

Developing a Mentorship Program

April 20, 2017

Leadership Development Program (LDP) Administration Level



Mentorship Program
Division Level



Leadership Development

Leadership Development Program (LDP) Goals

- ▶ Developing leadership skills
- ▶ Preparing for future opportunities
- ▶ Building confidence
- ▶ Retaining staff
- ▶ Achieving designation as an employer of choice

LDP Overview

Requirements	Subjects
<p>Guest speakers</p>	<ul style="list-style-type: none"> ▶ Senior leadership ▶ Budget
<p>External OSSD experiences</p>	<ul style="list-style-type: none"> ▶ RBC visit ▶ Facility visit
<p>Job shadowing</p>	<ul style="list-style-type: none"> ▶ Mentor assignments
<p>Self-awareness activities</p>	<ul style="list-style-type: none"> ▶ Style behaviors ▶ Emotional intelligence ▶ Personal Vision/Timeline
<p>Hands-on activities and discussions</p>	<ul style="list-style-type: none"> ▶ Problem solving/A3 ▶ Public speaking ▶ Communication ▶ Diversity and Inclusion ▶ Participatory Leadership ▶ Coaching ▶ Giving and Receiving Feedback ▶ Networking/relationship building ▶ Continuous process improvement ▶ Capstone project

LDP Syllabus

Date	Time (hours)	Topic/Activity	Guest Speakers
11/17/2016	9 a.m. to 4 p.m.	Cohort Kick-off - with mentors and FSA/division leadership teams (<i>LDP Overview, Mission Analysis/Problem Solving, Mentoring, Personal Styles</i>)	Colleen Yamaguchi Several past LDP Mentors/Mentees
11/17/2016	4:30 to ?	Cohort post-work social activity	n/a
November-December	2	Cohort attend (Choice of one): - FSA Management Team Meeting (Bill) - OSSD Leader Huddle (Jessica) - ERMO Management Team Meeting (Jamie) - FSD Management Team Meeting (Teresa) - CBO Management Team Meeting (Bill)	n/a
12/9/2016	9 a.m. to 4 Pm	Cohort Meeting - <i>Project Assignment</i> with past Cohort members, <i>Team Building</i>	Several past LDP Participants (<i>Heidi Zibell Jenkins, Anne Nolet, Meenu Thapar, Mariann Schols</i>)
December	2	Cohort Attends - Management Team Meeting from their division. Brief on behalf of their director/manager. Note: Director/manager does not attend.	n/a
1/13/17	8:00 a.m.– 4 p.m.	Cohort Visit - Community Services Office and interface with line staff and leadership.	Babs Roberts CSOA/Other Leaders Line Staff
1/24/2017	9 a.m. to 3 p.m.	Facilitation Training Workshop	Lisa Illahee, Stacii McKeon, Molli Ragsdale
2/10/17	9a.m.-3p.m.	Cohort Meeting - UW Lean Tour (Scavenger Hunt)	Mark McKenzie
2/15/2017	9 a.m. to Noon	Cohort Meeting - <i>Project Check in, Training - Emotional Intelligence</i>	Monika Vasil



Mentoring



FSD Mentorship Program

January 2016

Objective:

To create an environment within FSD that supports the development of leaders through a self-sustaining mentorship program.

Goals:

- Share knowledge and expertise to assist and support mentees in developing leadership skills, confidence, credibility, and networking.
- Build professional relationships that will positively impact our team by enhancing professional development, creating a culture of partnership and respect, improving productivity, and encouraging retention/succession planning within the Department.
- Mentees will have the opportunity to become mentors after successfully completing the six month mentorship program.

Commitment:

- To provide staff with an opportunity to learn, share, network, and improve their leadership skills.
- This mentorship program is six months and requires a minimum of at least one meeting and/or two hours per month.
 - Meetings can be in-person or via telephone.
- An effective mentor/mentee relationship will support mutual respect, honest and direct communication, commitment, trust, and willingness to learn from each other.

