



# Mentoring Best Practices

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# Overview and Goals

- Mentoring is a top business methodology that is particularly effective at promoting personal and professional development, advancement, and productivity.
- Questions to be answered:
  - What is mentoring?
  - How are mentoring, coaching, and sponsorship the same – and different?
  - Finding a mentor?
  - Becoming a better mentor?
  - Best practices for mentees?
  - Building a culture of mentoring?
- Role Playing

# 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.

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:

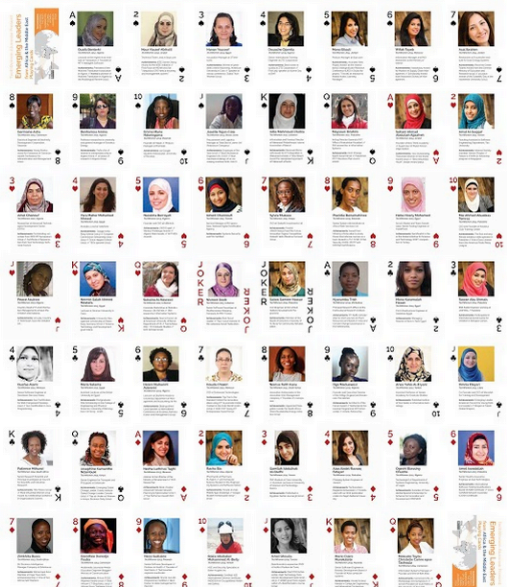
1. Mentors make introductions – to people, to programs or companies.
2. Mentors give recommendations to best resources – reading, classes, experiences.
3. Mentors give feedback for the mentee to consider.




# Mentors are Role Models

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

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**TECHWOMEN**  
The mission of TechWomen is to inspire, educate, and support the next generation of women leaders in science, technology, engineering, and mathematics (STEM) by providing them with access and opportunities to advance their careers, pursue their dreams, and become role models for women and girls in their communities.



**Manuela Veloso**  
Carnegie Mellon Univ. Professor, IEEE Fellow, AAAS Fellow, AAAI Fellow. Known for: contributions to the development of cognition, perception and action in autonomous robot teams.  
[http://en.wikipedia.org/wiki/Manuela\\_M\\_Veloso](http://en.wikipedia.org/wiki/Manuela_M_Veloso)


**Valerie Taylor**  
Professor Texas A&M Univ., IEEE Fellow. Known for: contributions to performance enhancement of parallel computing applications.  
[http://en.wikipedia.org/wiki/Valerie\\_Taylor\\_\(computer\\_scientist\)](http://en.wikipedia.org/wiki/Valerie_Taylor_(computer_scientist))

**Augusta Ada Lovelace King**  
Mathematician. Known for: being the 1st computer programmer in 1843.  
[http://en.wikipedia.org/wiki/Ada\\_Lovelace](http://en.wikipedia.org/wiki/Ada_Lovelace)

**Radia Perlman**  
ACM SIGCOMM and Usenix Association Awards, Internet Hall of Fame, 1st ABI Women of Vision Innovation Award. Known for: contributions to network routing and security protocols.  
[http://en.wikipedia.org/wiki/Radia\\_Permalink](http://en.wikipedia.org/wiki/Radia_Permalink)

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

Adapted from a 2014 work by Katy Dickinson while at Everwise, licensed under a Creative Commons Attribution-ShareAlike 4.0 International License: <https://creativecommons.org/licenses/by-sa/4.0/>  
 More: <http://www.mentoringstandard.com/mentoring-vs-coaching-vs-sponsorship/>

# Best Practices:

## There's More to Mentoring than Meets the Eye

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

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

# Worst Practices:

## How to Dis-serve Your Mentee

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

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

# Sheryl Sandberg on Finding a Mentor

“Because it is harder for young women to find mentors and sponsors, they are taking a more active role in seeking them out. And while normally I applaud assertive behavior, this energy is sometimes misdirected. No matter how crucial these connections are, they probably won’t develop from asking a virtual stranger, ‘Will you be my mentor?’ The strongest relationships spring out of a real and often earned connection felt by both sides.”

