

MentorInk Newsletter™

the online monthly of Corporate Mentoring Solutions Vol14 Issue 6 October 2000



Words that Matter™

Q: What is a sponsor, and how does this person fit in to a mentoring program?

A: A sponsor is an experienced and capable person in a key role who controls organization's future overall. Unlike a mentor, a sponsor has infrequent contact with the general staff (who might be participants in newer hires or career development mentoring programs).

A sponsor is in a position to promote another person to a higher rank/job. Mentoring programs are not developed for promotion. In the course of being in a mentoring program, a participant may become more promotable. That's a huge difference.

In the past, some mentors in an informal relationship likely were also sponsors and were in a position to promote those lucky few insiders to higher positions. That's not a role mentors play in programs.

A sponsor is associated with management or leadership positions almost exclusively whereas mentors, by virtue of their various roles, go beyond these confines. If you'd like to talk to us about how to develop your mentoring program, give us a call today.

Your last chance to benchmark your Program -- Survey for Co-ordinators

If you are the Co-ordinator of a Mentoring Program, you are eligible to answer our survey of mentoring program development & implementation practices. We hope to make this an annual event.

Only one survey response (i.e., from the Co-ordinator) will be used per program. We will accept entries for different programs within a given organization.

If you participate, the results will be emailed to you in December.

[Click here to fill out our 2000 survey.](#)

HELP!

If you have difficulty with the "click here" (above), you can also visit www.mentoring.ws/surveyOCT00 in your web browser to do the survey.

Inside...

- Mentoring Myth #3
- Meet our client - The WWF

Next issue (January 2001)
4-part article...

**Mentoring -
The Many Faces of Diversity**

From the Editor: Welcome to *MentorInk Newsletter™*. If you've read earlier editions, you'll know that past issues have carried everything and anything mentoring-related with a focus on mentoring programs. Let us know your interests and your reactions.



Your editor: *Marilynne Miles Gray*

If you wish to unsubscribe, send an email to: mentor@uniserve.com with the subject line "unsubscribe", your name and e-mail address in the text so we can find your entry and delete it. Happy reading to all.

Mentor Answers FAQs©

Q: "Should managers be mentors?"

A1. Many people have had a manager who has provided informal mentoring that proved to be invaluable. So, obviously, managers can be effective, supportive mentors. This will always happen for a lucky few.

In mentoring programs for future leaders or executives, these proteges are often mentored by their "bosses" (higher ranking executives) because there are no other mentors in the organization who can fulfill this important function. Oftentimes, the mentors want to mentor their direct reports to "see what they can contribute."

However, bosses mentoring their direct reports is not normally recommended in formalized mentoring programs for proteges who are newer hires, or for veterans who are interested in their career development. Of the thousands of proteges trained through Corporate Mentoring Solutions, only a handful wanted their manager or supervisor to be their mentor.

Why not? Here are 7 different reasons we have discovered over the years, by working with participants in programs:

1. Because they felt uncomfortable discussing really sensitive issues with someone whose judgment of their job performance might be influenced by what they revealed.

More specifically, these proteges said: (con't on page 2)

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CMSI Client profile

Our new feature column to let readers know more about our clients and their mentoring programs.

The Women's Foodservice Forum (WFF)

Corporate Mentoring Solutions has been working with WFF since 1998. Operating out of Chicago, the WFF considers their two programs: Emerging Leaders Mentoring Program and Executive Mentoring Program as their "signature" or "flagship" programs. WFF members come from a wide variety of companies, large and small -- Coca-Cola, KFC, Metromedia, McDonald's, Seattle Coffee Company, Enersyst, for instance.

How do the programs work? Once accepted and matched with a mentor, 12-month intracompany partnerships are kicked off via a launch day at the Annual Conference. Often partners are in different geographic regions of the USA. What a challenge -- different companies and different locations! But the successes have been many and meaningful.

How are matches made? Each protege, after applying to be in the program, goes online to answer the *Protege Needs Inventory (PNI)* via the Online Mentoring System. Using the *PNI*, the protege is matched with a mentor who has filled in the counterpart *Mentor Expertise Inventory* so there is a good, productive match.



What is the track record? Feedback from participants from past Launch Days indicates some of the following benefits:

"What was the most valuable aspect of the

Launch Day?"

- "To have a structured commitment form a mentor and developing a style each partner can most benefit from."
- "The structure of a formal process for mentoring."
- "The goal-setting, brainstorming and action planning."
- "Ability to make action plans on the first day of our relationship; making commitments to the program up front,"

In 2001, the Launch Days will occur at the Annual Conference in March in Dallas.

If you would like to talk to us about evaluations of our services and products, or if you would like more information generally about CMSI's mentoring work and the Online Mentoring System, call us today. ~~

Mentoring Myth #3:

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Myth: "If I need a mentor, I guess I'm doing something wrong."

Reality: In this case, mentoring seems to have been confused with tutoring. Tutoring is a process by which the skill level of the person being helped is brought up to a certain standard because the skill level is lower than desired / needed.