Roles of the Mentee:

- Supervisor approval is needed to participate in program
- Actively participate in monthly meetings, conversations, and relationship building with mentor throughout the program.
- Be open minded and ready to learn from your mentors vision, experience, and understanding.
- You will get out of this program what you put in; take ownership of your own success.
- Get comfortable with being uncomfortable as this is how we grow, both professionally and personally.

Roles of the Mentor:

- Share knowledge and experiences
- Guide mentee in developing leadership skills, building confidence, and creating networking opportunities.
- Provide insight to mentee on how their role within FSD directly relates to and impacts the mission and values of the Department.

Next Steps:

- Complete pilot program (Jan-May)
- Go live with program in July 2016.
- Connect with pilot program participants to determine successes and challenges of mentorship program and partnerships.
- Communicate best practices , additional guidelines, and resources needed for a successful mentorship program.
- Create guidelines for program and post on Mentoring SharePoint page participants to reference.

What is a Mentor?

A mentor is a coach, guide, counselor, colleague and trusted advisor. A mentor is someone willing to spend his or her time and expertise to guide the development of another person.

What is a Mentee?

A mentee is a student, protégé, apprentice and eager learner. A mentee is someone who wants to learn from someone who knows and seeks their valuable advice in order to grow personally and/or professionally.

What is a Mentorship?

A mentorship is a relationship formed between a mentor and mentee with the goal of sharing knowledge and expertise between the two. It can be a formal relationship with written goals and scheduled meeting times or it can be as informal as an occasional chat or email exchange.

Mentoring Expectations

- Mentor/mentee will meet a minimum of two (2) hours per month
 - In-person, via WebEx (webcam), telephone, etc.
- Create opportunities for mentee to job shadow, attend office meetings, leadership team meetings, and/or participate on projects/in workgroups
- Give mentee an active role
- **Be creative, be patient, have fun!**

Key mentee competencies

- Identify initial learning goals
- Take an active role in their own learning
- Be a risk taker
- Patient
- Positive attitude
- Be open-minded and curious
- Build trust
- Follow through on commitments

Key mentor competencies

- **Listen** – ask open-ended (powerful) questions
- Be fully present, actively participate
- Find out what your mentee is truly passionate about
- Tell your story
- Be open-minded, compassionate, curious, and accessible
- Advise NOT advice
- Act as a sounding board
- Be patient
- Be a role model – be credible
- Care about the relationship
- Build trust

Benefits of Mentoring

Mentee	Mentor	Organization
Further development as a professional	Demonstrate expertise and share knowledge	Knowledge management/transfer
Increase networks and agency exposure	Increased understanding of barriers experienced at lower levels of organization	Education support
Develop new perspectives	Develop and practice more personal style of leadership	Organizational development and culture change
Demonstrate strengths and explore potential with ideas	Enhance skills in coaching, counseling, listening and modeling	Mentees make the best future mentors
Organizational awareness	Organizational awareness	Recruitment/retention

Pilot Program

- 3 months
- 10 participants
- Mentees to obtain supervisor approval and email interest along w/goals
- Leadership to identify mentors & match mentor/mentee
 - Based on similar goals/strengths
- Mentorship kick-off meeting
- Mentor training





1st Cohort – 20 participants for 6 months

What did we learn?

- Mentor/mentee pairings
- Check-in meetings
 - Participants to facilitate

2nd Cohort – 20 participants for 6 months

JANUARY 2017						
SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Mentoring... What does it mean to you?



Participant feedback

"It is essential to surround yourself with individuals who are ALREADY where you want to be." I am glad that I participated in the mentoring program; this is an opportunity for me to experience what this quote is implying. I am very shy and reserved but being in the mentoring program has helped me overcome those feelings. – Priscilla Johnson (RBC3)

My mentor has really given me some tools to use in my every day dealings with staff & co-workers this has given me more self-confidence. I just needed someone to support me and let me know that I am okay. – Debbie Agee (CIBS - Naselle)

I'm learning to trust myself and am working on trusting others too. – Gwen Cook (RBC1)



Questions / Comments



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