





# Welcome to Mentoring in DLA

A COMPONENT OF THE (ELDP)  
ENTERPRISE LEADER  
DEVELOPMENT PROGRAM

Whether you are just exploring mentoring or are a current mentor looking for new ideas or skills, the [Mentoring Matters Handbook](#) can help.

Mentoring can occur in a variety of activities. For example, mentoring can occur when you

- Give guidance to your young adult son.
- Suggest different plays to your soccer team.
- Receive suggestions about a difficult decision from a trusted friend.

Mentoring is meant to provide meaningful impact for both the mentor and the protégé. In DLA mentoring is meant to strengthen the opportunity for a long and successful career as a leader.

Mentoring is a continuous process. This handbook will provide you with focused information in order to assist you in getting the most out of it.

Hopefully as you begin to use this handbook, you might see yourself in the middle of a long and fascinating journey. Consider this handbook as your roadmap.



**HAPPY TRAILS!**

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# What is Mentoring in DLA?

In essence, and in all its complexities, mentoring is the pairing of two employees with differing levels of experience and expertise for mutual benefit. Mentoring is a mutually rewarding relationship in which one individual (mentor) offers support, knowledge, insight and perspective in response to a protégé's needs. A mentor can help someone learn skills, attitudes, and values required to be successful in the workplace.

Mentoring takes the form of guidance, counsel, and in many cases, helps to provide access and exposure to the kinds of positions and assignments that allow the protégé the opportunity to develop and improve on skills for success.

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## MENTOR DEFINED

A mentor is an individual who serves as coach, advisor and role model, providing input to the career and professional development plans of another person.

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## PROTÉGÉ DEFINED

A protégé is an individual who is willing and interested in committing to work with a mentor to develop leadership skills as well as other capabilities for success.



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## A MENTOR WORKS WITH A PROTÉGÉ TO INVEST

- Time
- Know-how
- Knowledge

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## IN ORDER TO IMPROVE THE PROTÉGÉ'S

- Career Growth
- Knowledge
- Skills

*“One of the joys of life is that person without helping*

## Is Mentoring for You?

THE DLA MENTORING PROGRAM IS OPEN TO ALL DLA EMPLOYEES AT ALL LEVELS.

**M**any mentoring partnerships last at least six months and ideally will last a year or longer. The choice is yours.

### WHY SHOULD PEOPLE BECOME INVOLVED IN MENTORING?

There are many reasons why individuals may choose to become involved in a mentoring partnership. These reasons vary from person to person; however, there are some commonalities.

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#### INDIVIDUALS WHO BECOME MENTORS GENERALLY WANT TO

- Share their experience and knowledge
- Invest in the future of DLA
- Help to secure and prepare future leaders
- Obtain a fresh perspective and point of view
- Solidify their role as a subject matter expert

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#### INDIVIDUALS WHO BECOME PROTÉGÉ'S GENERALLY WANT TO

- Enhance their opportunities for career advancement
- Increase their visibility within DLA
- Further develop their abilities as leaders
- Develop new skills and competencies
- Improve in a particular area



*you cannot help another  
yourself at the same time.”*

- EMERSON

# What are the Benefits of Mentoring?

## FOR DLA

- Provides leaders with an enhanced competency base
- Builds DLA's collective knowledge
- Aids in recruitment of high caliber talent
- Strengthens retention by providing an avenue for investing in a highly qualified, skilled workforce
- Fosters a cost-effective "learning environment"
- Promotes more inclusive management practices

## FOR THE MENTOR

- Improves leadership effectiveness
- Enhances coaching, counseling, and communication skills
- Develops potential leaders
- Provides exposure to new ideas and perspectives

## FOR THE PROTÉGÉ

- Enhances opportunity for career growth and success
- Builds and expands the opportunity for relationships
- Increases understanding of the organization
- Provides positive feedback on leader competencies
- Gives an opportunity to share new ideas and plans
- Improves performance
- Develops and enhances skills

Note: See Mentoring evaluation on pages 16-17 for benefits employees report from mentoring.



# Getting Started

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## STEP 1

Let your supervisor know you are interested in mentoring.

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## STEP 2

Find a mentoring partner (mentor or protégé).

For example, what should a mentor be?

Someone....

- Respected and trusted
  - Not in your chain of command
  - Located at or near your location
  - Recognized as a leader
  - Experienced in your areas of interest
  - Known for being open and honest
  - Easy to talk to
  - Able to explain “how things work around here”
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## STEP 3

Contact your prospective mentoring partner and set up a meeting.

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## STEP 4

Follow the easy directions in this handbook to proceed to a successful mentoring partnership.

