



The Seven Fundamentals of Mentoring

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**13th Annual NDIA Systems Engineering Conference
October 25, 2010**



Mentoring Workshop Overview

Part I: Background

- Definition and Background
- Why We Need It
- Successful Mentoring
- Characteristics of a Good Mentor
- Benefits of Mentoring
- Protégés
- Mentoring Models
- Mentoring Relationships
- Tips for Mentoring

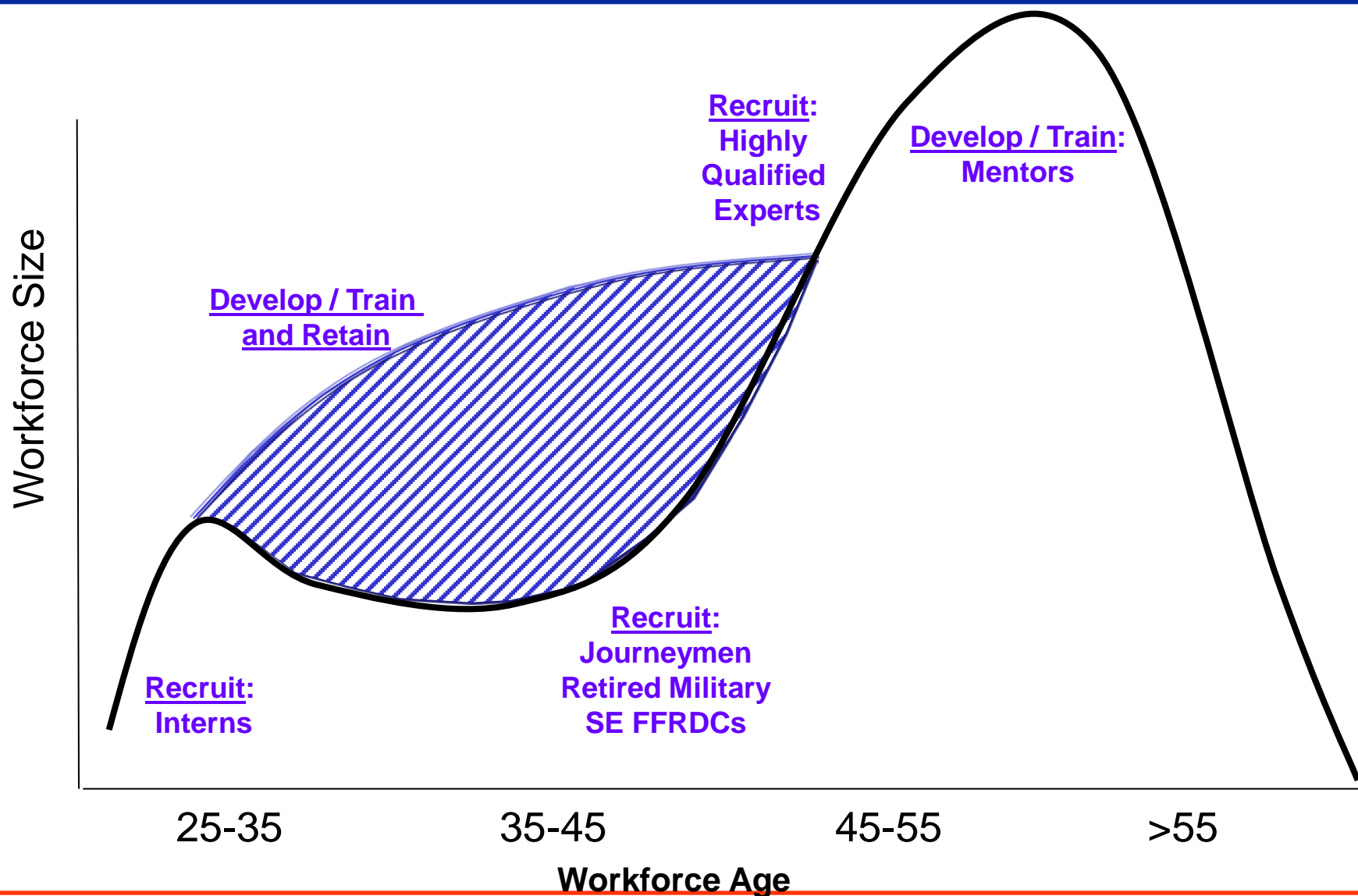
Break

Part II: Seven Fundamentals of Mentoring

- Mentoring Takes Place Outside of a Manager-Employee Relationship
- Mentoring is Career Focused
- Mentoring Relationships are Personal and Confidential
- Mentoring Relationships Cross Job Boundaries
- Mentoring Identifies Unique Skills and Abilities
- Mentoring Provides Insight Into the Workings of the Organization
- Mentoring Communicates Organizational and Professional Values
- Poor Mentoring Practices
- Summary



