

In the last two modules, we looked at developing employees and having a positive influence. Module 16 takes this one step further. Mentoring.

In order to have a steady stream of capable and knowledgeable leaders, an importance must be placed on leaders mentoring employees to become the future of ALDOT – pass the baton.



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Module 16 Employee Mentoring

Objectives

- Identify what mentoring is and is not.
- Understand the importance of mentoring.
- Recognize the benefits and challenges of mentoring.
- Implement the steps in a mentoring program.

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Mentoring

- A way to develop more leaders
- A one-on-one developmental relationship
- A more senior/experienced supervisor paired with a more junior/less-experienced employee
- Mutually beneficial to mentor and mentee
- Not the same as supervision or coaching

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Mentoring

*Mentoring is a brain to pick,
an ear to listen, and a push in the right direction.*

John C. Crosby

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Discussion

Have you had a career mentor?

If yes, what did you gain from the relationship?



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Mentoring is a priority.

- Mentoring is a top leadership need in many DOT's.
- Employees have a deep longing to develop relationships with their leaders.
- Mentoring is a key feature of succession planning.
- Successful organizational practices and institutional memory can be shared through mentoring.

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Mentoring is a priority.

- It helps build organizational loyalty and pride.
- It can be used to build diversity.
- Mentoring is a contributing factor for employee retention.
- It creates a desire for those being mentored to focus on helping the whole organization succeed.
- Mentoring provides the tools and information for organizational success to happen.

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Advice to Mentors

- Make “people development” your top priority by creating a supportive environment for learning and development.
- Limit the number of mentees you mentor at any time.
- If possible, develop a relationship before beginning the process.
- Mentor others without expecting anything back.
- Be a good, active listener.

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Advice to Mentors

- Let the mentee work with you for a period, using the following model:
 1. Mentor does it.
 2. Mentor does it, and mentee watches.
 3. Mentee does it, and mentor watches.
 4. Mentee does it and becomes proficient at it.



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Advice to Mentors

- Equip the mentee by regularly sharing leadership books, CDs, and DVDs and by recommending seminars to develop skills and gain confidence.
- Stay with the mentee until he or she can perform successfully.

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Advice to Mentors

- Assign the mentee meaningful tasks and try to short-circuit situations that impede progress, like the following:
 - lack of clear directions
 - bureaucracy
 - busywork
 - poor communication



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Implementing a Mentoring Program

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Step 1

Identify and recruit an administrator and champions for the program.

Step 2

Identify and recommend employees and mentors. Schedule exploratory meetings.

Step 3

Establish a clear purpose for the mentoring process and develop mutually agreeable expectations based on commitment by both mentors and mentees.

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Implementing a Mentoring Program

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Step 4

Establish a written Action Plan based on the purpose and expectations of the process. The following categories of activities can be considered and evaluated for potential inclusion in the written Mentoring Action Plan:

- Periodic work place shadowing
- Information sharing
- Evaluation of leadership practices
- Reading leadership development resources
- Social interaction



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Implementing a Mentoring Program

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Step 5

Establish an Action Plan. The mentor and mentee should establish written meeting schedules, communication expectations between meetings, and success measures for pre-established milestones. These drive the success of the program because both people are held accountable.

Step 6

As the program unfolds, conduct periodic updates of the Action Plan and modify it as needed to benefit the development and growth of the mentee.

Step 7

Celebrate mentoring successes and begin mentoring others.

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Benefits of Mentoring

Mentor Benefits:

- Source of learning
- Some assistance with tasks
- Opportunity for recognition by others
- Networking opportunity
- Relational and psychological benefits
- Rewarding experience
- Loyal support from employees
- Workplace or professional legacy
- Development of relationships with employees



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Benefits Of Mentoring

Mentee Career-Related Benefits:

- Exposure and visibility
- Protection and sponsorship while learning
- Challenging assignments with skill building and knowledge transfer

Mentee Psychological Benefits:

- Role model
- Work-related friendship with leader
- Acceptance and confirmation by leaders
- Appropriate counseling



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Benefits Of Mentoring

Benefits for the Organization:

- Energized mentors and mentees
- New leaders with enhanced skills and attitudes
- Mentors and mentees who are significantly equipped to pursue higher leadership positions
- An internal reputation as an organization that cares about its people
- An external reputation as a great organization that cares about its people
- Employees' realization that they can become leaders and increase performance
- Improved morale among employees
- A recognition program for rewarding employees
- Greater networking and team development internal to ALDOT

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Challenges of Mentoring

- Time and energy commitment of mentor and mentee
- Insecurity of supervisor
- Ego of supervisor
- Supervisor's inability to recognize leadership potential
- Incorrect concept of success on the part of the supervisor
- Lack of training on the supervisor's part
- Lack of chemistry between mentor and mentee
- Poor alignment of mentee's goals and mentor's skill set

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Maintaining a Formal Mentoring Program

- Monitor the program.
- Evaluate the program.
 - Identify the criteria to track the effectiveness.
 - Link evaluation criteria to goals and objectives.



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Discussion Questions

Have you mentored someone else?

What did you gain from being a mentor?



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Discussion:

Suppose you don't have access to a formal mentoring program.

- How do you obtain an informal mentor or mentee?
- What should you look for in a mentor or mentee?
- Do we have a *responsibility* to our profession to mentor others?

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Group Exercise

- Discuss ways your section, bureau or division could encourage mentoring among supervisors and employees.
- What obstacles would ALDOT need to overcome?
- What benefits could we expect to achieve at ALDOT?
- Identify a prospective mentor and a prospective mentee for yourself.

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Final Thoughts

A good mentor is at heart a teacher.

Anonymous

A lot of people have gone further than they thought they could because someone else thought they could.

Zig Ziglar

The best teachers teach from the heart, not from the book.

Anonymous