Mentoring Best Practices
Part I: How to be a Good Mentor

Katy Dickinson
Founder, Mentoring Standard
mentoringstandard.com
dickinson@mentoringstandard.com

10 May 2016

Mentoring
Standard

Overview and Goals

- Mentoring is a top methodology that is particularly effective at promoting development, advancement, and productivity.

- From this presentation, faculty who want to be better mentors will learn from a world expert about best practices and hear practical examples of how mentoring works.

- Also to be addressed are how mentoring is different from coaching and sponsorship, best practices for mentees, and how developing a culture of mentoring can strengthen the whole university community.

Academic Mentoring Data

Material is presented here on mentoring in a wide variety of professional areas: academic, industry, government, and non-profit.

While there are differences of title, goals, and organizational structure, **no substantive differences in mentoring method or results have been found** in these areas. Academic data have been presented when available.

Mentoring as a learning and professional methodology is remarkably effective; however, detailed information on long-term patterns is scarce. Most reports available to the public are anecdotal, superficial, or both.

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.

Mentors are Role Models

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

More: *http://www.notabletechnicalwomen.org/*
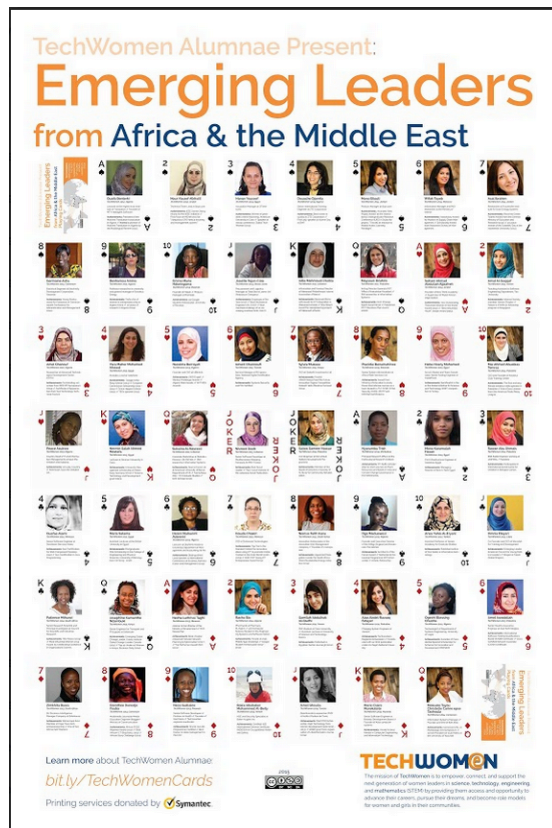
Benefits to *Mentees*

- 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 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 Hosting Organization

- Significant 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

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

Adapted "Sun Mentoring: 1996-2009" Sun Laboratories Technical Report, 2009.

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

Adapted from "Sun Mentoring: 1996-2009" Sun Laboratories Technical Report, 2009.

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

"Sun Mentoring: 1996-2009" Sun Laboratories Technical Report, 2009.

What Do Mentors Look Like?

