


Workforce Diversity Network
Diversity 2006 Conference



Multi-Dimensional Mentoring

Presented May 22 and 23, 2006 by:

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ROLE OF MENTORING IN DIVERSITY/INCLUSION STRATEGIES

To create an environment where the employee doesn't just "survive" but "thrives", and views the employer as the "employer of choice".

OVERVIEW

- ❖ Role of Mentoring
- ❖ Traditional Mentoring
- ❖ Multi-Dimensional Mentoring
- ❖ Mentoring at ITT
- ❖ The Diversity Connection
- ❖ Measuring Success
- ❖ Lessons Learned


- ❖ Informal
- ❖ Patriarchal
- ❖ Mentor drives
- ❖ Peer / Manager in same department





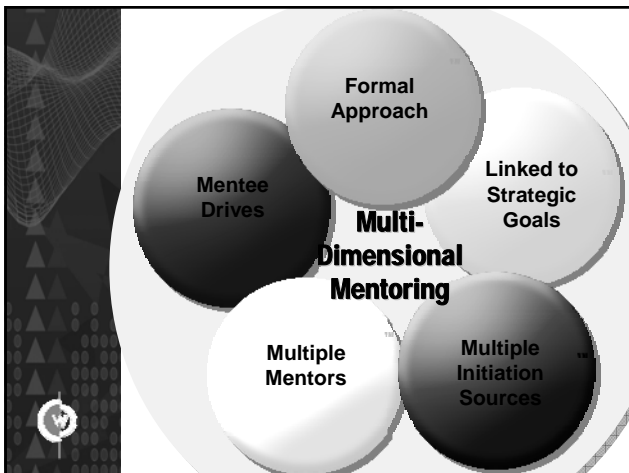
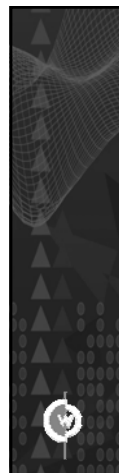
A multi-faceted, formalized approach toward the personal development of individuals within your organization. The resulting growth creates contributions that are congruent with your organization's strategic and tactical goals.

Multi-Dimensional Mentoring



Getting Started

- ❖ What is the business rationale?
- ❖ Where can I get support?
- ❖ Who should be involved? Coordinate? Manage?
- ❖ What is already happening in the organization?

Getting Started *(cont'd)*

- ❖ Marriage or partnership?
- ❖ Communicate, communicate, communicate
- ❖ A helping hand along the way
- ❖ Never rest on your laurels

Formal Approach

- ❖ Implementation team
- ❖ Clearly defined purpose
- ❖ Benefits (business, mentor and mentee)
- ❖ Build the end in the beginning

Benefits - Organization (cont'd)

- ❖ Increase job satisfaction for mentees and mentors
- ❖ Share and leverage strategic knowledge and skill throughout the organization
- ❖ Provide a means for leaders to align with one another on business direction.
- ❖ Welcome new employees and offer them a structured way to acquaint themselves with the company
- ❖ Leverage intellectual capital and property knowledge

Benefits - Organization

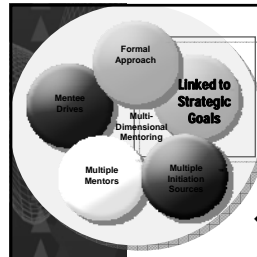
- ❖ Create an environment that fosters personal and professional
- ❖ growth through the sharing of business information, skills, attitudes and behaviors
- ❖ Increase role modeling of leaders teaching other leaders
- ❖ Accelerate processes for the identification, development and retention of talent

Benefits - Mentor

- ❖ Share expertise
- ❖ Prove themselves as valuable leaders
- ❖ Expand professional network
- ❖ Invest in the future of the company
- ❖ Obtain a fresh perspective of a subject
- ❖ Enhance experience in areas of expertise
- ❖ Cement role as subject matter experts

Benefits - Mentee

- ❖ Improve a particular career area
- ❖ Learn about another division of the company
- ❖ Explore potential in development areas yet untapped
- ❖ Acquaint themselves with the company if they are new hires

