



# MENTORING

Edward G. Elgart

Executive Director  
CECOM Contracting Center

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# Origins of Mentor

- Where did the term “Mentor” come from?
  - The term mentor actually dates back to Homer’s Odyssey. Before embarking on his ten year journey, Ulysses entrusted the education of his son, Telemachus, to his wise and faithful friend named Mentor. In the story itself, Mentor serves as a guide, a tutor, an advisor, and even a surrogate father for young Telemachus.

*Source: L. A. Daloz, (1986)*



# ***Definition***

- Mentoring is a sharing process and relationship in which a more experienced professional guides and coaches a less experienced employee in meeting developmental goals related to enhanced performance and career development.
- Mentoring is a flexible and fluid face-to-face process that requires commitment and dedication from both the mentor and protégé.



# ***What is Mentoring?***

- A learning partnership
- Teaching through collaboration and consultation
- A growth relationship – continuous support





# ***Mentor Roles and Responsibilities***

- A Mentor:
  - Fosters trust through concern about others and helps their protégé to grow and succeed.
  - Is viewed as competent and a role model by others and is committed to the success of the organization.
  - Is willing to share knowledge and insight with others, specifically the hard learning experiences.



# ***Mentor Roles and Responsibilities***

- A Mentor:
  - Offers risk-free advice and counsel.
  - Values diversity and respects others.
  - Provides candid and constructive feedback.
  - The best mentors have the leadership qualities of being able to motivate others and show great flexibility and strength in facing work challenges.



# ***Protégé Roles and Responsibilities***

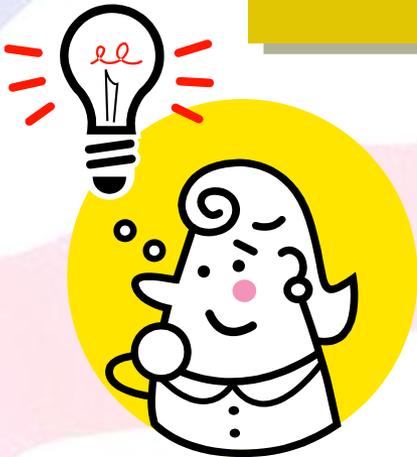
- A Protégé:
  - Must be able to define their needs clearly.
  - Is receptive to feedback and open to learning from mistakes.
  - Must take responsibility and display commitment.
  - Is willing to share their specific skill sets and experience.
  - Must take risks in order to develop greater professional strengths.



# ***Goal of Mentor/Protégé Relationship***



The goal is to develop the protégé into an independent worker with good decision making skills.





# ***Organizational Benefits***

- Assimilates the Protégé into the socialization processes and mores of the organization **quickly**.
- Provides a nurturing environment for inexperienced employees to **grow and learn**.
- **Expands the skill set** of the existing workforce at little cost.
- Greater effectiveness in recruitment, retention and **job satisfaction**.
- Fosters **more effective communication** throughout all levels of the organization.



# ***Organizational Benefits***

- Supports the concept of **continuous learning**.
- Allows for multi-directional learning and growth - **everyone benefits**.
- Encourages **knowledge sharing/management**.
- Greater potential for objective, **unbiased feedback** and evaluation throughout the organization.
- Provides opportunities to practice and develop **leadership, communication, enhanced productivity and technical competence**.



# ***The 4 Stages of Mentoring***

- 1. Building** - Partners (Mentor and Protégé) become acquainted and informally explore their common interests, values, professional perspectives.





# ***The 4 Stages of Mentoring***

**2. Development** - The pair begins to develop goals mutually and to clarify expectations.





# ***The 4 Stages of Mentoring***

**3. Implementation** – The bond between Mentor and Protégé begins to deepen. The Mentor becomes a sounding board and trusted confidant, helping the Protégé to feel safe and free to take risks and move beyond his/her comfort zone.





# ***The 4 Stages of Mentoring***

- 4. Confirmation** - The Protégé's self-sufficiency and completion of goals will signal the conclusion of the formal aspects of the relationship. The relationship evolves informally into a perceived friendship – Mentor and Protégé treat each other as equals and take pride in each other's accomplishments.





# ***Success Factors***

- Communication –
  - Setting clearly defined goals and expectations together ensures Protégé buy-in and creates a sense of ownership of the process.
  - Paves the way for constructive feedback to be readily accepted and acted upon.





# ***Success Factors***

- Partnership – Built on mutual respect and trust between each other.





# ***Success Factors***

- Openness – A successful Mentor/Protégé relationship will result in both parties learning from each other.





# ***The Army Supports Mentorship!***



- The Army Mentorship Program was created in July of 2005 to encourage Soldiers and Department of the Army (DA) civilians to engage in mentoring activities beyond the chain of command.
- The Army Mentorship Program is voluntary and serves to promote learning and development among the Army's future leaders.
- Army's Mentorship Resource Center:  
[www.armyg1.army.mil/hr/mrc.asp](http://www.armyg1.army.mil/hr/mrc.asp)



# ***Summary***

- Mentoring is a very rewarding experience both professionally and personally.
- A Mentor's professional and practical experience helps the Protégé to assimilate into the organization quickly.
- The Protégé brings new ideas and a fresh way of looking at the organization's existing business processes.



# ***Summary***

- Both parties as well as the organization can benefit from such a relationship.
- An added benefit for the individuals involved can be a lifetime friendship forged through the Mentoring process.



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