Mentoring

“In order to be a mentor, and an effective one, one must care. You must care. You don’t have to know how many square miles are in Idaho, you don’t need to know what is the chemical makeup of chemistry, or of blood or water. Know what you know and care about the person, care about what you know and care about the person you’re sharing with.”

— Maya Angelou

Training and Career Management Division
AMCOM G3
Provide an overview of mentoring to set conditions for an effective and efficient relationship.

“If I have seen further it is by standing on the shoulders of giants.” — Isaac Newton
Training, coaching and mentoring are different!

Training is focused on a specific task or role, very short-duration, formalized, structured, provided by subject matter experts. Classroom or on-the-job training is most common.

Coaching is task(s) or role oriented, short to mid-term in duration, less-structured, on-the-job, performance focused with employee leadership/experts/senior employees directly involved.

Mentoring is relationship-oriented, long-term duration, informal, and focused on employee long-term development with leadership indirectly involved.
What is Mentoring?

**Army Mentorship:** The voluntary, developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.

- Army Mentoring Handbook.

“We make a living by what we get, we make a life by what we give.” — Winston Churchill
Why is Mentoring Important?

- “Baby Boomer” retirement coupled with hiring limitations threaten to leave a knowledge gap.

- Effective mentoring develops protégés to perform better and develop careers more effectively and efficiently with expanded opportunities.

- Mentoring is a holistic personal and organizational process of knowledge management that can infuse new synergy, skills, information and cooperation across diverse areas.

- Mentoring improves loyalty, retention, organizational performance, and a desire toward long-term careers within the Army by demonstrating a willingness to develop the next generation.
Mentoring is Army Values

- **Loyalty** – By mentoring within an organization demonstrates its commitment to employees, and vice versa, which generates trust and loyalty.

- **Duty** – It is the duty of an employee to “develop self” and the duty of senior employees to “develop others” through mentoring.

- **Respect** – Junior employees respect senior employees enough to ask for mentoring and the senior employees respect the junior by willingly sharing knowledge.

- **Selfless Service** – Mentoring takes time and effort on the part of the protégé and mentor to benefit the greater good.

- **Integrity** – Mentoring occurs because it is the right thing to do, not because we are told to do it.

- **Personal Courage** – It takes courage to have initiative to seek out a mentor and it takes courage for a mentor to provide the critical feedback a protégé needs.
Mentoring Program Style

- Mentoring can be formal, semi-formal or informal.
  - Formal mentoring must occur where consistent development is not part of the culture.
  - Semi-formal mentoring provides some structure and guidance to help development but allows flexibility.
  - Informal is most preferred and works best where a good culture of employee development exists.
- Mentoring is as much about developing skills to provide mentoring in the future, as it is receiving current mentoring benefits.
Personal Benefits to Mentoring

- Develop insight into organizations and career programs.
- Provides a sounding board for ideas and concerns.
- Obtain diverse feedback and viewpoints.
- A forum for counseling and guidance.
- Develop key skills in technical, human relations and leadership.
- Pass on practical expertise, experience and knowledge.
How to Start

- Mentoring works best if it is voluntary. In order for that to occur YOU have to know YOU as a start point.

- What do you want from a mentor?
  - Leader skill development
  - Technical skill development
  - Career path guidance
  - Supervisory Skill Development

- Develop a plan, talking points, “elevator pitch” or ideas, even if you are unsure what you are doing.

- You are your own best career manager! Take charge of your future!
Ideas on How to Start

- Mentoring lists (Army Career Tracker (ACT), CAPPMIS, local organization lists)

- Speed “mentoring” events
  - Not mentoring as defined but can be a start point for mentoring.
  - Usually consists of a series of mentors and a time limit to ask questions before moving to another mentor or set of mentors.
  - With mentors who are prepared “speed mentoring” can introduce protégés to senior personnel, priorities and common trends topics.
  - “Speed” mentors must have sufficient experience and prepared to be effective.

- Have courage…go communicate with your peers, supervisor, manager, director or Activity Career Program Manager about mentoring.
Who a Mentor Should Be

- A good mentor is someone who has sufficient technical or organization knowledge or job experience in the desired subject area to be helpful in developing your career.

- A mentor is typically not in your immediate chain of command or an immediate family member.

- A mentor should be someone you trust and have compatible personality/communication styles. This takes effort on your part!

“A mentor is someone who sees more talent and ability within you, than you see in yourself, and helps bring it out of you.” — Bob Proctor
23 CY16 LIFT participants had SES level mentors.

