



# Mentoring Methodology

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# OUTCOMES

The outcome of the Hayes Group mentoring methodology is a more accelerated transfer of knowledge (technical, organizational, leadership, political) from an experienced employee (mentor) to a less experienced employee (mentee). The mentees will be prepared for more responsibility in the organization because of the customized development they receive from the mentor.

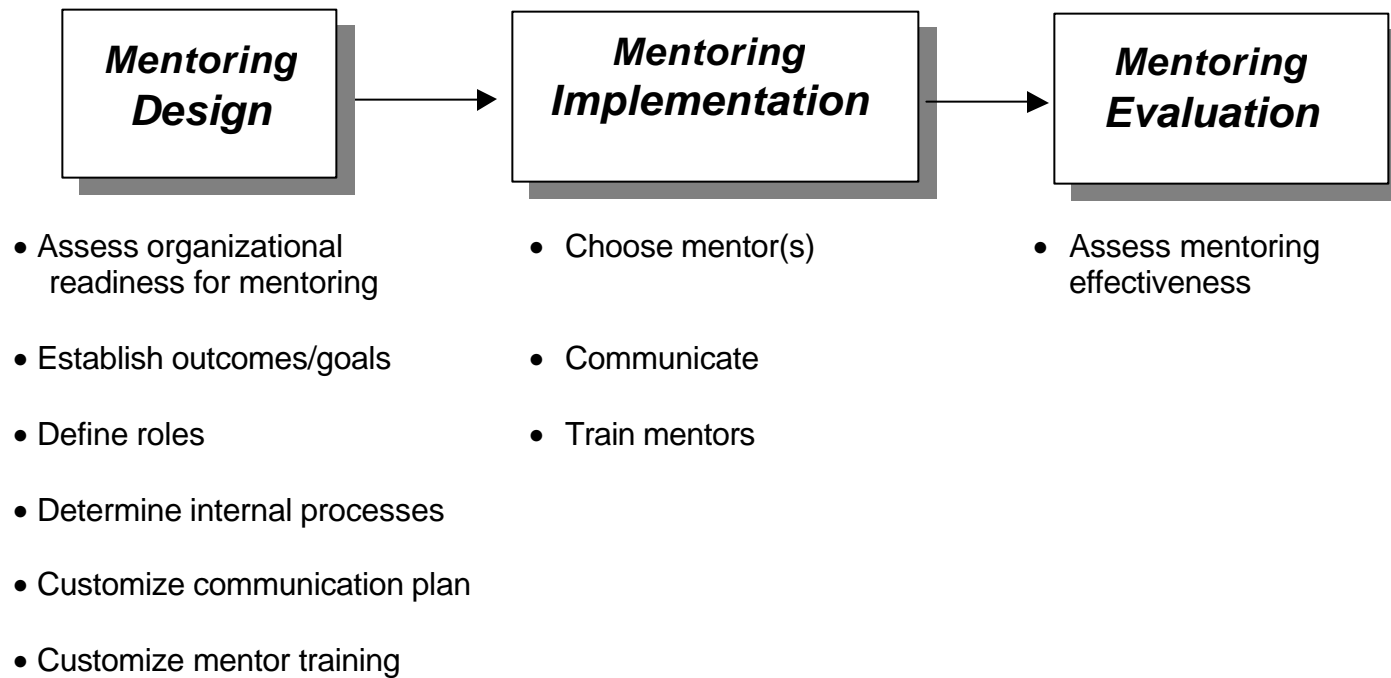
Deliverables include the mentee becoming

- A more knowledgeable employee
- Ready for more responsibility more quickly
- A better leader of people
- A better communicator and influencer
- More strategic in his thinking
- Greater retention and transfer of intellectual property
- A future mentor for newer employees

A successful mentoring process involves planning and detailed design. The Hayes Mentoring Methodology includes this detailed design, as well as implementation and evaluation. In working with a client, Hayes can be involved in several levels of the mentoring process – from a turnkey approach (where Hayes consultants are responsible for the process design, mentor/mentee skill and behavior assessment, mentor/mentee matching, communication planning, mentor training, and mentoring process evaluation) or Hayes can be involved in specific parts of the process.

As with all Hayes methodologies, Hayes customizes their materials based on the needs of the individual organization. The mentoring methodology is a partnership between Hayes consultants and the clients responsible for mentoring in the organization (referred to in this document as the Mentoring Project group or representative).