72 Certified Mentors in 17 Countries

Tunisia Morocco Nigeria United States Cameroon Lebanon Palestine Kenya Canada Saudi Arabia South Africa Turkmenistan Kazakhstan Egypt
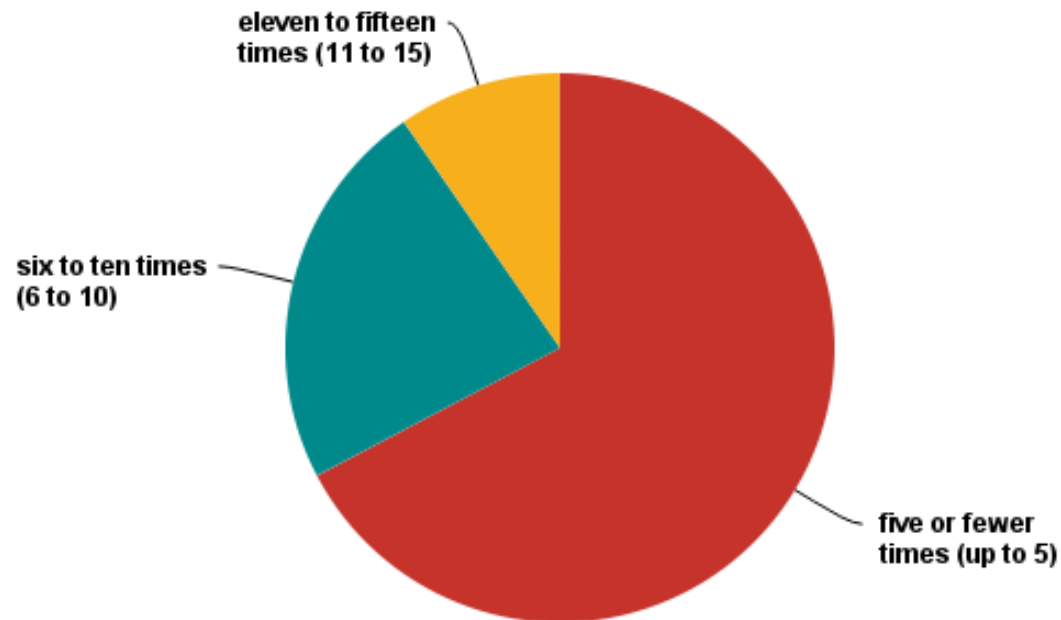
Formal Mentoring Participation
Survey of 52 Certified Mentors

Q1 How many times in your life have you been a mentor in a formal mentoring program? (pick one)
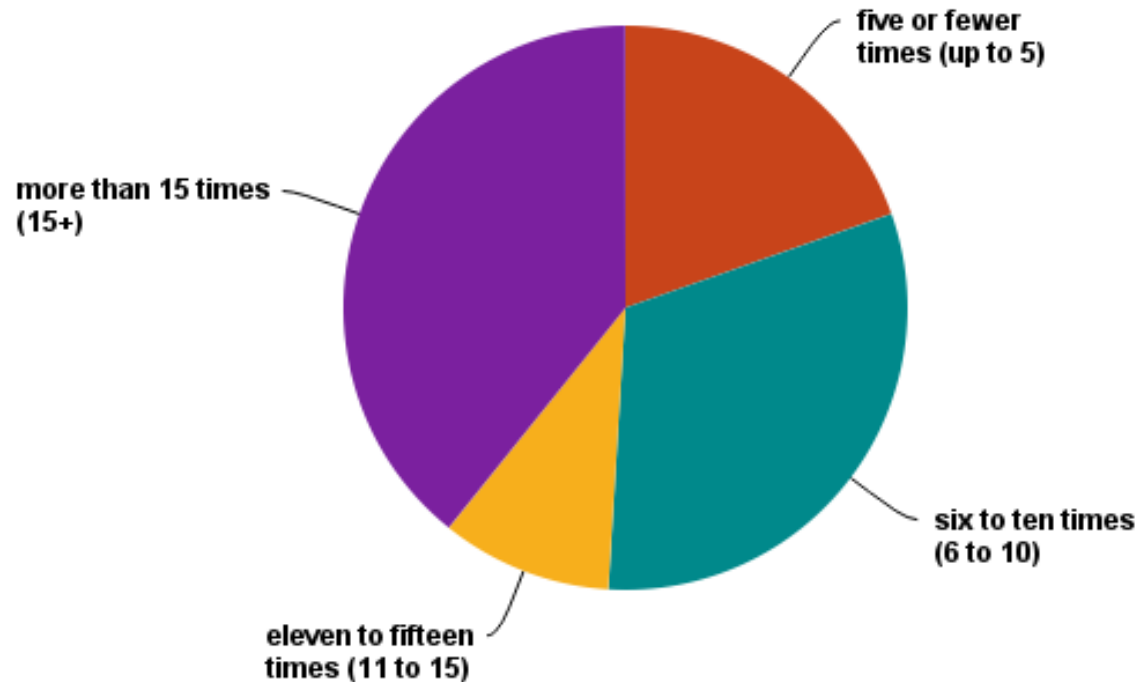
Answered: 52   Skipped: 0

eleven to fifteen times (11 to 15)

six to ten times (6 to 10)

five or fewer times (up to 5)

