



Mentoring Solutions

• Program Planning • Training • Materials • Quantitative & Qualitative Evaluation • Consultation

Mentoring Expertise provided by Mentoring Solutions

Dr. William A. Gray and Marilynne Miles Gray, MA, MEd co-founded *Mentoring Solutions* to pioneer, research and develop appropriate *Formalized Mentoring Programs* (200+ thus far). We've trained more than 25,000 **Mentoring Partners** because this produces better outcomes than training ONLY mentors or proteges (mentees). Since 1978.

How we became Experts in providing *Different Mentoring Solutions* over 45+ Years

5 Stages/ Levels	Stuart and Hubert Dreyfus studied how Experts develop in different fields of endeavor. Their meta-analysis of many studies revealed five Stages/Levels for becoming an Expert in a dedicated field of practice. Reference: Stuart E. Dreyfus (2004). The five-stage model of adult skill learning, <i>Bulletin of Science, Technology & Society</i> , No. 24, pp. 177-181
Highest Level: Mentoring Expert	Has 10 dedicated years developing <u>many different types</u> of <i>Formalized Mentoring Programs</i> . Knows how to facilitate a Collaborative Program Planning Process with Key Stakeholders. Knows how to include <i>Skill Coaching</i> to develop needed Competencies. Knows how to satisfy the Business Case for starting the Program AND produce ROI to offset Program costs. Discovers the <i>Guiding Principles</i> that others employ.
Proficient Level	Can plan and implement several <u>different types</u> of <i>Formalized Mentoring Programs</i> (for New Hires, Career Development, Leader Development). Cannot plan and implement <u>atypical</u> Programs that have multiple Goals.
Competent Level	Has repeated experience developing <u>one type</u> of <i>Formalized Mentoring Program</i> . Cannot develop variations.
Advanced Beginner	Knows how to launch a partially-planned <i>Mentoring Initiative</i> that works slightly better than <i>Announcements</i> . Often requires costly "fix-ups."
Novice [lowest]	Little or no direct experience. Likely to make <i>Announcements</i> that encourage <u>informal</u> mentoring to "do-your-own-thing"— which doesn't work AND requires costly "fix-ups."

Mentoring Program Examples

These examples illustrate that one-size-fits-all will not work, because each situation is different – with different business reasons for starting, different kinds of participants at different career stages, with different needs and goals, which require different amounts of time and effort to produce different outcomes. Hence different Planned Programs for Mentoring, Skill Coaching and Knowledge Solutions are needed. Each Program was carefully designed and implemented by key stakeholders; 90% developed the Diversified Workforce.

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Programs for Newer Hires. All new hires are not the same (fresh out of university, 1-3 years into the job) and thus need different programs. Some Programs must involve a two-stage approach to orient newer hires and get them prepared for a career path. Some require dual mentoring when the primary mentors lack people skills that a secondary mentor must provide. Some must involve the entire family when reducing turnover is a family issue.

- We motivated summer Interns to become new hires at **Brooklyn Union Gas**.
- We reduced high Turnover of “Fresh Outs” at **Jet Propulsion Lab**.
- We started a career development pipeline for newer hires at **PanCanadian Petroleum**.
- We trained Resistant Mentors for Idealistic Proteges at **Norwest Bank**.
- We overcame the reluctance of new Researchers to ask for help at **Eastman Kodak**.
- Our two-stage Solution for preparing new Managers aided a Paradigm Shift at **Brooklyn Union Gas**.
- We created a Career Development Pipeline for New Hires at **Occidental Chemical**.
- We oriented new Families at **Allegheny Ludlum Steel** to stop “family turnover.”
- We turned behind-the-counter Order-Takers into Sales Persons at **Purdy’s Chocolates**.
- We overcame Inter-Generational Conflicts at **Varian Associates**.

Programs for Career Expansion, Exploration and Development are needed to address different business reasons.

Career Expansion Programs address turnover problems when high potentials want to leave because promotion in a de-layered organizational is not possible:

- Knowledge Transfer and Group Mentoring got new products to market faster at **AT&T Consumer Products Labs**.
- We turned a Money Losing Division into a Profit Center at **Varian Associates**.

Career Exploration Programs enable individuals to learn about career path options and realities so they make the best decision for themselves and the organization:

- We helped the Women’s Information Network promote Career Exploration at **Sara Lee Hosiery**.
- Mentoring aided Career Path Exploration within **Saskatchewan Property Management**.
- Cross-functional Mentoring facilitated Lateral Movement within the **Ontario Public Service**.

Career Development Programs often involve learning core competencies needed to transition into a higher position in order to be successful in the new position:

- Our Global Mentoring Program developed “oil riggers” for new positions at **Chevron**.
- Public Sector Leaders developed Core Competencies in the **B.C. Government**.
- We developed New Managers at **Kaiser Permanente** while avoiding Los Angeles traffic problems.

Programs for Developing Leaders. Some Programs create a leadership development pipeline. Some rotate future leaders through current leaders to overcome “silo thinking.” Some Programs are linked to and support other programs, such as Talent Management, to enhance overall success.

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- Succession Planning used Rotational Mentoring at **Winthrop Pharmaceuticals**.
- Technical Leaders developed Emotional Intelligence at **NCR**.
- We developed Female Leaders and Executives for the **Womens Foodservice Forum**.
- Global Leaders provided mentoring for new Business Units at **SNC Lavalin**.
- Multi-tier Mentoring developed Leaders at **Defense Supply Center Columbus**.
- Mentoring developed Emerging Leader Competencies at **Darden Restaurants**.
- Knowledge Transfer and Mentoring supported Talent Management at **Sony Electronics**.
- Mentoring developed core competencies in 450 Managers of **White Castle Restaurants**.

Programs that Improved the Person-Job Fit. Improving Person-Job Fit increases work satisfaction and performance, and reduces turnover enough to pay for these very different Programs.

- Team Mentoring aligned Management and Union mindsets at **C&O Railroad**.
- Mentoring made results-oriented Project Managers more people-oriented at **Turner Construction**.
- Knowledge Exchange and Reciprocal Mentoring created Imaging Science Hybrids at **Eastman Kodak**.
- Cross-functional Mentoring and Coaching promoted silo-busting so **CSX Transportation** became a High-Performing Organization.
- Mentoring developed better Project Managers at **Varian Associates**.
- Coaching and Mentoring helped **StarGarden** grow and reduced costly “call backs” from clients.
- Coaching and Mentoring improved delivery of Management Services Expertise at **Eastman Kodak**.
- Knowledge Harvesting and Mentoring developed the next generation of Independent Researchers at **AIL Systems** so they continued to win contract bids and execute them successfully.
- Mentoring linked to Training grounded MBAs in the realities of modern banking at **ScotiaBank**.
- Mentoring promoted a Paradigm Shift (learning to sell Solutions instead of Products) at **NCR**.

Customized Mentoring Programs for the Diversified Workforce. Even though nearly all of the previously described Programs supported EEO or Affirmative Action or Diversity initiatives, the Programs below did this in especially creative ways. This underscores the importance of Collaborative Program Planning to create the right Program and motivate widespread support for it.

- Mentoring made the “Valuing Diversity” initiative work at **Dow Chemical**.
- New Accountants became part of the corporate family at **Zittrer•Siblin•Stein•Levine**.
- Executives at **AT&T Global Communications** learned from Subordinates about Diversity.
- Mentoring stemmed high turnover of Women and Minorities in **Exxon**’s Sales Division.
- Mentoring developed all levels of the Diversified Workforce at **Pac Bell** [now Pacific Telesis].

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