DoD Systems Engineering Workforce





Background: DoD SE Acquisition Workforce



- Legislation And Policy Direction
- Current DoD Efforts
- Systems Engineering – The Best Job in America?



Workforce Development Legislation and Policy



- National Defense Authorization Act For FY 2006 (NDAA FY06): Human Capital Strategic Plan
- NDAA FY08: Section 852, DoD Acquisition Workforce Development Fund
- NDAA FY09: Weapon Systems Acquisition Reform Act
- 2010 SECDEF and USD(AT&L) Efficiency Initiatives



Systems Engineer - The Best Job in America?



FOCUS

Best Jobs in America

Systems Engineer
Information Technology (88,000)
\$87,100 | **\$130,000**

Physician Assistant
Healthcare (82,000)
\$90,900 | **\$124,000**

College Professor
Education (278,000)
\$70,400 | **\$115,000**

Nurse Practitioner
Healthcare (23,000)
\$85,200 | **\$113,000**

Job Title
Sector (Total Jobs)
Median salary | **Top pay**

Key

- Selected interest areas
- highest paid Salary
 - highest median Salary
 - most flexibility
 - most satisfaction
 - benefit to society
 - highest job growth
 - highest low stress
 - most security
 - future growth

IT Project Manager
IT (174,000)
\$98,700 | **\$140,000**

Certified Public Accountant
Financial (189,000)
\$74,200 | **\$138,000**

Physical Therapist
Healthcare (181,000)
\$74,300 | **\$98,100**

Computer/Network Security Consultant
IT (13,000)
\$99,700 | **\$152,000**

Intelligence Analyst
Government (51,000)
\$82,500 | **\$115,000**

Sales Director
Sales and Marketing (97,000)
\$140,000 | **\$239,000**

Anesthesiologist
Healthcare (23,000)
\$292,000 | **\$408,000**

Software Developer
IT (796,000)
\$79,400 | **\$116,000**

Pharmacist
Healthcare (198,000)
\$109,000 | **\$134,000**

Occupational Therapist
Healthcare (107,000)
\$69,700 | **\$100,000**

Nurse Anesthetist
Healthcare (19,000)
\$157,000 | **\$214,000**

Software Product Manager
IT (37,000)
\$106,000 | **\$148,000**

Business Analyst, IT
IT (125,000)
\$82,600 | **\$119,000**

Attorney/Lawyer
Legal (541,000)
\$115,000 | **\$262,000**

Physician/General Practice
Healthcare (90,000)
\$150,000 | **\$228,000**

Human Resources Manager
Other (226,000)
\$71,800 | **\$111,000**

Senior Financial Analyst
Financial (127,000)
\$79,900 | **\$109,000**

Physician/Obstetrician/Gynecologist
Healthcare (14,000)
\$222,000 | **\$338,000**

Clinical Psychologist
Healthcare (57,000)
\$81,100 | **\$172,000**

Psychiatrist
Healthcare (20,000)
\$177,000 | **\$279,000**

Veterinarian
Other (68,000)
\$83,900 | **\$157,000**

Telecommunications Network Engineer
IT (21,000)
\$86,200 | **\$130,000**

Securities Trader
Financial (17,000)
\$113,000 | **\$491,000**

Education/Training Consultant
Financial (23,000)
\$77,800 | **\$157,000**

Emergency Room Physician
Healthcare (22,000)
\$249,000 | **\$386,000**

Product Management Director
Sales and Marketing (17,000)
\$145,000 | **\$201,000**

Source: <http://www.focus.com/fyi/human-resources/best-jobs/> c 2010 Focus - Used with permission.



