She learned that "Done is Better Than Perfect".

Photo - Copyright 2014 Saul Bromberger & Sandra Hoover

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Example 2: Not Funny

- In discussing Copyright and Fair Use with 2 mentees and Jordan and Palestine, I showed them a 2007 TED Talk video by Harvard Law Professor Lawrence Lessig.

- The talk included a short remix example called "Jesus Christ - The Musical". I thought it was harmless and funny but both mentees found it deeply offensive to show Jesus in a comic video.

- Humor is a subversive play with conventions and established ideas. It is based on breaking taboos and on shared context.

- We spent days rebuilding trust and had to agree to disagree about the appropriateness of the example.

Cartoon - Copyright 2005 Inherit the Mirth by Cuyler Black

Example 3: Project-Based Mentoring

- Two leaders: one a Distinguished Engineer in Microelectronics, and the other a Senior Staff Engineer in System Software, were paired for mentoring.

- They chose to work on a series of LEGO robotics projects for six months to renew their appreciation of each other's disciplines.

- They agreed to be available to start a phone call from 9 to 9:15 am Monday-Friday, if either wanted to talk.

- Other communications were in email.

Example 4: Event-Based Mentoring

- A Sun Microsystems Vice President wanted to be a mentor but had little time for dedicated, scheduled meetings.

- The VP turned his monthly invitations to speak at public security conferences into a way to make time - by getting his mentee invited too.

- His mentee got access to a senior executive's network and professional context while spending time with his mentor.

Example 5: Mentoring in a Crisis

- Two weeks into a USA-based TechWomen mentoring relationship, the mentee's team in Jordan heard that they won a competition - and had to prepare a major proposal immediately.

- The mentee had to decide whether to drop out of TechWomen and return home, or to manage her team through proposal development remotely.

- The mentorship became a real-time exercise in distance coaching.

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Example 6: Manager vs. Mentor

- In Sun's Beijing Engineering group, in 2003, many managers refused to allow top-ranked staff access to the mentoring program.
- The China-based managers were afraid that letting HQ-based senior executives mentor their staff would challenge the manager's authority.

- It took several years to build trust with the Beijing managers. Over time:
  - Their staff member being selected became seen as honor for the managers.
  - Mentors became a new source of expertise to benefit the whole group.
- Sun had enough participants to run a China-only mentoring term by 2005.

Example 7: Mentor vs. Manager

- The Sun Microsystems Engineering mentoring program had a policy that the mentee could not ask their mentor for a job.

- Mentees were discouraged from transferring to work for the mentor until a year or more after the mentoring period ended.

- Even so, from time to time a mentee would go to work for their mentor, which invariably caused anger and resentment by the mentee's original manager.

- This was an ongoing discussion and potential source of problems for the mentoring program and its participants.

What Worked for Me

ELs from Lebanon, Egypt, Morocco, Jordan, Algeria, Palestine since 2011

- Find out in advance about your EL's halal food, daily prayer, personal modesty and hand-shaking preferences/requirements.
- If needed, find or make a daily prayer space with no clear windows.
- Use lunchtime for mini adventures and local tours.

- Offer new food / activities but keep a balance between adventure and comfort – let her pick.
- Invite her home to cook dinner with you.
- Schedule executive contacts way in advance, brief executives on your EL before meeting.
- Partner with Cultural Mentors.
- You only have a month – use it wisely.

3 Mentoring Standard Offers

1. **"How to be an Effective Mentor: Best Practices Workshop"**
   You are invited to join one of two free workshops for TechWomen 2015 mentors. The two workshops will cover the same material. 9/22 in Sunnyvale at Juniper, 9/25 in SF at IIE.
2. **Private Consulting for TechWomen 2015 Mentors**
   Katy Dickinson and Kathy Jenks are available to support TechWomen 2015 mentors during October 2015. Even the most experience mentor sometimes has a specific mentoring question or just wants to check in about developments with their EL. Please send email to *info@mentoringstandard.com* to schedule a free private half-hour meeting by phone

3. Mentor Certification
Free Mentor Certification to TechWomen 2015 mentors. Great mentoring isn't the result of completing a check list or training program. Mentoring Standard honors real mentoring experience and accomplishment in a range of fields – no additional training or program participation is required.