Informal Mentoring Participation
Survey of 52 Certified Mentors

Q2 **How many times in your life have you been an informal mentor? (pick one)**

Answered: 51   Skipped: 1

five or fewer times (up to 5)

six to ten times (6 to 10)

eleven to fifteen times (11 to 15)
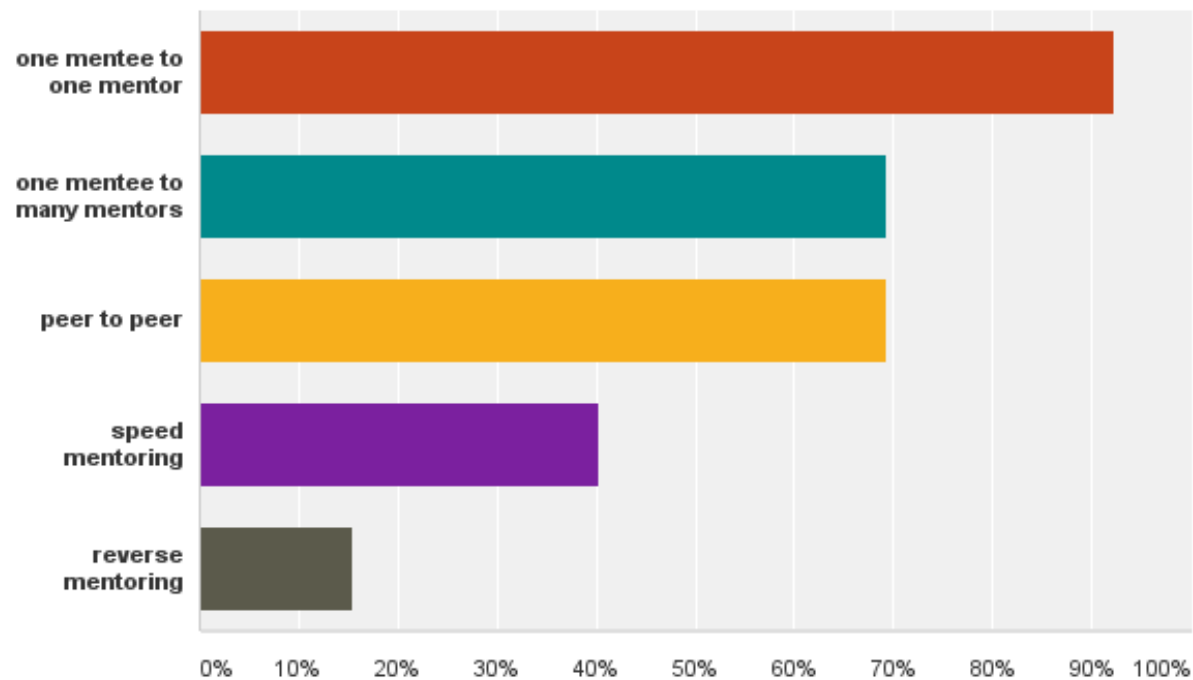
more than 15 times (15+)

Types of Mentoring
Survey of 52 Certified Mentors

Q3 **In what types of relationships have you ever participated as a mentor? (pick as many as apply)**

