



Leadership Development for the Digital World



A MENTEE HANDBOOK

Brought to you by:



Non-Solicitation Agreement

Within the TechLX program it is understood by all that the mentoring relationship will benefit the IT community as a whole. It is agreed that neither mentors nor mentees shall, directly or indirectly, solicit for employment or any independent contractor relationship from anyone in the program.

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Why Mentoring

A look at the statistics...



- Millennials intending to stay with their organization for more than five years are **twice as likely to have a mentor** (68%) than not (32%).
- Participants are 40% more likely to achieve their goals if they write them down. **This increases to 70%** if the goals are shared with someone to keep them accountable, such as a mentor.
- Mentees become mentors: 89% of those mentored go on to mentor themselves, **contributing to a culture of learning and mentoring.**

McCarthy Mentoring, May 22, 2017

- **Mentees are promoted five times more often** than those not in a mentoring program.
- **Mentors are promoted six times more often** than those who weren't.

Gartner 2006, five-year study of 1,000 employees

1:1 Mentoring Benefits

There are many benefits of being mentored in the TechLX program, both professionally and personally. Some of these will include:

- The opportunity to network with a like-minded IT leader and to expand your own professional network.
- Connecting with a leader who is advanced in their career, experienced in their industry, and who is willing to share that insight and knowledge with you.
- An opportunity to step back from the day-to-day to reflect on your own career, reaffirm where you are, or spark ideas for making a pivot.
- Learning from the experiences of your mentor who may be from a completely different industry or have unique areas of expertise.
- Sharing the most important steps or turning points in your career that put you where you are today, in an effort to identify the next steps to success.
- Insights into how other IT leaders may feel or issues that they are facing that have not been shared with you before. In an open mentoring relationship you can gain valuable perspectives.
- Imparting your own knowledge and unique perspective with your mentor in the spirit of shared learning (reverse mentoring).

The Mentee Guide



Program Goals

The goal of the TechLX Mentoring Program is to provide another avenue for up-and-coming tech leaders to connect with seasoned tech leaders in the community, with the focus of building their professional networks and growing their leadership skills.

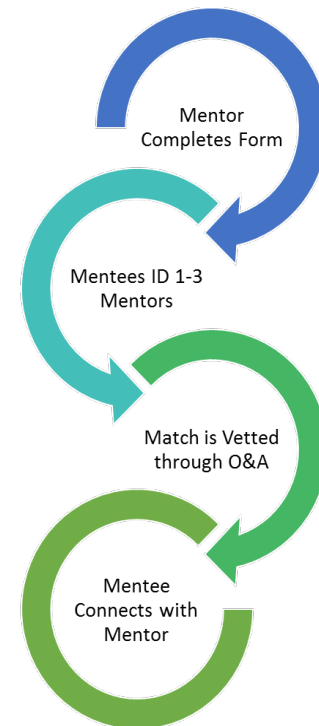
How the Process Works

Each participant will receive an electronic book containing information on each mentor. They will review and choose three mentor options that they feel would be best suited for their needs, and submit their choices to O&A. These will be vetted through O&A to avoid any one mentor receiving too many requests.

Once mentors and mentees are matched, they are connected via email, with both the mentor and mentee receiving some basic information about each other. It is then the mentee's responsibility to reach out to their mentor to formally introduce themselves, schedule the first meeting, and set the agenda.

Length of the Mentoring Relationship

The mentoring relationship will last the length of the program, which is approximately six months, with the last of the 1:1 meetings occurring prior to the graduation date. Mentees must meet with a mentor a *minimum of three times*.



Tips for the Mentee

- ✓ Whether this is your first time being a mentee or you've had mentors in the past, this is a wonderful opportunity for you to learn some new skills and gain insights from the technology leaders in your community who are volunteering their time to the program.
- ✓ The initial conversation is often the most difficult part of the relationship, and that's why we've outlined the steps to success on the following pages. As long as you have done your homework and are prepared, it will be a positive and rewarding experience.
- ✓ Be proactive in engaging with your mentor and seeking their advice. As with most things in life, you will get out of your mentoring relationship what you put into it.



The TechLX Mentoring Relationship Process

Preparation: Setting up the first meeting, clarifying expectations

Your first job as a mentee is to show consideration for your mentor by being prepared and actively investing in the relationship. Appreciate the fact that your mentor is volunteering his or her time, thank them for it, and respect their time (and your own).

This can be accomplished through a simple message or email, or in the first meeting or in-person interaction. Make sure you set a first meeting as soon after the first workshop as possible to get started on the right foot and gain the most from this relationship.

In preparing for your first meeting, you must make your goals and objectives clear so that your mentor has a good first impression and understands where they can add value. Remember, you are an ambassador and how you show up reflects on you, your company, and the TechLX program.

