

Mentoring Program (Participant Copy)

Overall aim – To create an accelerated HiPo (high potential) mentoring program where all participants involved develop and enhance skills which can be used in the strategic plans of ITW Engineered Polymers

Setting the program objectives – Our overall aim is to develop our HiPo's at a faster rate by participating in this program, which will establish a team of broadly trained generalist managers.

Timeframe: 18 months in program and then continued offline

Type of Mentoring: One to One

Start Date: April 13, 2015

Communication Methods:

- Go to Meetings (GTM)
- Face to Face Meetings
- Email
- Phone Calls
- ITW Connect Team Page
- Mentor's Departmental Meetings

Introduction

What is mentoring and how does it benefit the organization?

Mentoring is used specifically and separately as a form of long term tailored development for the individual which brings benefits to the organization. The characteristics of mentoring are:

- It is a supportive form of development
- It focuses on helping an individual manage their career and improve skills
- Mentoring activities have both organizational and individual goals

Benefits to the organization should include:

- Improved motivation
- Leadership development
- Improved communication
- Succession planning

Roles:

Mentor

Mentor will be senior to the mentee in status, experience and possibly age. Typical characteristics and skills of the mentor include empathy, behavioural awareness, good organisational knowledge, good communication competence, patience, strong interest in developing others and a commitment to own continued learning.

- Help mentee to develop insights into causes of poor performance
- Help mentee manage the integration of job, career and personal goals
- Help mentee build relationships with line manager
- Challenge mentee's thinking and assumptions
- Help mentee accept and manage feedback constructively
- Role model for personal and career achievement

(Shared Responsibilities with Direct Manager)

- Encouragement, motivation to learn
- Shape goals, beyond current job
- Help mentee build relationships outside the team
- Find opportunities to stretch mentee's thinking
- Help mentee develop skills of intrinsic observation

Direct Manager

Direct Manager will assign tasks, manage work flow, monitor the quality of work, deal with employee problems, and keep the middle managers and executive managers informed of problems and successes at ground level in the company.

- Agreed developmental goals within mentee's current job
- Help mentee build relationships within the team
- Find opportunities to stretch mentee's performance
- Give constructive feedback through observation
- Role model for task fulfillment and growth

(Shared Responsibilities with Mentor)

- Encouragement, motivation to learn
- Shape goals, beyond current job
- Help mentee build relationships outside the team
- Find opportunities to stretch mentee's thinking
- Help mentee develop skills of intrinsic observation

Mentee

The mentee would be an employee eager to learn and develop. It is important the mentee understands what the organization expects from the program, what can be expected for the mentor, what the mentor can expect from the mentee, what the mentee can do to make the relationship deliver positive outcomes for both parties.

- Communicates openly with his or her mentor regarding his or her own successful growth and development
- Does not withhold information that would help the mentor help him or her
- Is fully prepared each time he or she meets with and/or talks to the mentor
- Gains (and maintains throughout) the mentor's confidence
- Respects the mentor
- Always asks questions
- Listens, listens, listens, and learns from the mentor
- Wants to learn: open to learning new skills, attitudes and behavior
- Wants to grow: open to trying new and challenging things
- Wants to change or improve: willing to let go of old habits, routines and attitudes
- Meets commitments: willing to stretch and test him- or herself without over-committing
- Puts what the mentor teaches him or her into action
- Is always ready to provide the mentor updates on his or her activities and results
- Is thankful for what the mentor gives him or her and shows it throughout his or her progressive and productive development

Ethical Code of Practice for Mentoring

- The mentor's role is to respond to the mentee's developmental needs and agenda; it is not to impose his or her own agenda
- Mentors must work within the current agreement with the mentee about confidentiality that is appropriate within the context
- The mentor will not intrude into areas the mentee wishes to keep private until invited to do so. However, he or she should help the mentee recognise how other issues may relate to those areas.
- Mentor and mentee should aim to be open and truthful with each other and themselves about the relationship itself.
- The mentoring relationship must not be exploitative in any way, nor can it be open to misinterpretation.
- Mentors need to be aware of the limits of their own competence and operate within these limits.
- Mentors have a responsibility to develop their own competence on the practice of mentoring.
- The mentee must accept increasing responsibility for managing the relationship; the mentor should empower them to do so and must generally promote the mentee's autonomy.
- Mentor and Mentee should respect each other's time and other responsibilities, ensuring that they do not impose beyond what is reasonable.
- Either party may dissolve the relationship. However, both mentor and mentee have a responsibility for discussing the matter together as part of mutual learning.

Mentoring Ground Rules:

1. a. Are we clear about expectations of:
 - Each other?
 - The mentoring relationship?
 - What we hope to learn from each other?

b. How closely do our expectations match?
2. a. What are the core topics we want to discuss?

b. What, if any, are the limits to the scope of discussion?
3. Who will take primary responsibility for:
 - Deciding how often to meet?
 - Setting the agenda for meetings?
 - Ensuring that meetings take place?
 - Organising where to meet, and for how long?
 - Defining learning goals?
 - Initiating reviews of progress?
4. How formal or informal do we want our meetings to be?
5. To what extent is the mentor prepared to allow the mentee to:
 - Use his or her authority?
 - Use his or her networks?
 - Take up time between meetings?
6. Are we agreed that openness and trust are essential? How will we ensure they happen?
7. Are we both willing to give honest and timely feedback?
8. a. What, if any, are the limits to the confidentiality of this relationship?

b. What are we prepared to tell others:
 - About the relationship?
 - About our discussions?

c. Who shall we tell, and how?
9. What responsibilities do we owe to others as a result of this relationship?
10. a. How do we ensure the mentee's line manager is supportive?

b. Is there a clear distinction between the roles of mentor and line manager?

c. If there are overlaps, how will these be managed?
11. When and how shall we check this relationship is right for both of us?

Activities:

- Introduction Meeting
- Monthly Sessions via GTM (60-90 minutes per sessions)
- Face to Face Meeting twice a year
- Quarterly attendance of Mentee to Mentor's departmental meetings
- Bi-weekly check in on progress of Mentee's goals, objectives and day to day interactions (sent via email or itwconnect team page)

Benefits of the Program

Mentors enjoy many benefits, including:

- Gains insights from the mentee's background and history that can be used in the mentor's professional and personal development.
- Gains satisfaction in sharing expertise with others.
- Re-energizes the mentor's career.
- Gains an ally in promoting the organization's well-being.
- Learns more about other areas within the organization.

Mentees enjoy many benefits, including:

- Gains from the mentor's expertise
- Receives critical feedback in key areas, such as communications, interpersonal relationships, technical abilities, change management and leadership skills
- Develops a sharper focus on what is needed to grow professionally within the organization
- Learns specific skills and knowledge that are relevant to personal goals
- Networks with a more influential employee
- Gains knowledge about the organization's culture and unspoken rules that can be critical for success; as a result, adapts more quickly to the organization's culture
- Has a friendly ear with which to share frustrations as well as successes.