Workforce Development

Technical workforce development initiatives across government, industry and academia:

- Competency Assessments for technical management career fields ("first look" in Q4 2010)
- Competency-based certification standards to enable "raising the bar" for workforce performance
- Flexible certification framework to encourage professional growth and provide the opportunity for subsequent progression to Program Management
- Expanded collaboration with civilian universities and industry associations

DDR&E/SE Serves as Functional Leader
for over 44,000 Uniformed and Civilian Acquisition Personnel
(SPRDE-SE/PSE and PQM)



Mentoring and Why We Need It



- Definition: Professional Mentoring Is Mentoring Between An Experienced Person, The Mentor, And A Less Experienced One, The Protégé, To Facilitate The Development Of The Protégé Professionally
- The Intent Of The Mentoring Process Is To Facilitate The Pace And Quality Of The New Colleague's Development Into A Competent Practicing Professional



Successful Mentoring

- **The Most Successful Mentorships Are Those That Are Built On A Shared Understanding Of Both Parties' Expectations From The Relationship, Positive Feelings About One Another, And A Lot Of Optimism About How The Relationship Will Benefit Them Both.**
- **Mentoring Is:***
 - Opportunity To Learn From Someone Who Has "Lived It"
 - Sharing Experiences And Expertise
 - Support, Encouragement, Guidance, Advice
 - Reciprocal
- **Mentoring Is Not:***
 - A Therapy Or Venting Session
 - A Be-All-End-All Source For Development
 - Manager Replacement

*Executive Mentoring Program: Executive Briefing Presentation. Dell, Inc.



Characteristics of a Good Mentor

- **Willing:** Best Practice Indicates That Mentors Should Be Willing To Fill The Mentor Role And Not Be Pressured Into Mentoring.
- **Experienced:** In General, A Mentor Should Have A Proven Track Record Of Positive Effect In The Work Environment.
- **Non-Judgmental:** A Mentor-Protégé Relationship Focuses On Developing The Protégé Professionally And Personally. The Protégé Should Feel Free To Discuss Issues Openly And Honestly, Without Worrying About Negative Consequences On The Job.

Would YOU Be a Good Mentor?



Characteristics of a Good Mentor (cont'd)



- **Good Communicator:**
 - Is Able To Articulate Effective Instructional Strategies
 - Listens Attentively
 - Asks Questions That Prompt Reflection And Understanding
 - Offers Critiques In Positive And Productive Ways
 - Uses E-mail/Social Networking Effectively
 - Efficient With The Use Of Time
 - Conveys Enthusiasm, Passion For Profession
 - Is Discreet And Maintains Confidentiality
- **Professional Competence And Experience**
- **Others ?**



Characteristics of a Good Protégé



- Able To Take Constructive Criticism
- Active Listener
- Good Communicator
- Willing To Stretch To Learn And Try New Things
- Willing To Take Risks (Shoot Higher)
- Be Able To Identify Long And Short Term Career Goals
- Willing To Accept That Those Goals May Change
- Others ?



Benefits of Mentoring for the Mentor



- Recruitment And Retention
- Improving Skills And Knowledge
- Learning Goes Both Ways
- Networking
- Helping Someone Succeed
- Personal Satisfaction



Benefits of Mentoring for the Protégé



- Exposure To Best Practices And Lessons Learned
- Networking
- Receiving Critical Feedback In Key Areas:
 - Communications
 - Work Relationships
 - Technical Abilities
 - Change Management And Leadership Skills
- Acquiring Specific Skills And Knowledge Relevant To Personal Goals
- Better Understanding Of Professional Growth Within The Organization
- Insight Into The Organization's Culture And Unspoken Rules
- Sharing Frustrations And Successes With Someone Who Can Empathize With Where You Are In Your Career



Benefits of Mentoring for the Protégé



Novice Protégé

- Junior colleague
- Little/no job experience
- Needs workplace "survival skills"
- Needs briefings on "internal workings" and office politics

Seasoned Protégé

- Polished colleague
- Extensive job experience
- Demonstrates work-place "survival skills"
- Provides briefings on "internal workings" and office politics

When you enter into a mentoring relationship, you and your protégé become professional partners.