Develop a short agenda and share it with your mentor prior to each meeting. Be prepared to ask for specific guidance and advice on your goals, plans, and strategic direction. The more specific you can be, the easier it will be for your mentor to help you. Depending on what you want to be mentored on, you can set a few different types of goals: habit-forming goals, reach goals, and stretch goals.

Tools



To guide you in the process, you will be given the following:

- Checklist
- Subject areas to focus on
- Sample meeting agendas

You can also find a wealth of tips and resources on the TechLX website at thetechlx.com/mentoring-resources

Meeting with your mentor

During the first meeting, your mentor will work with you to help shape and refine your goals, which will guide your discussions and the rest of the relationship. It is your responsibility to be:

- A continuous learner, eager to learn
- A risk-taker and willing to try out new perspectives/ideas/practices
- Both curious and ready to listen — ask questions for clarification, but don't take over
- Engaged and taking notes on ideas and things to practice and apply back on the job
- Positive, assuming best intentions from your mentor
- Grateful to them for volunteering their time and expertise to you
- Humble and willing to accept advice, feedback, and even critique
- Focused and committed to professional development and improvement

Use your mentor's advice.

Many of our TechLX mentors have shared that nothing is more encouraging to them than seeing their mentee taking action on their advice and making a difference! Your mentor is giving you guidance with a desire helping you succeed, so be sure to let your mentor know what worked well and what obstacles you ran into. This will provide you with even more value the next time, and the positive feedback will encourage your mentor.

During the course of your meeting, identify one or two things that you want to put into practice and add into your action plan. When you are back on the job, make sure to use that advice and note what you did and how it worked. Then include the feedback in your next meeting.

Look for opportunities to reverse mentor.

Reverse mentoring is a leadership skill – it's taking initiative, doing the work, asking the questions, being aware of how and where to add value. As a part of your leadership development, it is your responsibility to bring value to your mentor and build a strong mentoring relationship that is mutually beneficial. There will be times when you can provide advice and/or insights to your mentor, perhaps through your expertise in new technology or through your perspective in a certain area that your mentor may not have considered before.

Questions to ask yourself:

- Am I considering how my near-term opportunities can set the stage for longer term career goals?
- What worked when I applied the insights gained from my mentor conversations?
- How truly invested am I in my growth and development?

Questions to ask your mentor:

- How can I use my skills and expertise differently?
- How do I develop key relationships with decision makers?
- How do I know if I am working on things that matter and that will move my career forward?

Wrapping It Up

We hope you find this mentoring experience valuable and that it opens your eyes to new insights that will further your career.

There is no expectation to go beyond the program, but should you and your mentor wish to continue, the two of you can work that out together. Be sure, however, to show your appreciation for their volunteering to contribute to your continued success.

More Resources



Find a wealth of tips, stats, and advice by visiting the Mentoring Resources section of the TechLX website at thetechlx.com/mentoring-resources



First Meeting Checklist for Mentees

Before the first meeting:

- ✓ Check out your mentor's digital footprint: Are they on Twitter or LinkedIn? Do they have a blog? Have they been written about or published articles?
- ✓ Send your mentor a quick intro and a couple of sentences about where you are right now in your career.
- ✓ Consider your goals for the mentoring relationship: **why** are you here, and where do you want to be in 6 months, a year, in 3 years?
- ✓ So that your mentor is better prepared to advise you, send them your agenda, goals, and some questions that may be on your mind.



At the first meeting:

- ✓ Confirm the expectations of your relationship: how will you communicate and how often will you check in?
- ✓ Let your mentor know how you'll be tracking success. (e.g., Will you be sharing post-meeting notes and managing follow-ups?)
- ✓ Share your IT Skill Builder Self-Assessment with your mentor (either via email or hard copy), and look for their feedback on the critical skills to work on.
- ✓ Come prepared with three key goals of what you hope to achieve with this mentoring relationship, and give your mentor a clear idea of why you're here.
- ✓ Ask for their feedback on your goals.
- ✓ DON'T ask for a job! This is for your development and networking purposes, not for job searching.
- ✓ DO buy the coffee, or agree to split the bill if your mentor insists on paying their way.

After the first meeting:

- ✓ Share a follow-up highlighting the key points discussed in your meeting, including any agreed-upon next steps.
- ✓ Connect with your mentor on LinkedIn, or whatever medium is most relevant.
- ✓ Use some of the advice your mentor gave you, and document the outcomes. Include this in your topics for the next meeting.
- ✓ Schedule your next meeting, set some tasks and goals, and start planning how you're going to hit those goals!

Subject Areas to Focus on For Your Goals



Think about why you are here and the most important things you could learn from a mentor.