“Studies show that mentors select protégés based on performance and potential. Intuitively, people invest in those who stand out for their talent or who can really benefit from help. Mentors continue to invest when mentees use their time well and are truly open to feedback”

More: Sandberg, Sheryl. *Lean In: Women, Work, and the Will to Lead*. Alfred A. Knopf, 2013

# Finding a Mentor

The best way to find a mentor is through a formal program.  
If that is not possible, four steps to follow on your own:

- 1. Consider:** What are your 3 top learning goals? Use SMART criteria (specific, measurable, realistic, achievable, and time-bound).
- 2. Research:** Who is walking ahead of you toward those learning goals?  
Ask people who know you well for advice.
- 3. Prepare:** What are your expectations?  
Who can introduce you (act as your matchmaker)?  
How much time are you asking for?
- 4. Ask** matchmaker to send potential mentor your resume and 3 learning goals.  
Ask to be introduced to set up a 1 hour exploratory meeting.

After you have done your research and are sure that you have identified a good potential mentor, be careful to keep both parties safe and comfortable. Consider having your first few meetings in a public, neutral place (such as a coffee shop, or hotel lobby) to learn more about each other before committing to a longer relationship.

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

# 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

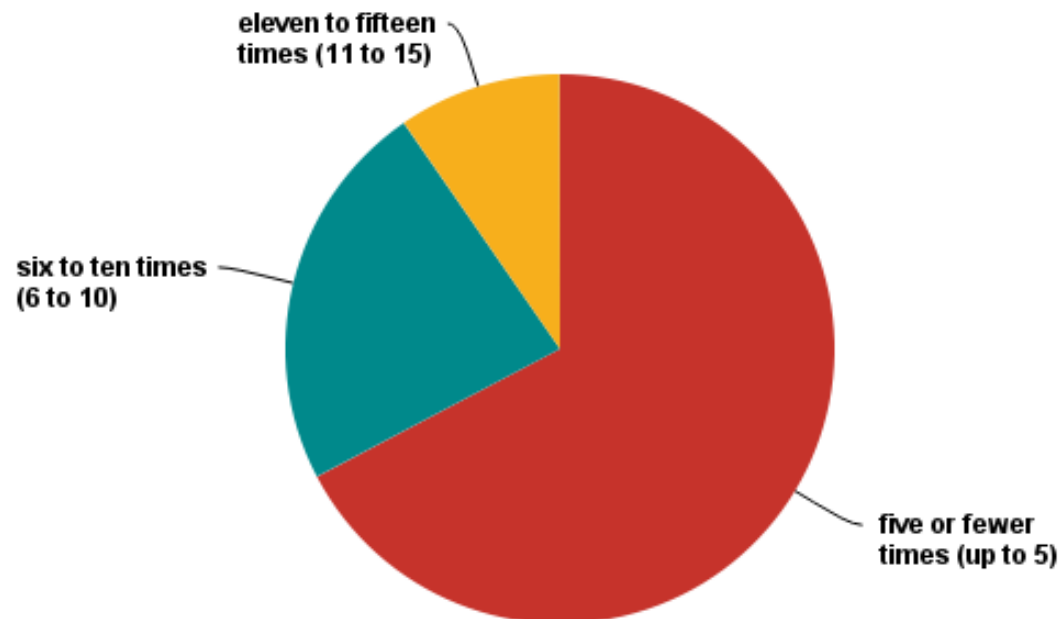


# Formal Mentoring Participation

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

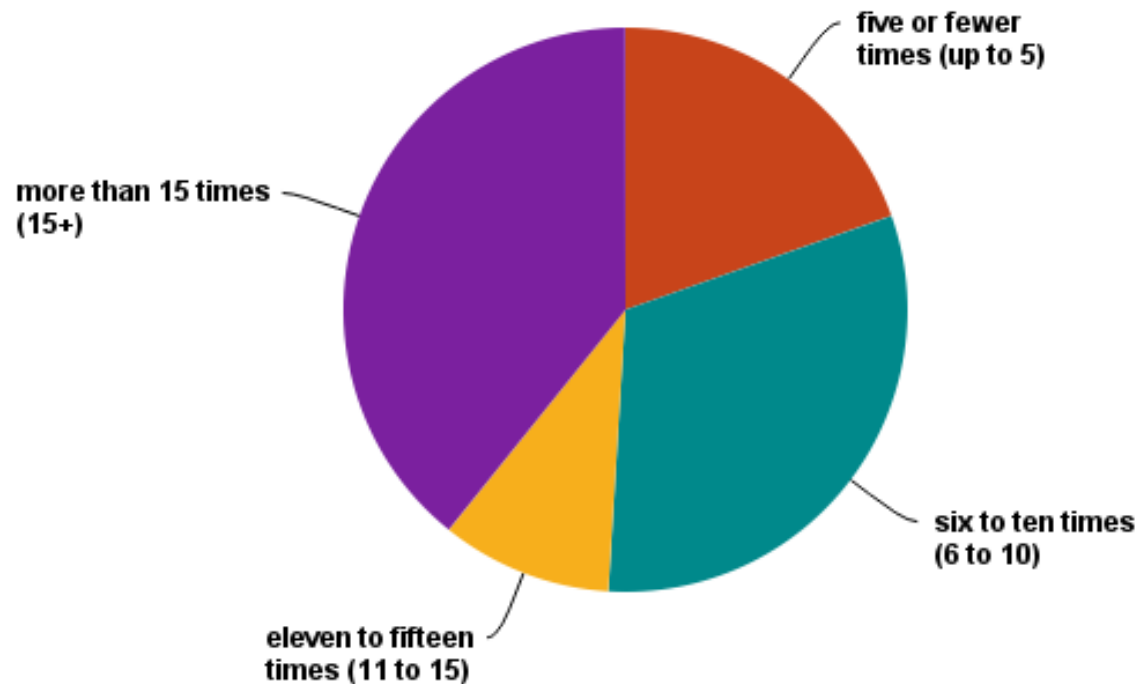


# Informal Mentoring Participation

Survey of 52 Certified Mentors

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

Answered: 51 Skipped: 1

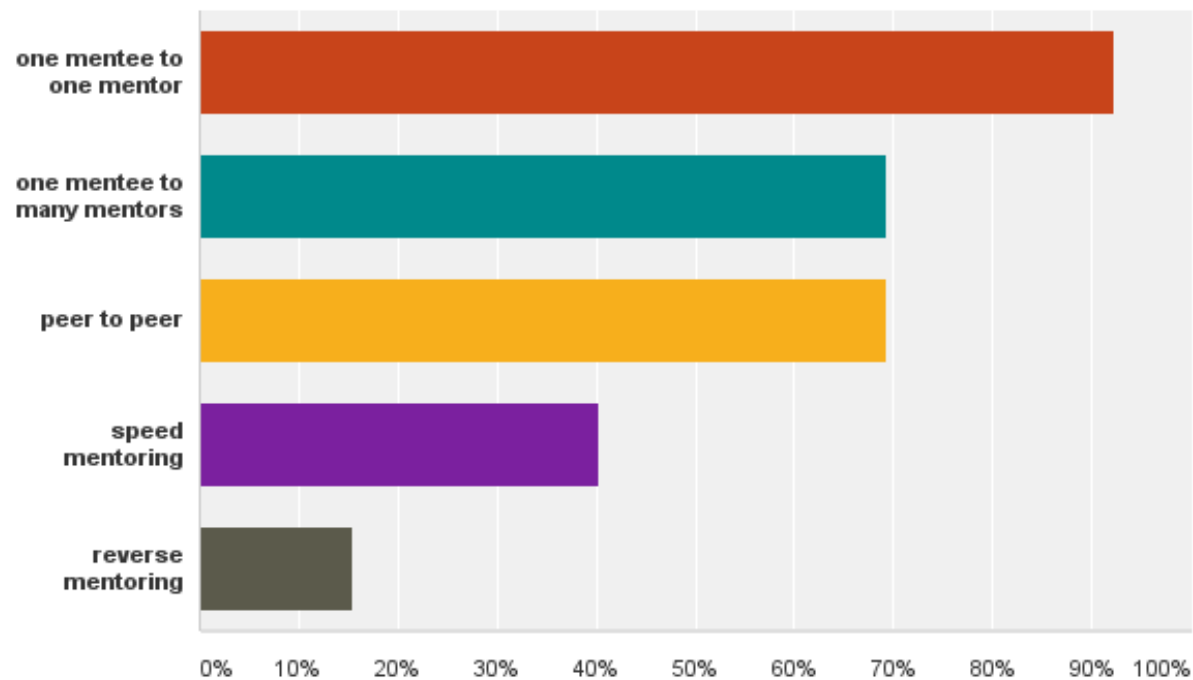


# Types of Mentoring

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