Benefits of Mentoring for the Organization



- Enhances Strategic Mission Initiatives
- Enhances Recruiting and Encourages Retention
- Reduces Turnover Rates
- Improves Productivity
- Enhances Professional Development
- Links Employees With Valuable Knowledge And Information With Those Employees In Need Of Such Information
- Creates A Mentoring Culture For Continued Employee Growth And Development
- Provides An Effective Mechanism For Quickly Answering Questions Or Concerns



Mentoring Models



Mentorship

The Tennessee Valley Chapter of Women in Defense (TVC WID) is building a dynamic **Mentor Protégé Program** that will provide **professional development and networking opportunities** in support of Women in Defense. The program is being designed in a way that recognizes and respects the needs, expectations, and life-demands of professional women and those just starting their careers.

One of the essential steps in establishing a viable program is attracting a strong group of **Mentors** to anchor the first Cohort FY11 and we are now accepting brief bio/resumes from members who want to serve and are willing to commit to the following:

- A minimum of 4 hours per month investment per Protégé (maximum of two Protégés allowed per Mentor)
- A one year commitment to the Mentoring Program
- A desire to grow professionally through Mentor-Protégé relationships

Please express your interest by submitting a half page summary about yourself to include:

- Name
- Current Position
- Brief Career History (including years of professional experience)
- Length of Time in Huntsville
- Education
- Relevant Strengths, Skills, and Interests

Why You Wish to Volunteer to be a Part of the FY11 TVC WID Mentoring Program

Please include your contact information and email your Bio directly to Paulette Risher at prisher@msn.com AND Kathy Broad at broadk@qtecinc.com no later than July 25rd. Our first year FY11 planning is underway and we are excited about the Mentoring Program being a rewarding and fun effort sustained by the diversity and leadership you bring to WID.

LinkedIn

- [Contacts](#)
- [Groups](#)
- [Jobs](#)
- [Inbox \(1\)](#)
- [More...](#)

Find People, Jobs, Answers, and More

Mentors and Mentees

Mentors Helping Mentees
Mentees Helping Mentors

We all learn from each other. The main goal is to pair individuals up with other individuals that can coach one another remotely. Please join the other site as well at mentormentee.collectivex.com so you may use the discussion groups.

About this Group

- **Created:** June 3, 2008
- **Type:** Networking Group
- **Members:** 75
- **Subgroups:** 2
- **Owner:** [John M.](#)
- **Managers:** [Pat DeLassus](#)
- **Website:** <http://mentormentee.collectivex.com>

Subgroups

- [Helping a Small Business Owner](#)
- 4 members | [Forward](#) | [Join](#)
- [Technology](#)
- 1 member | [Forward](#) | [Join](#)



Mentoring Models (cont'd)

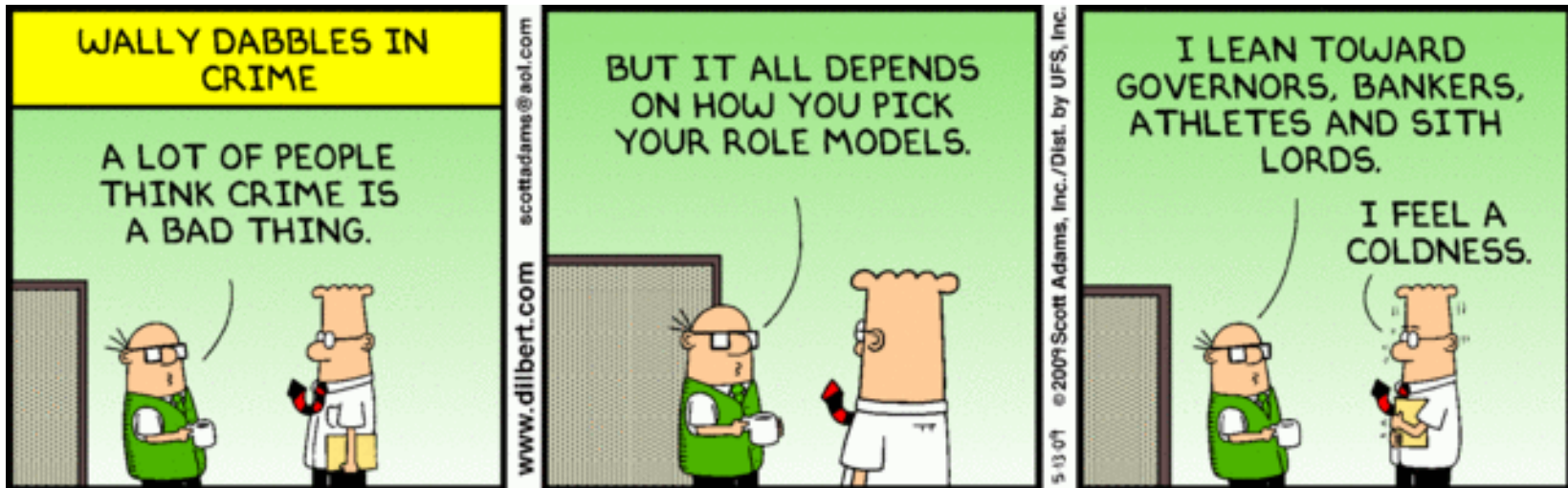
- Traditional Mentor-protégé Relationship
- E-mentoring
- Another Model Allows The Mentor To Be A Referral Person, Not The Person With All Of The Answers
- Self-Mentoring