This might include:

- ✓ Understanding your mentor's career path, how you can learn from it, and what advice you could get for your own path.
- ✓ What types of skills and attributes they look for in a leader, and what it would take to get there.
- ✓ Groups to belong to, books to read, people to follow.
- ✓ How they learned to think strategically and how it helped them move upward in their career.
- ✓ Missteps they made and what you can learn from them.
- ✓ Expertise in different areas of IT that are of particular interest to you.
- ✓ Habits and tips they use to keep them on their toes.

Sample Meeting Agenda

Keep it simple and to the point. Try to stick to your timeframe, but if it's going over, ask the mentor if they want to wrap it up and continue at the next meeting.

First Meeting Agenda

- Introductions
- Goals of the relationship
- Setting parameters — how often to meet, length of meeting, etc.
- Discussion of goals and relevant topics
- Action plan and next steps

Ongoing Meeting Agenda

- Review action items — what worked, what didn't, "aha" moments
- Discuss goals and relevant topics
- Opportunities to reverse mentor — ask, "How can I help you?"
- Action plan and next steps

Mentoring with IT Skill Builder





IT Skill Builder – A Valuable Mentoring Tool

IT Skill Builder is a cloud-based assessment and personal development solution that incorporates workforce analytics for a full picture of the mentee's skills, strengths, and areas of opportunity. Mentees and mentors can clarify current technical skills and behavioral competencies, and then develop and coach for success. IT Skill Builder allows the mentee and mentor to explore career development in new ways, increasing engagement, individual growth, and internal mobility.

Tips for the Mentee:

- ✓ Print your Target Comparison report and My Career Journey draft and bring them with you to the first mentoring meeting.
- ✓ Share the reports with your mentor and be open about your strengths and weaknesses.
- ✓ Take initiative in pointing out what skills need the most improvement.
- ✓ Tell your mentor about the Skill Builder learning modules you have already completed and how they have benefited you.
- ✓ Take responsibility by telling your mentor about the learning modules you are planning on taking and asking them to hold you accountable.

Sample Assessment Results


Level: Director
Selected Level: Director [Compare Job Roles](#)

Competencies	Self Score	Director Target	Gap	Build Your Plan
Business Acumen	Proficient	Expert	Opportunity	Resource Guide
Client Orientation	Proficient	Expert	Opportunity	Resource Guide
Communication Skills	Competent	Proficient	Opportunity	Resource Guide
Leadership	Competent	Proficient	Opportunity	Resource Guide
Technical Understanding	Competent	Proficient	Opportunity	Resource Guide
Agility	Competent	Competent	Skilled	Resource Guide
Collaboration	Proficient	Proficient	Skilled	Resource Guide
Influencing Others	Proficient	Proficient	Skilled	Resource Guide
Leading Change	Competent	Competent	Skilled	Resource Guide
Organizational Understanding	Proficient	Proficient	Skilled	Resource Guide
Problem Solving	Proficient	Proficient	Skilled	Resource Guide
Project Management	Proficient	Proficient	Skilled	Resource Guide
Strategic Focus	Proficient	Proficient	Skilled	Resource Guide
Innovation	Proficient	Competent	Excel	Resource Guide

Sample My Career Journey

My Career Journey

Georgia Employee Last Login: 01/08/20 13:03




Georgia Employee
Director
Manager: Tara Manager
georgia.employee@itsb.com

I've been an IT director supporting our HR systems for 2 years. I'm very detail oriented and like to focus on metrics that track business benefits. I'm building my strengths in influencing to become a better leader to the business. I'm also building my skills in data visualization. In the future, I'd like to reach a more strategic level role and manage teams focused on innovation and product solutions.

Development Plan

5 % Completed




You have completed 1 item(s) on your development plan, toward a goal of 20 items this period.

Strategic Focus	Added/Completed (1/0)
Client Orientation	Added/Completed (3/1)
Influencing Others	Added/Completed (1/0)
Leading Change	Added/Completed (1/0)

Competencies

Self Manager Target



Novice Competent Proficient Expert

Client Orientation
Influencing Others
Leading Change
Leadership
Strategic Focus
Communication Skills
Collaboration
Organizational Understanding
Problem Solving
Business Acumen
Project Management
Technical Understanding

Certificate

Add your certifications in the Certifications Earned/ Awarded field on the My Skill Profile. To access, go to My Skills > Update Skills.

Skills

Data Analysis	★★★★★
Data Visualization	★★★★★
Big Data Technology (Hadoop, NoSQL, etc.)	★★★★★
JavaME	★★★★★
Java	★★★★★

About The TechLX



The TechLX Program

As the IT agenda grows bigger and bolder, there's a new urgency to get today's high-potential and emerging IT leaders prepared to take on tomorrow's C-level roles. Strengthening their leadership capabilities and business acumen will require new skill development as well as the ongoing advice and support of experienced mentors and trusted peer networks. There is a need to...

