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DEPARTMENT OF DEFENSE  
**DCPAS**  
Defense Civilian Personnel Advisory Service

## Influencing a Culture of Mentoring

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Ms. Jimmie H. Vaughn  
Associate Director  
Talent Development

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## Agenda

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- What is Mentoring
- Roles and Responsibilities
- Skills for Mentoring Relationships ~  
Active Listening
- Skills for Mentoring Relationships ~  
Active Feedback
- Building a Mentoring Program
- Workplace Mentoring
- How To Start a Mentoring Program
- What is a Mentoring Program
- What are the Benefits of a Mentorship Program
- What is the Purpose of Mentoring

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# Mentoring

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- Mentoring is traditionally a partnership between two people, where the mentor (the more experienced of the two) **works collaboratively** with a mentee, in a mutually, beneficial relationship to provide support, encouragement, and guidance to a mentee.
- It is a relationship that must be based on openness, respect, trust, and a willingness to learn and share. Both mentor and mentee should respect the confidentiality of the relationship.
- It is just as important to understand that mentoring is not a:
  - Cure for poor performance,
  - Key to getting promoted, or
  - Substitute for career planning.

# Roles and Responsibilities

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- WHAT ARE THE RESPONSIBILITIES OF A MENTEE?
  - Committing to the program and taking responsibility for development and career
  - Reviewing, signing, and implementing the Mentoring Agreement
  - Meeting with mentor a minimum of 1 hour a month as agreed in the Mentoring Agreement. If a meeting must be rescheduled, contacting the mentor as soon as possible
  - Identifying developmental needs; preparing and implementing the Mentoring Action Plan with the assistance of mentor
  - Communicating openly, honestly and tactfully with the mentor
  - Being open to suggestions and willing to try new experiences
  - Completing program evaluation surveys and offering suggestions for improvement
  - Respecting the confidentiality of the partnership

# Roles and Responsibilities

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- WHAT ARE THE RESPONSIBILITIES OF A MENTOR?
  - Committing to the program and to aid in the **development** of mentee
  - Reviewing, signing, and implementing the Mentoring Agreement
  - Meeting with mentee a minimum of **1 hour a month** as agreed in the Mentoring Agreement. If a meeting must be rescheduled, contacting the mentee **as soon as possible**
  - Assisting mentee to identify new developmental needs, and to prepare and implement a Mentoring Action Plan
  - Communicating openly, honestly and tactfully with the mentee; suggesting options
  - Completing program evaluation surveys and offering suggestions for improvement
  - Respecting the confidentiality of the partnership

# Skills for Mentoring Relationships ~

## Active Listening

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- What is Active Listening?
  - It is being non-judgmental, with the emphasis on listening and not solving the issue or problem.
  - It is being attentive and respectful to the person talking.
  - It's not planning your response to what the person is saying. It's not daydreaming while they are talking.
  - It's not solving problems or giving advice.

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## Skills for Mentoring Relationships ~ Active Feedback

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- Showing empathy
  - “Acknowledge feelings”
  - Look for whole message (body language, tone of voice, conveyed emotion)
- Asking clarification while withholding your judgment/opinion
  - Effort to understand
  - Seek more details or examples
  - Speaker evaluates their own opinion
- Provide non-evaluative feedback
  - Paraphrase in your own words
  - Ask if your paraphrase is accurate

## Do's and Don'ts

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- Do...
  - Set reasonable expectations and expect to check in regularly. Be consistent, but flexible.
  - Ask questions, share knowledge and personal insight. Be honest.
  - Do introduce, invite, and observe.
  - Recognize and work through conflicts in a respectful way; invite discussions of differences.



## CUI Don't...

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- Misappropriate or share private information deemed confidential.
- Share information that is too personal. Use good judgment.
- Serve as a social worker, coach, financier, or professional counselor.
- Provide information that you are unsure about. If you don't know...you don't know.

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## Workplace Mentoring \_ What is It?

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- A Mentoring Program in the Workplace
  - Benefits the mentee and mentor relationship and
  - Helps the organization by building an inclusive mentoring culture
    - Centered on learning,
    - Sharing new ideas, and
    - Creating a shared vision

# Types of Mentoring

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- [Career Mentoring](#)
- [Reverse Mentoring](#)
- [Flash Mentoring](#)
- [Diversity Mentoring](#)
- [Mentoring Circles](#)
- [Extended Onboarding](#)
- [High-Potential Mentoring](#)
- [Buddy Program](#)

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## Career Mentoring

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- Organizations want to enable employee development –
  - Improved Retention
  - Engagement
  - Knowledge Transfer

# Flash Mentoring Programs in the Workplace

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- Benefits of Flash Mentoring
  - Learn job related skills from peers and managers for swifter career progression
  - Gain cross-departmental knowledge from across the organization to breakdown silos
  - Build internal networks and explore internal career paths

# Reverse Mentoring

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- Benefits of Reverse Mentoring
  - Enable knowledge sharing between boomers, millennials and Gen Zers
  - Deepen connections between employees and senior management
  - Foster feedback more fully across departments and functions

# Diversity Mentoring for Inclusive Workplace Culture

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- **Why Diversity Mentoring?**
  - Improve diversity in leadership or specific functional disciplines
  - Better attract and retain employees
  - Connect diverse populations with each other to learn and share experiences

# Extended Employee Onboarding Program

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- **Benefits of Extended Onboarding?**
  - Achieve productivity quicker
  - Stay at your organization longer
  - Gain deeper job-related knowledge to perform better



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# Mentoring for High-Potential Employees

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- **Benefits of High Potential Mentoring**
  - Improve retention of key contributors
  - Deepen your leadership bench strength
  - Provide critical career development experiences

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## What about Virtual Mentoring Programs

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- **The Guide to Virtual Mentoring Programs**
- **Connecting People In the Hybrid Workplace**

# What is a Mentoring Program?

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- A formal mentoring program is a structured, often one-to-one relationship in a work, organization or academic setting.
- Mentoring allows people to learn from one another, providing a path to skill and knowledge transfer.
- Impactful mentoring programs train mentors and mentees to have productive conversations and meetings, providing them with career development tools and resources to accomplish set mentorship goals.

## What is the Real Purpose of mentoring?

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- A mentoring program benefits the mentee/mentor relationship and helps the organization by building an inclusive workplace culture, centered on learning, sharing new ideas and creating a shared vision. A mentorship program can:
  - Diminish isolation and exclusivity
  - Increase engagement
  - Improve retention rates
  - Amplify skill development

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## Let's Talk...What Are Your Thoughts

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- What sort of role has mentoring played in your life up to this point
- What was the reason you started a formal mentoring program for employees
- How did you go about promoting your mentoring program before and after the launch of it
- What is one thing you wish you knew before launching a mentoring program
- How did you utilize Mentoring Champions in spreading the word about the mentoring program, and recruit/embolden them to be advocates
- What advice do you have for other professionals looking to launch successful mentoring programs

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**Ms. Jimmie H. Vaughn**  
**Associate Director**  
**Talent Development Directorate**  
**Defense Civilian Personnel Advisory Service**

[Jimmie.h.Vaughn.civ@mail.mil](mailto:Jimmie.h.Vaughn.civ@mail.mil)

# CUI Questions

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