- Lisha Adams (SES)
- Michael Bieri (SES)
- Sheila Calvert (SES)
- William Colson (SES)
- Jerry Cook (SES)
- Dr. Myra Gray (SES)
- Dr. Juanita Harris (SES)
- John Honeycutt (SES)
- James Johnson (SES)
- Mary Beth Koelbl (SES)
- Jeff Langhout (SES)
- Dr. William Lewis (SES)
- John Lyle (SES)
- Roy Malone (SES)
- William Marriott (SES)
- Todd May (SES)
- Patrick O’Neill (SES)
- Barry Pike (SES)
- Jody Singer (SES)
- Kim Tycer (SES)
- Tereasa Washington (SES)
- Steve Wofford (SES)

This is not counting the directors, LTCs and COLs who served as mentors.

So what is holding you back?
Lesson Learned - Mentoring

- Be respectful of your mentor’s time and provide a read-ahead so your mentor and you can prepare for meetings.

- Incorporate mentoring into your Individual Development Plan (IDP) as required. ACT or CAPPMIS.

- Communicate scheduling with your supervisor.

- Consider shadowing your mentor at key events when time and conditions permit.

- Life WILL intervene, communicate to mentors, supervisors and all will be well.

- DO sit down with the mentor and make sure they fit you and vice versa. If not, find a new mentor.
Protégé Considerations

➢ Be respectful of your mentor’s time.

➢ Have a plan/questions/topics before you go.

➢ Provide a read ahead so the mentor can prepare.

➢ Mentor may well have their own plan.

➢ Incorporate mentoring and results into your Individual Development Plan.
For the Mentors

- Mentoring falls under the DA/DoD/OPM skill of “Developing Others”

- Mentoring is not training, coaching or a relationship that replaces the current supervisor, nor is it a guarantee of protégé success.

- The mentor serves as an objective confidant and advisor with whom the protégé may discuss work-related and other concerns related to career development and planning.

- The focus of mentoring is career and skill development not how to get promoted or make money.

“The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.”

— Steven Spielberg
Mentoring IS leadership when you communicate your vision for success.

This is an excellent opportunity to develop communications skills by listening and providing feedback.

Provides you a reason to think about your own career.

Allows you to pass on those tips and tricks you wish you knew way back then.

Allows you an opportunity to leave a better legacy.
Mentoring Material

- LIFT Program Overview and Mentoring Guide

- DA Pam 690-46, Mentoring for Civilian Members of the Force

- Defense Civilian Personnel Advisory System (DCPAS) Mentoring Library.

- OPM Best Mentoring Best Practices
Mentoring Material


Mentoring Material

ATRRS free E-Learning Courses

Search ATRRS Course Catalog for mentoring

Fostering Mentoring Relationships

Mentoring Effectively

Mentoring as a Manager

Mentoring Strategies for the 21st Century

Mentoring On-Line
Leadership Development Opportunities
Leadership Development Opportunities

- Leader Investment for Tomorrow Program (LIFT) Conduct on Redstone
  - February to December each year, CY17 currently in session
  - Application window opens in mid-November each year
  - Advanced LIFT (AdvLIFT): GS14-15 and equivalents, 15 seats
  - Intermediate LIFT (iLIFT): GS11-13 and equivalents, 25 seats
  - Upward LIFT (UpLIFT): GS10 and below, 25 seats, 19-23 June applications being taken now.

- Civilian Education System (CES), Distance learning and resident courses at Fort Leavenworth or on-site at Redstone Arsenal.

- Must complete Foundation or DL before you can take the course.
  - CES Foundation – Everyone after 30 Sep 2006
  - CES Basic – GS 1-9
  - CES Intermediate – GS 10-12
  - CES Advanced – GS 13-15
ETM / SETM

The Army’s Senior Enterprise Talent Management (SETM) and Enterprise Talent Management (ETM) Programs

- **ETM** (for GS-12s and GS-13s)
  - ETM shadowing assignments,
  - ETM-Temporary Duty,
  - Command and General Staff Officers’ Course
  - Executive Leadership Development Program

- **SETM** (for GS-14s and GS-15s) includes the following programs:
  - Enterprise Placement Programs
  - SETM-Temporary Duty
  - Senior Service College programs: Army War College, Army War College Distance Education, and the Dwight D. Eisenhower School for National Security and Resource Management
  - The Defense Senior Leader Development Program.
Contact Information

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AMCOM G3 Training and Career Management Division

At https://amcom.aep.army.mil/G3/CMD/SUPTOOL/default.aspx you will find POCs for everything in this brief and more.
Mentoring Overview

“Show me a successful individual and I’ll show you someone who had real positive influences in his or her life. I don’t care what you do for a living—if you do it well I’m sure there was someone cheering you on or showing the way. A mentor.”

— Denzel Washington