What Mentor Certification Means

Mentoring Standard certifies mentors who can prove they hold within themselves the following 3 qualities:

1. Significant Experience in Mentoring.
2. Good Reputation.
3. Respectable Professional Experience.

More: http://www.mentoringstandard.com/get-certified/

Certification Benefits to Mentors

- Establishes a public record of successful and effective mentoring and growth.
- Demonstrates a sustained pattern of leadership and career development.
- Provides objective credentials for an otherwise largely-subjective experience.
- Allows the individual to transfer his or her mentoring experience to a new context, job or professional program.
- Identifies areas to develop and improve both personally and professionally.
- Documents progression of learning and growth over time as a mentor through three levels: regular, advanced, and master.
- Creates a long-term mentoring career path from mentee through master mentor.
- Allows senior mentors to use their own path to certification as an example and guide for their mentees.

More: http://www.mentoringstandard.com/get-certified/

How Mentor Certification Works

Read Mentoring Standard's "Privacy Policy" and "Terms of Use"

Complete/submit application form, including acceptance of terms and policies, and verification of accuracy.

Arrange for 2 mentees to submit letters of recommendation to support your Significant Experience in Mentoring.

Submit requested materials to demonstrate your Good Professional Reputation and Respectable Experience.

Respond to follow up questions as needed.

More: http://www.mentoringstandard.com/get-certified/

Mentor 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.

Resources – For Inspiration

Notable Women in Tech, and TechWomen playing cards and posters:

- *http://www.notabletechnicalwomen.org* (buy your own here)
- *https://www.facebook.com/NotableTechnicalWomen* (for project updates)

Videos

1.**"Hans Rosling: The best stats you've ever seen"** TED Talk 2006. Video 19 Minutes. *http://www.ted.com/talks/hans_rosling_shows_the_best_stats_you_ve_ever_seen*

2.**"Randy Pausch Last Lecture: Achieving Your Childhood Dream"** Carnegie Mellon University 2007. Video: 1 hour 16 minutes. *https://www.youtube.com/watch?v=ji5_MqicxSo*

3.**"A Fair(y) Use Tale"** by Eric Faden, Media Education Foundation 2007. Video: 10 minutes. *https://www.youtube.com/watch?v=CJn_jC4FNDo*

4.**"Helen Greiner Women of Vision Award Speech"** Anita Borg Institute 2008. Video: 7 Minutes. *https://www.youtube.com/watch?v=-5ObAgkqicQ*

5.**"My 12 pairs of legs"** by Aimee Mullins, TED 2009. Video 10 Minutes. *http://www.ted.com/talks/aimee_mullins_prosthetic_aesthetics*

6.**"Chimamanda Ngozi Adichie: The danger of a single story"** TED Talk 2009. Video 18 Minutes. *http://www.ted.com/talks/chimamanda_adichie_the_danger_of_a_single_story*

7.**"Duy-Loan Le 2010 Grace Hopper Celebration Keynote"** Anita Borg Institute 2010. Video: 34 minutes. *https://www.youtube.com/watch?v=PsEvCbjpvc4*

Resources – More Inspiration

Videos

8. **"Drive: The surprising truth about what motivates us"** by Dan Pink, RSA Animate 2010. Video 10 Minutes. *https://www.youtube.com/watch?v=u6XAPnuFjJc*

9. **"The value of boredom | Genevieve Bell** | TEDxSydney" 2011. Video 15 Minutes. *https://www.youtube.com/watch?v=Ps_YUElM2EQ*

10. **"Donald Sadoway: The missing link to renewable energy"** TED 2012. Video 10 Minutes *http://www.ted.com/talks/donald_sadoway_the_missing_link_to_renewable_energy?language=en*

11. **"Amy Cuddy: Your body language shapes who you are"** TED 2012. Video 21 Minutes. *http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are*

12. **"Angela Lee Duckworth: The key to success? Grit"** TED. 2014. Video 6 Minutes. *http://www.ted.com/talks/angela_lee_duckworth_the_key_to_success_grit*

13. **"Ziauddin Yousafzai - My daughter, Malala"** TED 2014. Video 16 Minutes. *https://www.ted.com/talks/ziauddin_yousafzai_my_daughter_malala?language=en*

14. **"Alaa Murabit: What my religion really says about women"** TED 2015. Video 12 Minutes. *http://www.ted.com/talks/alaa_murabit_what_my_religion_really_says_about_women*

Next steps –
Preparing for your EL to go home

ELs need to be ready to explain what they did while in the USA – to family and friends, and at work – after going home. You can help:

- Support your EL in developing her final TechWomen presentation – make sure it can also be used when she returns home.
- Discuss what she can do with what she has learned.
- Ask for her elevator pitch several times a week.
- Give her a Certificate signed by host organization or company executives, and send her a letter of thanks on letterhead.

Let your EL know that you very much want to keep in touch after she returns home.

- Schedule your first three calls in advance.
- Start work on a continuing project of benefit to both in October – to give you a reason to keep communicating!

Questions?

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***