Because each mentoring program is unique, the reasons for having mentoring obviously will be different. For example, mentors will be skill developers (coaches) in one program and advisors in another. In neither case, will be protege need "fixing?"

Mentors are special people who are used to develop the talents of those who have not travelled the road of life that far. This does not translate as fixing something that is wrong.

Mentor Answers FAQs© (con't from page 1)

2. "My manager is a great coach for new skills, but I want someone else to be my confidant."
3. "My manager won't empower me to pursue options such as leaving my current job to take a better position in another location - because he needs me right now."
4. "If you're going to the trouble of establishing a mentoring program, I'd like access to someone I might not have access to otherwise."
5. "My manager and I might have trouble knowing when we are in a direct reporting relationship or a mentoring relationship. The two are not the same."
6. "I can go to my manager for informal mentoring, if I need to."
7. "My manager is too busy managing everyone to be my personal mentor."

If you haven't encountered the above realities or given some thought to just such issues, you need to. Your workplace and your mentoring program will thank you for it. ~~

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Planned mentoring: Aiding key transitions in career development

Authors: Marilynne Miles Gray & W. A. Gray Excerpted from: *Mentoring International* 1990, Vol 6 #.3 (Summer), pp 27-32. rev ver ©2000 CMSI Corporate Mentoring Solutions Inc.

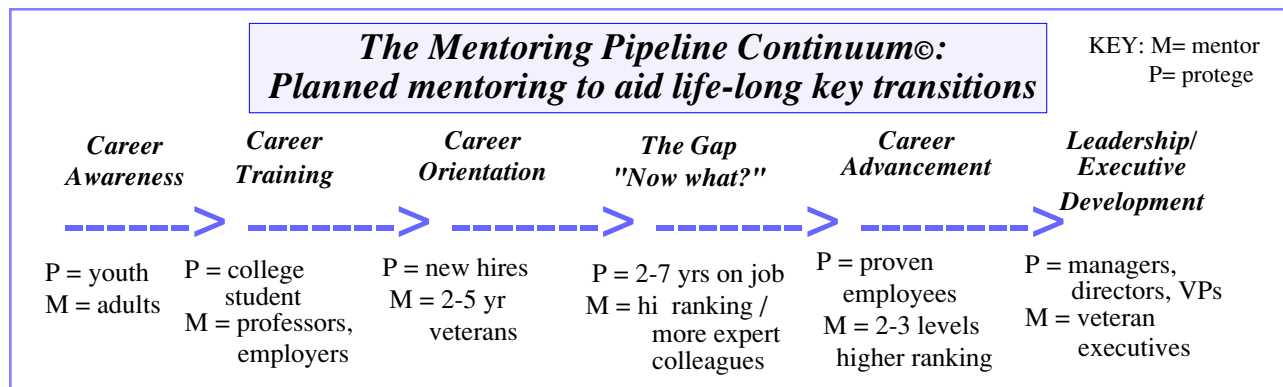
Part Two: The next transitions

Transition 3: The newer hire - Career practitioners use conceptual models in real situations to generate best answers and intuitive solutions to immediate problems. Mentoring programs are developed to help new hires make the transition from being learners to becoming professionals, to shorten the time needed to learn how to perform new jobs, to assimilate in the organization's culture and expected way of operating, to orient them to the work place and community and to help them feel welcome.

Exit interviews suggest that newer hires are leaving because they have the sense that they are not valued. As many have phrased it: "No one cared." So they move on to someone who does. Of late, with the shortage of workers in some fields, mentoring programs are being developed so companies will become "the employer of choice."

Transition 4: Expanding career opportunities - After new hires become oriented, assimilated and proficient in the job they were hired to do, they frequently ask these question: "Is this all there is? Will I still be doing this same job in the next few years? These employees are now seeking new challenges and opportunities to develop new expertise and make a more independent, creative contribution. When expanded career opportunities do not occur, employee disillusionment and turnover frequently result. To prevent this, many corporations develop mentoring programs which further develop and utilize employee talent in more challenging job assignments.

Transition 5: Career advancement - As a result of flattening the organizational pyramid by downsizing middle management during the early 1980s, many corporations today have a much smaller talent pool ready to move into higher level management and executive positions. These prospects have narrower experience in only one or two



departments so the mentoring program and the process -- to give people the bird's-eye view of the organization --is invaluable. Certainly, the role of the mentoring program gains importance as we learn the value of our intellectual capital which can disappear once executives have retired.

Insight on structure. Often, we find clients think they need to structure the program by recruiting mentors at a much higher level than is necessary. The Continuum diagram illustrates the realities we discovered over the years working with many different program challenges and needs. The success of mentors who are only one or two removes from the protege confirms this fact. The selection of the mentors requires experience. And this is just one type of structure that needs to be considered as the program is put together.

At the early stages of program development? or enhancing your current program? Give us a call to talk further about your initiative. The above is just one instance of the experience we bring to work we can do with you. ~~

*The person who knows HOW will find a job;
The person who knows WHY will be the boss.
~ Anonymous*