Answered: 52   Skipped: 0

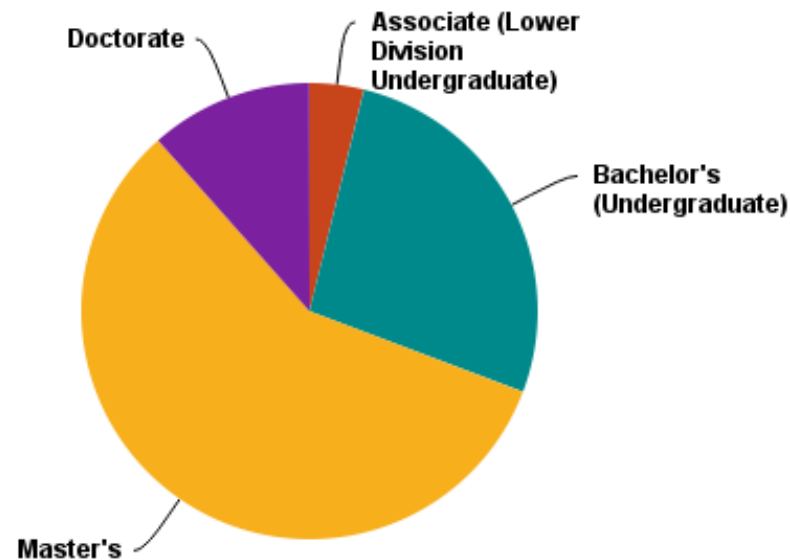Copyright 2016 Mentoring Standard

Academic Level
Survey of 52 Certified Mentors

Q4 What is the highest academic level for which you received a university-level diploma, or equivalent certificate of graduation? (pick one)

Answered: 52   Skipped: 0

Professional Seniority

Survey of 52 Certified Mentors

Q5 What is the professional seniority level of your current or most recent job? That is: which of these is what your LinkedIn Profile, or business card says you do? (pick as many as apply)
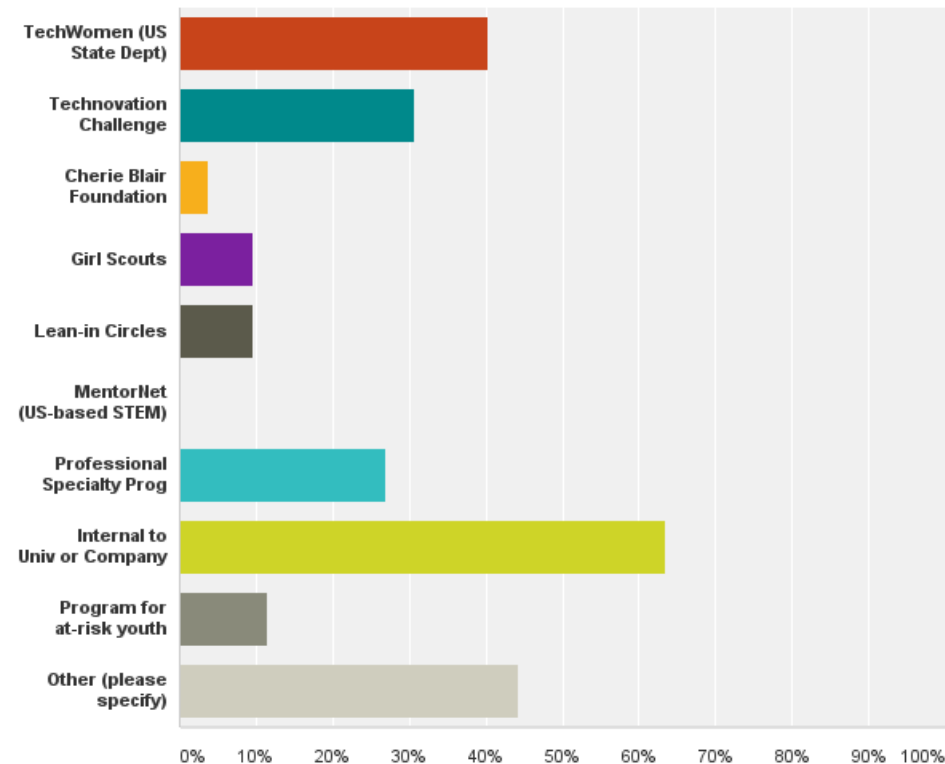
Answered: 51   Skipped: 1
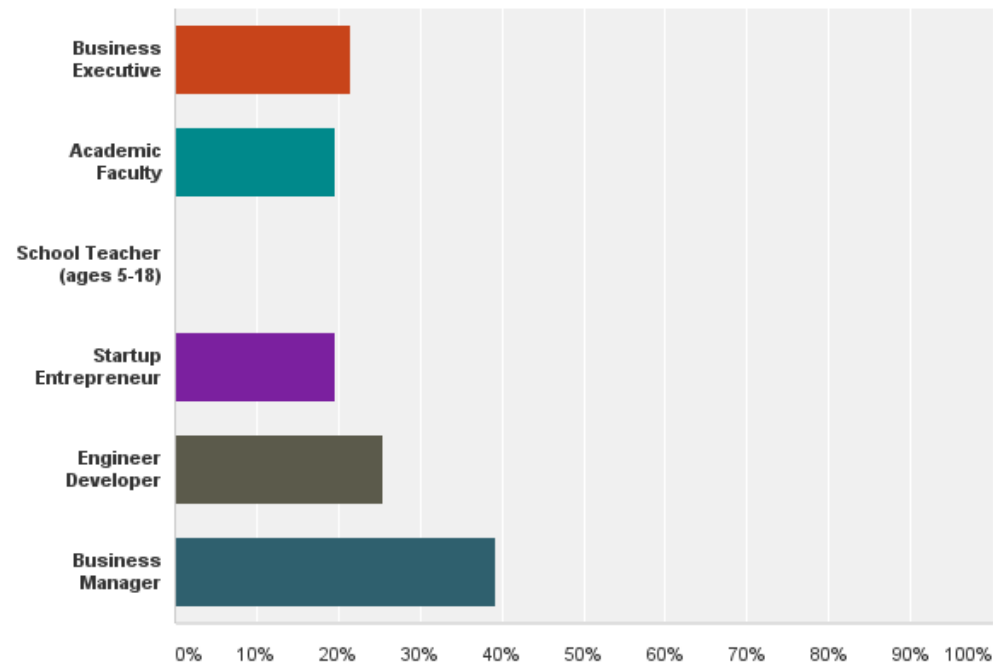
Program Participation
Survey of 52 Certified Mentors

