Driving Results through Mentoring Programs

Adding Mentoring to Your Customized Training

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The Idea...

Create a win/win for the college and the client by facilitating a mentoring program concurrent with a manager/leadership development program

• The client gains
  ▫ Increased commitment from both mentors and protégées
  ▫ Increased productivity

• The college gains
What it looks like

• A traditional training matrix (various topics presented on a regular basis)
• A formal mentoring component started soon thereafter and running simultaneously through and beyond the training period
• Ongoing, regular informal check-ins (via phone) with both groups
• Ongoing, regular formal meetings with both groups
<table>
<thead>
<tr>
<th>Date</th>
<th>Program</th>
<th>Instructor**</th>
<th>Notes</th>
<th>Hours</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>2/25/2014</td>
<td>Customer Service / FISH!</td>
<td>Rod B</td>
<td>Adding excitement and professionalism to work</td>
<td>3</td>
<td>5-8 PM</td>
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<tr>
<td>3/4/2014</td>
<td>Career Pathways &amp; Personal Finance</td>
<td>FSMC HR Dept / Jodi D</td>
<td></td>
<td>3</td>
<td>5-8 PM</td>
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<tr>
<td>3/15/2014</td>
<td>How to be a Mentor</td>
<td>David L</td>
<td>morning, concurrent with mentee meeting</td>
<td>2</td>
<td>10AM-12PM</td>
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<tr>
<td></td>
<td>On Being a Mentee</td>
<td>Rod B</td>
<td>morning, concurrent with mentor meeting</td>
<td>2</td>
<td>10AM-12PM</td>
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<tr>
<td></td>
<td>Pairing</td>
<td>David &amp; Rod</td>
<td>afternoon activities</td>
<td>4</td>
<td>12:30-4:30 PM</td>
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<td>3/18/2014</td>
<td>Positive Workplace Communications</td>
<td>Cynthia I</td>
<td>Covering the how's and why's of communication heavy on role playing</td>
<td>3</td>
<td>5-8 PM</td>
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<td>4/1/2014</td>
<td>Teams at Work</td>
<td>Alison K</td>
<td>Outlining team dynamics at work and keys for success</td>
<td>3</td>
<td>5-8 PM</td>
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<tr>
<td>4/15/2014</td>
<td>Myers-Briggs Type Indicator</td>
<td>Ray G</td>
<td>Type Talk at Work</td>
<td>3</td>
<td>5-8 PM</td>
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<td>4/16/2014</td>
<td>Mentor follow-up</td>
<td>David L</td>
<td>one month in to check on progress</td>
<td>1</td>
<td>4-5PM</td>
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<td>4-5PM</td>
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</table>
Initial reaction...

“I just want to show you some of the buzz / excitement going on around here as a result of our announcing the program to the staff.

We have over 25 interested so far! And have already heard from the inpatient side wanting to know if their CNAs are eligible!”
Concerns

- Adding to a traditional training program
- Supporting the extra effort
- Measuring ROI
Kick-off highs...
...and difficulties

4/14 My meetings with my mentor has been very nice and very resourceful. At the beginning I felt that I didn't have the support I needed, but things has change. I think we have a great partnership.

6/5 - She feels good about the program, but hasn't had any real contact with mentor in over a month and feels abandoned. She and Debbie met 2 weeks ago to go over goals and Tonia appreciated that. She's going to reach out to her mentor one more time to ask to go over her presentation.

7/10 - everything is fine, she's working on some projects: peer council and Tech of the Year. Tonia sent Cherly an email and hasn't heard back from her since the presentations.

8/11 - Tonia said she receied an email from Cheryl right after our discussion, and she sent one back, but they never connected.

8/27 - Hello Rod, I haven't had any meetings with my mentor. So I don't have any updates. You as well have a Great Holiday weekend.

9/19 - no new news. Tonia was awarded Tech of the Year; Cheryl was there but they didn't talk as planned b/c Tonia wanted to practice what she was going to say (she emceed the event).

10/29 - I haven't heard anything from my mentor in a long while, basically written her off.
Example: Private Industry

- MedStar Health
- Year long program
- 15 formal sessions
- High potential clerks and nurses
- Revenue $15k
Example: Public School

- Joppatowne High School
- Year long program
- 2 formal sessions
- High achieving students and socially promoted 9th graders
- Revenue $500 (paid by Boys & Girls Clubs)
Measuring ROI

• Level 1
  ▫ Smiley sheets (initial satisfaction)
• Level 2
  ▫ Successful practice in training (observed learning)
• Level 3
  ▫ Protégée and mentor feedback (behavior applied)
• Level 4
  ▫ Marked changes (behaviors having impact)
• Level 5
  ▫ Measured changes (production, turnover, etc.)
Key take-aways...

- Get buy-in from organizational leaders, not just your POC
- Vet the mentors well
- Take pictures of the early events
- Maintain regular check-ins
- Have contingent mentors at the ready