DILBERT: (c) Scott Adams/Dist. by United Feature Syndicate, Inc.



Matching Mentor with Protégé



DILBERT: (c) Scott Adams/Dist. by United Feature Syndicate, Inc.



Matching Mentor with Protégé



• Match Mentors And Protégés; Areas To Consider Are:

- The Available And Willing Mentors
- Mentor And Protégés' Strengths And Weaknesses
- Learning Styles
- Goals Of The Organization/Agency Or The Mentor Program

"Matching is, without a doubt, the single most critical success factor to a formal corporate mentoring program". - Deb Bauer, Program Managers of Dell's Global Diversity Department



Matching Mentor with Protégé



CNN World News
August 25th, 2010
10:20 AM ET

Mentoring session turns into a shootout

Two coalition service members, an Afghan police officer and one civilian were killed in western Afghanistan on Wednesday when a mentoring session turned into a shootout, military officials said. Officials with NATO's International Security Assistance Force were trying to determine what caused the shooting.

The shooting apparently happened during a mentoring session between coalition soldiers and the Afghan national police, coalition officials said in a statement.

During the mentoring session, an Afghan officer began firing a gun and the coalition soldiers returned fire, the statement said.

The incident, which occurred in the Badghis province, was followed by a demonstration by locals in the area, according to the statement.



Tips for Mentors

- The First Session Should Take Place In Person, But May Be Conducted By E-mail Or On The Telephone
- A Face-to-Face Meeting Should Be In A Neutral Setting Without Distractions Or Interruptions.
- Discuss The Protégé's Expectations.
 - Where Do You Want Your Career To Go?
 - Develop A Meeting Schedule With Your Protégé



Tips for Mentors

- Listen, Counsel, Coach, Advise On Career And Goal Setting To Help Protégé Develop Individual Career Development Plan
- Evaluate Each Meeting With The Protégé
- Most Mentor Research Describes That 90 Percent Of The Mentor-Protégé Relationships Work Out Well
- When Developing A Mentor Program, The Organization/Agency Should Address How A Mentor And Protégé Pairing That Is Not Successful Will Be Handled
- Conclude The Mentoring Process When Appropriate



DILBERT: (c) Scott Adams/Dist. by United Feature Syndicate, Inc.



BREAK



Seven Mentoring Fundamentals



#1: Mentoring Takes Place Outside of a Manager-Employee Relationship, at the Mutual Consent of Mentor and Protégé.



Seven Mentoring Fundamentals



#2: Mentoring is Career-Focused or Focuses on Professional Development that may be Outside a Protégé's Area of Work.



Focus on Professional Development



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Seven Mentoring Fundamentals



#3: The Mentorship Relationship is Personal and Confidential; A Mentor Provides Both Professional and Personal Support.