Q6 In what formal mentoring programs have you participated as a mentor? (pick as many as apply)

Answered: 52   Skipped: 0

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" Sun Laboratories Technical Report, 2009.

Developing a Mentoring Culture 1

Create New, and Extend Existing Mentoring Programs

Ask Mentors and Mentees to Recruit Participants

Seek Senior and Diverse Mentors

Reward Mentors in Regular Evaluation Cycles

Continuous Cycle - Ongoing

Developing a Mentoring Culture 2

- Creating one or more formal mentoring programs that are available long-term is the first step to building a mentoring culture that benefits the whole organization.

- Satisfied participants are the best recruiters for any mentoring program.

- A mentoring program that offers a large choice of good mentors allows the best possible match for mentees.

- Diverse choice of mentors allow mentees to engage with "someone like me" – a mentor with whom they feel commonality and shared values.

- Because a formal mentoring program makes good use of their very limited time, it is easier for professors and executives to participate regularly. Over time, the mentors start to mentor each other.

- A long-term program is still there when the mentees mature to become mentors themselves, creating a virtuous cycle:
  - 25% of the mentors in the Sun Microsystems Engineering mentoring program had started their participation as mentees.
  - Of the TechWomen US State Department mentoring program participants who have become Certified Mentors, 64% started as mentees.