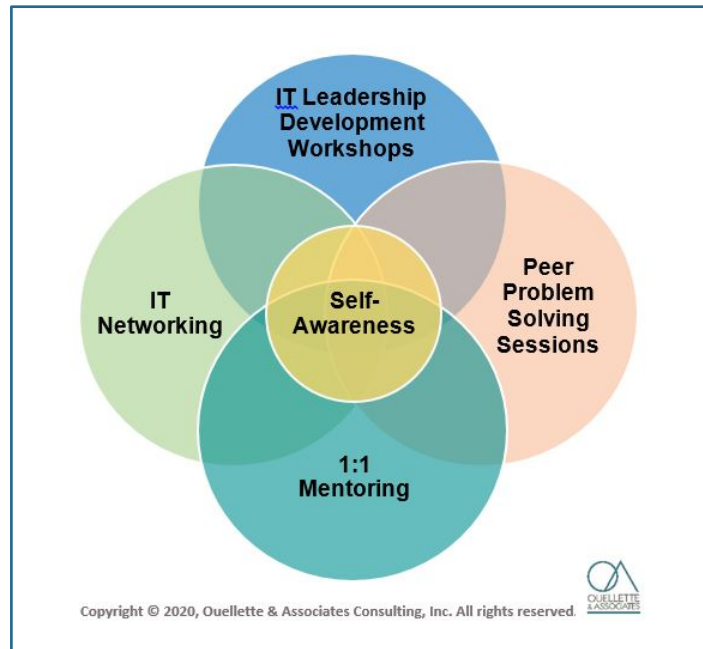
- Build **robust** IT leadership pipeline and bench strength.
- Provide a targeted learning experience for **high-potential** IT leaders.
- Develop new **leadership** skills and competencies critical for **success** in the digital age.
- Foster internal **mobility** by equipping your people for their next role in your organization.
- Build a stronger **IT talent brand** that enables you to retain and attract the best workforce for your company and the region.
- Create a community of like-minded **IT leaders** who support each other and continue to **invest** in building IT leadership.

The TechLX does this and more. It is a cohort based, highly interactive, and diverse program for emerging or high-potential leaders. Each cohort consists of about 30 mid-level managers and typically the titles of participants are Manager, Sr. Manager, or Director, although this varies from company to company.

This six-month community-based program that has five components: Self-Awareness, IT Leadership Development Workshops, Peer Problem Solving Sessions, 1:1 Mentoring, IT Networking.

Self-Awareness

Participants self-assess in 15 leadership competencies and ask their direct managers to assess them as well. This generates a report showing strengths and gaps in their leadership skills and comparing them to research-based talent bench marks for their particular job role. Participants are also given a personalized development plan and connected with over 5000 resources in IT Skill Builder they can use at their own pace to increase proficiency in any of these areas. Participants will use the self-assessment and resources throughout the program, and beyond, with full use of IT Skill Builder for one year. Participants can share the report with their manager and mentor to help them identify and prioritize areas of focus.



IT Leadership Development Workshops

Every six weeks or so throughout the program, participants will experience an in-house workshop covering core leadership skills. These highly interactive workshops focus on the application of the skills in real-life situations:

- *Leading in a Technology Organization* focuses on topics such as Purpose, Goals and Vision, Inspiring Others, Emotional Intelligence and Decision Making, some of the most critical skills of leadership.
- *IT Consulting Skills: Becoming a Trusted Advisor* helps participants build trust and influencing skills, as well as increasing their communication skills and helps them to build deeper relationships with their clients, their team, and others in the organization.
- *Marketing a Technology Organization* gives participants a framework for communicating to others in their organization the value of an IT product or service or themselves as an IT leader. It changes the way the participants communicate to help build support and buy-in by focusing on value provided rather than technical features.

Peer Problem-Solving Sessions

The cohort of about 30 participants is broken down into smaller sub-groups that will meet at least three times over the course of the program. In these meetings each participant will bring a problem or difficult situation they are facing and as a group they will discuss and come up with ideas and solutions to solve the problem. This is also an opportunity to form deeper relationships that they are not able to build in the larger group.

1:1 Mentoring

Participants are hand-matched with mentors, usually CIOs or Sr. VPs, and will meet together a minimum of three times over the six months. Each mentor is external to the participant's organization, which encourages new perspectives and unbiased support and advice.

IT Networking

During the course of the program all mentors, participants, and executive sponsors are invited to a networking event hosted by one of the participating organizations or by a TechLX partner. Typically a CIO or senior leader addresses the group and some information is shared by the TechLX team, but overall, it is an informal way to connect with like-minded IT leaders in the community.

Thank you for participating in the TechLX program!

For more information contact:

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TheTechLX.com