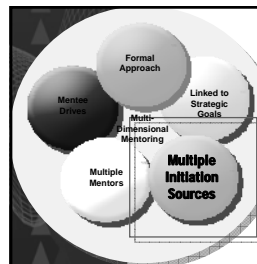


Linked to Organizational Strategy

- ❖ Leadership support
- ❖ Organizational culture check
- ❖ Competency review
- ❖ Linked to existing leadership processes

Benefits - Mentee *(cont'd)*

- ❖ Expand their leadership abilities
- ❖ Increase technical skills
- ❖ Make valuable contacts within the company
- ❖ Enhance opportunities for career advancement



Multiple Initiation Sources

- ❖ Executive Team
- ❖ Individual Manager
- ❖ Employee
- ❖ Project Team
- ❖ Human Resources

Multi-Dimensional Mentoring Approaches

- ❖ Group mentoring
- ❖ Functional mentoring
- ❖ Organizational and cultural mentoring
- ❖ Skill/competency-based mentoring

Mentee Drives

- ❖ Personal Development Plan
- ❖ Mentee Agreement
- ❖ Responsibility/Accountability

*The price of greatness is responsibility.
~ Winston Churchill*

Multi-Dimensional Mentoring Approaches
(cont'd)

- ❖ Networking and career path mentoring
- ❖ Open mentoring
- ❖ Reverse mentoring
- ❖ External mentoring relationships
- ❖ Virtual mentoring

MENTORING AT ITT SPACE SYSTEM DIVISION

- ❖ Training....
- ❖ Self Analysis Form
- ❖ Mentee Needs Analysis
- ❖ Self-Empowerment Checklist
- ❖ Training.....
- ❖ Mentor/Mentee Application Forms
- ❖ Career Planning Roadmap
- ❖ Mentor/Mentee Agreement Form
- ❖ Training.....

Mentoring at ITT

Personal Development Plan

- ❖ Employee Managed
- ❖ Self Analysis Tool
- ❖ Strategic Competencies Identified
- ❖ Short and Long Term Focused
- ❖ SMART Goals Established
- ❖ Roadmap
- ❖ Continuous Improvement Cycle

Mentoring at ITT

INDIVIDUAL Contributors Support Strategy

- ❖ Demonstrate a basic understanding of the organization's mission and strategies
- ❖ Work to clarify and understand the broader purpose and mission of own work
- ❖ See the "big picture" (e.g., overall themes, trends, goals)
- ❖ Align own activities with the work group's goals and strategies
- ❖ Integrate and balance big-picture concerns with day-to-day activities
- ❖ Establish strategies for achieving individual or work unit goals

Mentoring at ITT

Create the Future

Strategic Business Perspective

Successful leaders work to prepare the organization for the future by maintaining a strategic perspective on the business. They...

- ❖ *constantly monitor the effectiveness of the organization*
- ❖ *scan the environment to identify information critical to long-range planning*
- ❖ *use this data to develop sustainable strategies that differentiate their business units from competition*
- ❖ *identify business growth opportunities and ways to expand markets and market share.*

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MANAGERS Think Strategically

- ❖ Convey a thorough understanding of own area's strengths, weaknesses, opportunities, and threats
- ❖ Consider industry, market, and other external business factors when making decisions
- ❖ Pursue initiatives to capitalize on strengths and market opportunities, and to counter competitive threats
- ❖ Evaluate and pursue initiatives, investments, and opportunities based on their fit with broader strategies

Mentoring at ITT

MANAGERS Think Strategically
(cont'd)

- ❖ Align the strategic priorities of own area with the direction and strategic priorities of the broader organization
- ❖ Create strategies to balance short-term requirements with long-range business plans
- ❖ Stay abreast of key competitor actions and their implications or threats to the business
- ❖ Identify issues related to emerging customer and market needs

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GENERAL MANAGERS Shape Strategy
(cont'd)

- ❖ Develop strategies that position the business to shape and capitalize on emerging customer and market needs
- ❖ Develop strategies that leverage the core capabilities and competencies of the company
- ❖ Identify critical goals and success factors for the business that are clearly linked to shareholder value
- ❖ Shift the strategic direction of the organization when appropriate