Seven Mentoring Fundamentals



**#4: The Mentorship Relationship
Crosses Job Boundaries.**



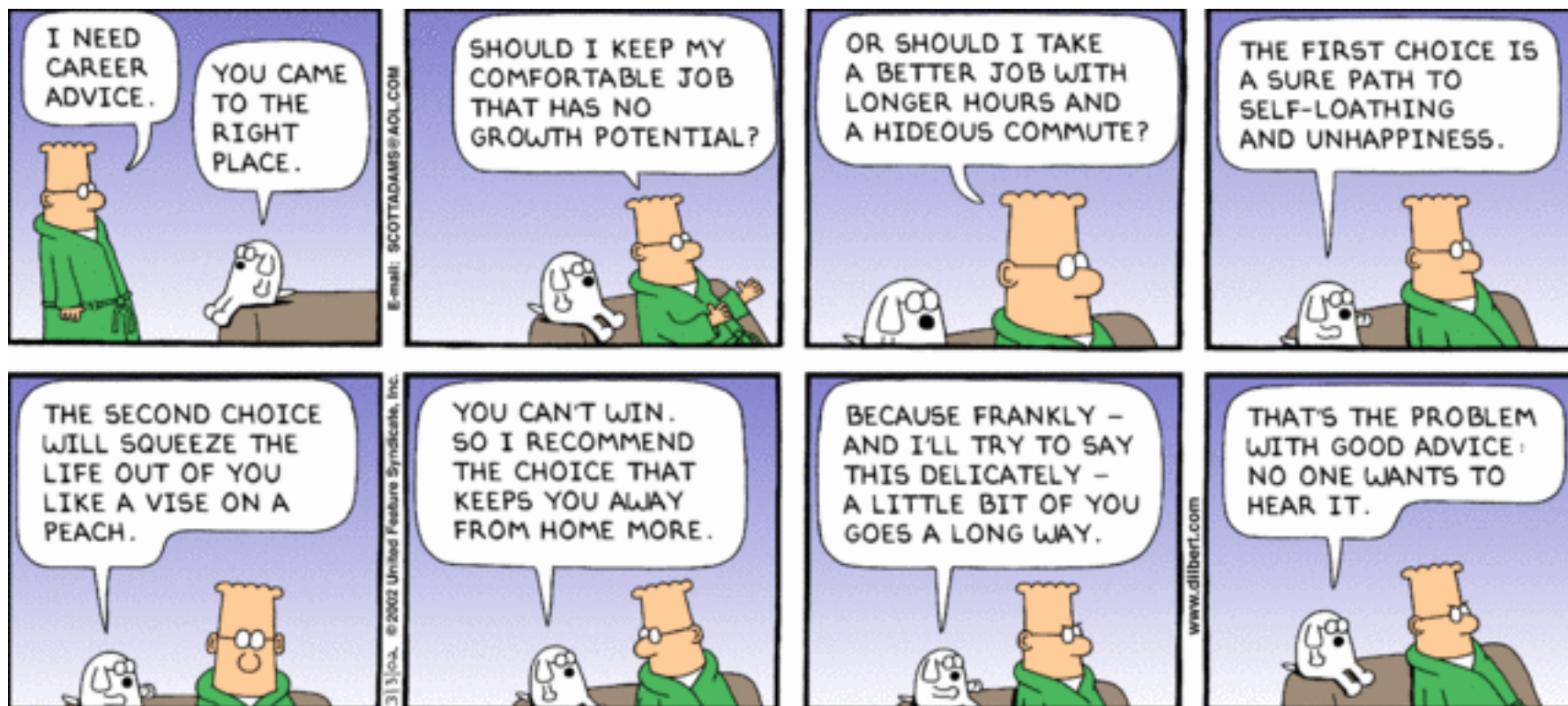
Seven Mentoring Fundamentals



#5: A Mentor Will Identify the Protégé's Unique Skills and Capabilities and Work With Him/Her to Make the Most of Those Talents.



Identify the Protégé's Unique Skills and Capabilities



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Seven Mentoring Fundamentals



#6: A Mentor Helps a Protégé Better Understand How the Organization Works (Those Aspects of the Organization that Aren't Written Down)



Seven Mentoring Fundamentals



**#7: A Mentor Should
Communicate Professional and
Organizational Values**



Poor Mentoring Practices

- Canceling Appointments
- Not Providing Opportunities For The Protégé To Observe Work In Progress
- Disparaging The Organization/Agency's Processes, Procedures, Or Politics
- Mentor Tyranny, Manipulation or Politicking
- Bad Protégé Actions



Summary



- Give the Mentor-Protégé Relationship Structure
- Recruit Carefully
- Provide Protégé Training & Orientation
- Define Expectations Up Front
- Give Feedback
- Prepare for the End
- Benefit The Mentor, Protégé And The Organization

As The Protégé Grows Professionally, The Amount Of Dependence Decreases, Until The Protégé Is Shaped Into An Independent And Competent Employee.



For Additional Information



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