- Support the mentoring culture by adding mentoring to evaluation and promotion policies. **Reward mentoring!**

Best Practices in Managing Mentoring

Best Practices of Successful Formal Mentoring Programs

- Program Benefits and Goals Clear
- Strong Management Support
- Mentors, Mentees Selected
- Detailed Data Reporting
- Meeting 3 or More Times /Month
- Match for 6 or More Months
- One-on-One Mentor-Mentee
- Mentor Training/ Orientation Given
- Program Continues and Improves for Years
- Some Remote Meetings
- Paid Program Staff
- Ongoing Support Provided by Staff

From 2013 "Lifetime Value of Mentoring"
By Katy Dickinson, Grace Hopper Conference

Measurably Successful Formal Mentoring Programs					
Children and Youth	University - Student, Faculty	Corporate - Career	Senior - Retired	Participants Tracked in Project Report	Mentoring Project Name
■				7,500	Big Brothers Big Sisters: school based (Ref#9)
■				1,310	At-Risk Youth Project (Ref#10)
	■			54	Academic Health – Faculty-Student (Ref#17)
	■			11	Mentoring Faculty, Academic Medicine (Ref#15)
		■		7,333	Sun Microsystems – Corporate (Ref#5)
		■		265	TiE Silicon Valley – Professional Assn (Ref#3)
		■		500	Sodexo – Corporate (Refs#6, 16)
			■	44	Emory University Senior Mentor Program (Ref#7)
			■	81	Senior Mentor Program U. South Carolina (Ref#2)

Mentor Satisfaction 1
Certified Mentors 2016

Dr. Alyaa Abdelhalim (Alexandria University – Egypt): "Mentoring for me throughout my experience is about providing the suitable environment for my students to learn to grow and adopt positive thinking to keep their enthusiasm and passion about their ideas and inventions alive, regardless of the setbacks or disappointments they may encounter. Not only by providing them with positive thinking embedded in the talk but wrapping talk with success stories."

Dr. Omolara Titilayo Aladesanmi (Obafemi Awolowo Univ. - Nigeria): "I have been involved in mentoring for about 10 years and it has been a mutual relationship. I have learnt a lot from my mentee which has also helped me to improve on my mentoring ability."

Dr. Temitope Aladesanmi (Obafemi Awolowo University - Nigeria): "At a point in my life, I realized that I have garnered so much knowledge it becomes important for me to see how the knowledge can be put into the use of society."

Mentor Satisfaction 2
Certified Mentors 2016

Dr. Yetunde Folajimi (Northeastern University – Massachusetts, USA):
"I am driven by a special passion to give back to the society, as I myself benefited through mentoring. I value my impact on the new generation of girls and women whom I mentor through events like regular summer camps, hackathons, training programs and personalized mentoring. I have worked with hundreds of girls annually by engaging them in activities that enable them practice and create projects of their own, thereby addressing the low self-confidence which is a critical factor that especially discourages women and girls from being part of ICT professions."

Sharon Moore (Management Coach - France): "I learn a great deal from my mentees... Sometimes in helping a mentee I have done research or gained knowledge that I might not have done without their questions/curiosity. I have received innovative ideas for problems solving watching my mentees solve their own problems. I have also been exposed to other parts of the organization or other expertise that have enriched my own experience base."

Larissa Shapiro (Diversity Manager – California, USA):
"What I continue to learn is that being a mentor shines a light and lifts up other people - but even more so, it teaches me my own strengths and weaknesses."

Mentoring in the Field
Example 1: Not Funny

- In discussing Copyright and Fair Use with two mentees from the Middle East, I showed them a 2007 TED Talk video by Harvard Law Professor Lawrence Lessig.

- Professor Lessig's talk included a short remix example called "Jesus Christ - The Musical". I thought the comic video was harmless and funny but both mentees found it deeply offensive.

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

Inherit the Mirth cartoon from Cuyler Black, Copyright 2011

Mentoring in the Field
Example 2: Crisis at a Distance

- Two weeks into a full-time project-based mentoring program, my mentee's work team heard that they won a competition - and had to prepare a major proposal immediately.

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

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

Mentoring in the Field
Example 3: Disengaged

- After a month, the mentor was spending only a fraction of the time she had committed to dedicate to her mentee - who was frustrated and ready to quit.