Mentoring at ITT

GENERAL MANAGERS Shape Strategy

- ❖ Demonstrate a clear understanding of the organization's strengths, weaknesses, opportunities, and threats
- ❖ Develop responses to key competitor actions and threats
- ❖ Identify the impact of key external developments and trends as they relate to the business
- ❖ Identify and integrate organizational strategies to achieve and sustain competitive advantage

Mentoring at ITT

Mentor Application Form

Name	Supervisor's Name	Today's Date
Insurance #	Current Position	Organization Department
Background Information (Education, family, sports, hobbies, others)		
Mentor Strengths (Skills, capabilities, characteristics of mentor)		
Identify Mentor Preference (if any)		
Identify Mentoring Interests		
Goals/Expectations of Mentoring		
Application Signature		Supervisor's Signature (Optional)

Mentor/Mentee Application

Mentoring at ITT

Mentee Application Form

Name	Supervisor's Name	Today's Date
Insurance #	Current Position	Organization Department
Background Information (Education, family, sports, hobbies, others)		
Mentor Strengths (Skills, capabilities, characteristics of mentor)		
Identify Mentor Preference (if any)		
Identify Mentoring Interests		
Goals/Expectations of Mentoring		
Application Signature		Supervisor's Signature (Optional)

THE DIVERSITY CONNECTION

- ❖ Diversity dimensions- do they matter?
- ❖ Are hidden biases present?

“Organizations should provide a range of career paths, uncorrelated with race, that lead to the executive suite.”

~ David A. Thomas

Mentoring Stats

PERSONAL & PROFESSIONAL DEVELOPMENT

- ❖ More than 60% of college and graduate students listed mentoring as a criterion for selecting an employer after graduation (Source: MMHA)
- ❖ 76% of Fortune's top 25 companies offer mentoring programs (Source: Fortune)
- ❖ 96% of executives say mentoring is an important development tool (Source: AccountTemps)

MEASURING SUCCESS

- ❖ Increasing retention rates
- ❖ Developing leadership talent
- ❖ Building knowledge networks (cross-functional)
- ❖ Attracting new hires
- ❖ Enhanced teamwork

Mentoring Stats

Retention

- ❖ 77% of companies report that mentoring programs were effective in increasing retention (Source: The Center for Creative Leadership)
- ❖ 35% of employees who do not receive regular mentoring look for another job within 12 months (Source: Emerging Workforce study by Spherion)
- ❖ 62% of employees who have received mentoring say they are very likely to stay with their current employer (Source: Yellowbrick)

Mentoring Stats

PROMOTION

- ❖ 75% of executives point to mentoring as playing a key role in their careers (Source: ASTD)
- ❖ 44% of CEOs list mentoring programs as one of the three most effective strategies to enhance women's advancement to senior management (Source: Dr. Belle Ragins for Catalyst)
- ❖ CEOs state that one of the top three factors affecting career growth was mentoring (Source: Accountemps' survey of Fortune 500 companies)

LESSONS LEARNED

- ❖ Don't be afraid to start small
- ❖ Link mentoring to HR/corporate initiatives
- ❖ Use/create development plans
- ❖ Practice CPR on your mentoring program

Mentoring Stats

PRODUCTIVITY

- ❖ Managerial productivity increased by 88% when mentoring was involved, versus only a 24% increase with training alone (Source: ASTD)
- ❖ 71% of Fortune 500 companies use mentoring to ensure learning occurs in their organizations (Source: ASTD)
- ❖ 95% of mentoring participants said the experience motivated them to do their very best (Source: *The War for Talent* by Ed Michaels, Helen Handfield-Jones & Beth Axelrod)

LESSONS LEARNED (cont'd)

- ❖ Always have a business rationale for mentoring
- ❖ Know how you will measure success
- ❖ A mentoring relationship and SMART goals
- ❖ If it is not working, know what to do
- ❖ Communicate, communicate, communicate

Leaders aren't born they are made. And they are made just like anything else, through hard work.

~Vince Lombardi

Thank you

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Q & A