## Mentoring Development Phases



# ***DESIGN PHASE***

The design phase for the HAYES MENTORING METHODOLOGY involves the following steps:

- Step 1: Assess organizational readiness
- Step 2: Establish outcomes/goals
- Step 3: Define roles
- Step 4: Determine internal processes
- Step 5: Customize communication plan
- Step 6: Customize mentor training

## **PROCESS OVERVIEW**

1. **Assess organizational readiness.** A Hayes consultant, with a Mentoring Project group or representative assesses the organization's culture to determine if mentoring will be successful. The deliverable is an honest assessment determining if the organization will benefit from mentoring and if the organization's culture will allow for successful mentoring.
2. **Establish outcomes/goals.** A Hayes consultant works with the Mentoring Project group or representative to determine the outcomes of an effective mentoring process. These outcomes tie the mentoring process to higher organizational goals, are eventually communicated to the organization, and are used in the evaluation of the mentoring process.
3. **Define roles.** Mentoring usually involves three – the mentor, the mentee and the mentee's manager. The roles, duties and expectations of each are determined and defined as well as the role of the Mentoring Project group or representative.
4. **Determine internal processes.** The Hayes consultant works with the Project Mentoring group or representative to determine logistics and processes of mentoring, including (but not limited to):
  - When the mentoring process starts/finishes.
  - What specifically happens during the mentoring process.
  - How often mentors and mentees meet.

- Clarification of mentoring skills.
  - Identification of types (technical, leadership, political, organizational) of knowledge transfer.
  - How to match mentors and mentees.
  - Communication to those not involved in mentoring.
  - Clarification of the difference between coach role and mentor role.
  - How to measure the effectiveness of mentoring.
5. **Customize communication plan.** A Hayes consultant works with the Mentoring Project Group or representative to determine what communications (meetings, e-mails, etc.) are sent to the mentor, mentee, and manager.
6. **Customize mentor training.** The Hayes Mentoring training materials are customized based on the organization's mentoring design. In addition to the content, the most effective delivery methods (meeting, on-line, self-study, etc.) are determined. The training materials consist of the communication of the mentoring process's logistics as well as skills training for mentors.

# ***IMPLEMENTATION PHASE***

The implementation phase for the HAYES MENTORING METHODOLOGY involves the following steps:

- Step 1: Choose mentor(s)
- Step 2: Communicate
- Step 3: Train mentors

## **PROCESS OVERVIEW**

1. **Choose mentors.** Using the information from the design phase, mentors are chosen based on technical expertise as well as behavioral traits (such as communication skills). This process can be done by the organization or with the help of Hayes consultants. Hayes recommends using a behavioral survey assessment instrument (such as DISC) to assist in making the best match (in addition to technical knowledge/expertise). Our experience shows many senior employees with excellent technical knowledge may not be the best mentors and although technical knowledge is a prerequisite for most mentoring processes, other items such as personal relationship, communication styles, and trust are important factors for success.
2. **Communicate.** Successful mentoring requires on-going communication, including:
  - The mentor's role
  - The mentee's role
  - The mentee's manager's role
  - Information to those who are not chosen as mentors.

Frequently those who are not involved can negatively affect the process unless they receive appropriate communication.

3. **Train mentors.** Generally, logistics, roles and details are part of the communication step. However, effective mentoring processes usually include additional training for mentors. This includes coaching/feedback skills, adult

learning techniques and how to handle specific types of questions. In addition, training may include how to determine competency gaps, how to accelerate knowledge transfer, and how to address problems in mentoring relationships. This training may be self-study or may consist of one-half to one-day classes (depending on what is determined in the design phase). Typically this training consists of giving information and real-life mentoring case studies.

# ***EVALUATION PHASE***

The evaluation phase for the HAYES MENTORING METHODOLOGY involves the following step:

Step 1: Assess mentoring effectiveness

## **PROCESS OVERVIEW**

1. **Assess mentoring effectiveness.** Using the evaluation criteria determined in the design phase, the mentoring process is evaluated through a variety of methods. This evaluation is usually done at several milestones during the mentoring process – as determined during the design phase. Interventions can include changes to the process, changes of mentors/mentees, communication updates or even cessation of the process.