- As manager of the mentoring program, I set up a private call to review the program requirements with the mentor.

- The mentor had been busy and not aware of her mentee's frustration. After our meeting, the mentor gave highest priority to supporting her mentee.

Mentoring in the Field
Example 4: Life and Death

- On 11 September 2001, Phil Rosenzweig died on the second plane crashed by terrorists into the World Trade Center buildings in New York City. He was a beloved husband, father, friend, and Sun Microsystems Director.

- Phil was also an active mentor in the Sun Engineering mentoring program.

- His assigned mentee and all of the mentors and mentees in the program were deeply shocked and grieved at his untimely death.

- As a community, we stood in silence to honor Phil – and the mentors committed to strengthening their ties with Phil's mentee.

References from Mentoring Standard

Topics available on *mentoringstandard.com*

- 9 Questions Before Starting a Mentoring Program

- Benefits of Mentoring

- Expert Mentoring Advice: Best Practices, Worst Practices

- Finding a Mentor, Being a Good Mentee

- Mentoring vs. Coaching vs. Sponsorship

- Mentor Recruitment

Videos for Inspiration 1
(Each One a Discussion-Starter)

- **"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*

- **"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*

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

- **"Ken Robinson: Do Schools Kill Creativity?"** TED Talk 2007. Video 20 Minutes. *https://www.youtube.com/watch?v=iG9CE55wbtY*

- **"On Leadership"** Ivan Sutherland - Sun Laboratories. Sun Microsystems Mentoring Program. 8 linked YouTube Videos – just under an hour total: 2008. *https://www.youtube.com/playlist?list=PL9EBEE94C1870767A*

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

- **"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*

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

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

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

Videos for Inspiration 2
(Each One a Discussion-Starter)

- **"Brene Brown: The Power of Vulnerability"** TED 2011. Video 20 Minutes. *https://www.youtube.com/watch?v=iCvmsMzlF7o*
- **"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*
- **"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*
- **"Taylor Mali - Like Lily Like Wilson"** Def Jam Poetry 2013. Video 2 Minutes. *https://www.youtube.com/watch?v=R1Tea2vqDCw*
- **"Rita Pierson: Every kid needs a champion"** TED 2013. Video 8 Minutes. *https://www.ted.com/talks/rita_pierson_every_kid_needs_a_champion*
- **"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*
- **"Clint Smith: The danger of silence"** TED 2014. Video 4 Minutes. *http://www.ted.com/talks/clint_smith_the_danger_of_silence*
- **"Ziauddin Yousafzai - My daughter, Malala"** TED 2014. Video 16 Minutes. *https://www.ted.com/talks/ziauddin_yousafzai_my_daughter_malala?language=en*
- **"History of Women in Computing and Women Leaders in Computing"** Telle Whitney, Susan Rodger, Katy Dickinson. Microsoft Research Gender Diversity Lecture Series 5. Video 1 hour 26 minutes. *http://research.microsoft.com/apps/video/default.aspx?id=246971*
- **"Mentoring Best Practices Panel"** 10 March 2016, presented by the TechWomen Alumnae Council and Ericsson Women in Leadership. Moderated by Katy Dickinson. Video 1 hour 12 minutes. *https://www.youtube.com/watch?v=HkxY_F6vB9Q*

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 is a member of the TechWomen Alumnae Council. She is an Accredited Mentor by the University of the South, was the Process Architect for the first class of the U.S. State Department's TechWomen mentoring program, a Member of the Anita Borg Institute Advisory Board, and a lecturer for 12 years for a University of California at Berkeley Engineering class on entrepreneurship. She is an author, speaker, and popular blogger on *katysblog.wordpress.com*

Mentoring Standard

High quality mentoring changes lives. Professional mentoring to be effective must follow best practices. Mentoring Standard was founded in 2015 in the Silicon Valley to offer systems and processes to measure and recognize mentoring effectiveness and capability - in both individuals and programs. *mentoringstandard.com*

Questions?