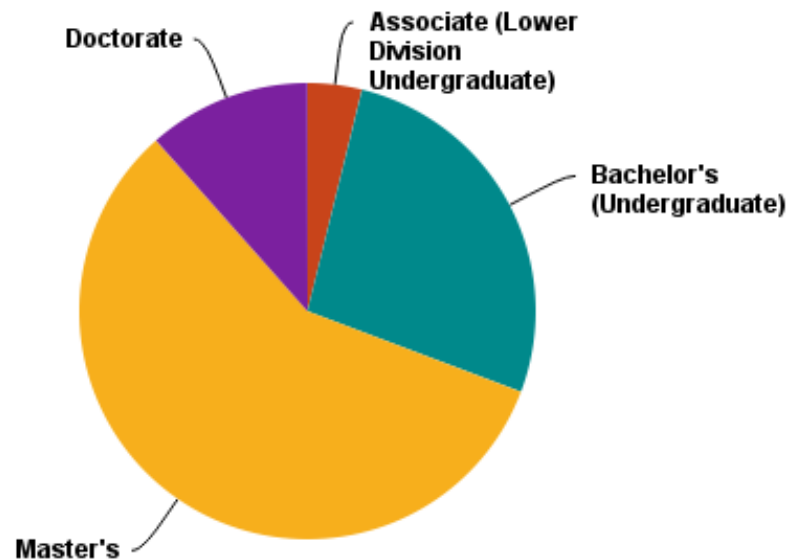


# Academic Level

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



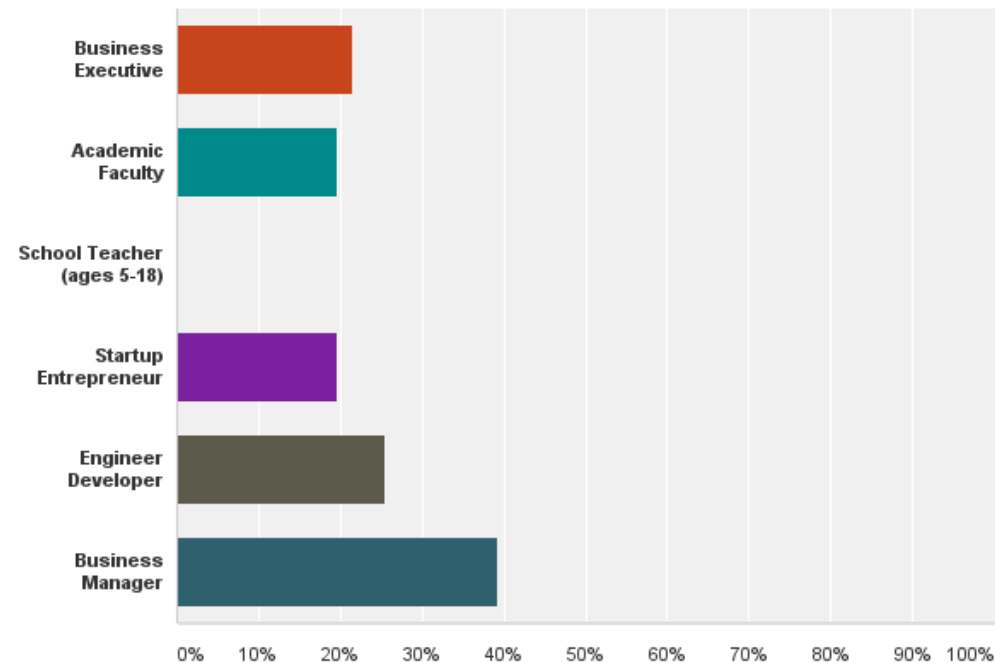


# Professional Seniority

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

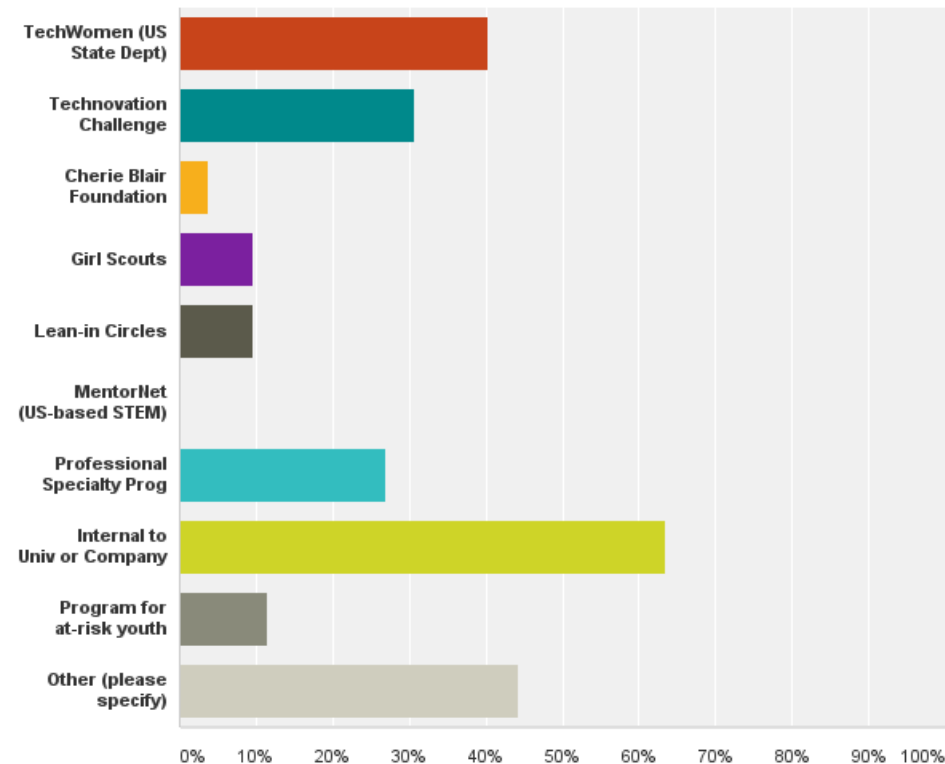


# Program Participation

## 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



# 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



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)

# Role Playing

- Demonstration by Katy Dickinson and Aliya Janjua
- Separate into groups of 3:
  - Potential Mentor
  - Potential Mentee
  - Matchmaker
- Each group plays 3 rounds
  - so every person tries each role
- Report out:  
what did you learn?





# Resources

Topics on the Mentoring Standard website: *mentoringstandard.com*

- Get Certified
- 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

Mentoring Articles posted on the Mentoring Standard LinkedIn page:  
*linkedin.com/company/13182387*

Mentoring programs for technical women:  
*techwomenalumnae.wordpress.com/2016/05/18/mentoring-programs-for-technical-women/*



# About

**Katy Dickinson** makes mentors shine. She has designed and managed successful mentoring programs in the Americas, Africa, the Middle East, Europe, and Asia – while holding a variety of senior executive roles in the Silicon Valley. At **Sun Microsystems**, she created and managed the global Engineering mentoring programs for 10 years.

Katy Dickinson 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 TechWomen Alumnae Council and 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 part of the team that created the **Notable Technical Women** cards and posters. She is an author, speaker, and popular blogger on **Katysblog**.



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***

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# Questions?