# Your First Mentoring Meeting

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## GET TO KNOW EACH OTHER'S

- Interests
  - Career history
  - Personal style
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## DISCUSS YOUR OVERALL MENTORING GOALS

Are you concentrating on:

- Building leader skills\*
  - Getting to know DLA
  - Learning from experience
  - Getting assistance on challenges
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## ARRANGE MEETINGS

- When and Where
  - How long
  - How often
  - Who schedules
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## AGREE ON

- The length of your partnership  
3 months? 6 months? Longer?
  - Handling confidentiality
- 
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\* The Leader Competencies are listed on page 14-15.



# DLA Mentoring Action Plan



Mentoring Goals:

<i>What I would like to work on:</i>	BEGINNING DATE	PROJECTED END DATE
WAYS TO GET THERE:		
A.		
B.		
C.		

<i>What I would like to work on:</i>	BEGINNING DATE	PROJECTED END DATE
WAYS TO GET THERE:		
A.		
B.		
C.		

<i>What I would like to work on:</i>	BEGINNING DATE	PROJECTED END DATE
WAYS TO GET THERE:		
A.		
B.		
C.		

SIGNATURE: PROTÉGÉ:

DATE:

MENTOR:

DATE:

FOLLOW-ON ACTION: PLEASE SUBMIT THE DLA MENTORING EVALUATION FORM ON PAGES 16-17 SIX MONTHS AFTER START OF YOUR MENTORING PROGRAM.

DATE: \_\_\_\_\_

# Mentor's Roles:

ROLE MODEL  
COUNSELOR  
TEACHER  
ADVISOR

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## SKILLS NEEDED

- Demonstrates leadership
- Understands the business
- Is aware of culture and political environment
- Teaches, learns, and listens
- Assumes responsibility willingly
- Commits to employee development
- Demonstrates effective coaching skills

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## RESPONSIBILITIES

- Develops open, candid relationship(s)
- Understands protégé's needs and expectations
- Shares insight
- Communicates DLA values
- Respects confidentiality
- Models leadership behavior and attitudes
- Encourages expansion of protégé's network
- Gives open, constructive feedback
- Demonstrates genuine interest in protégé
- Helps protégé develop creative, independent thinking



## Tips for Mentors

If a career is viewed as a journey, a mentor can help to give direction and read the road signs. For greater success in mentoring, keep these points in mind:

- Maintain regular contact
- Be honest and open
- Avoid being judgmental
- Teach being option oriented
- Don't expect to have all the answers
- Help your protégé access resources and support
- Be clear about expectations and limits
- Be receptive and work together on the issues your protégé brings you
- Respect confidentiality
- Don't be too quick to provide solutions
- Explore opportunities to provide the protégé with new experiences
- Consistently and regularly refer back to mentoring goals
- Keep the relationship on track

# Mentors Facilitate

WORKPLACE LEARNING THROUGH REFLECTION AND DIALOGUE.

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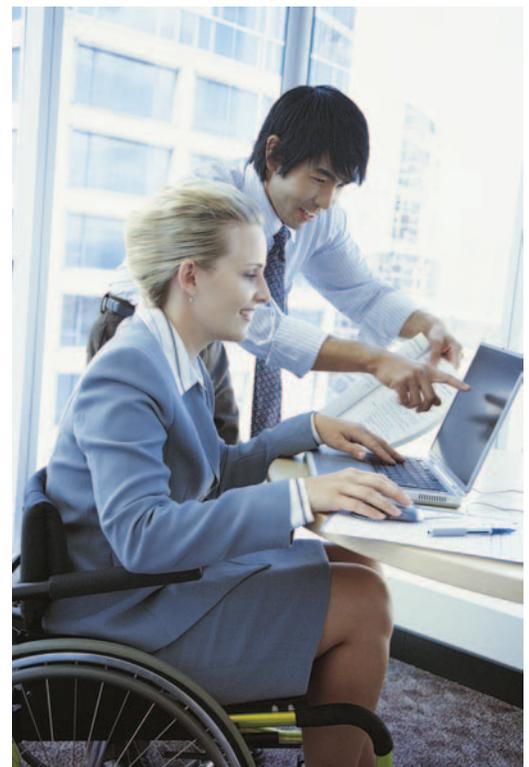
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TO PROMOTE LEARNING, MENTORS COULD ASK

- What did you learn from the experience?
  - What do you think this means?
  - What general lessons can be drawn from your understanding?
  - How can you apply this understanding?
  - What is the impact?
- 
- 

LEARNING CAN COME FROM DISCUSSION TOPICS SUCH AS:

- New projects
- Conflict at work
- Career advancement ideas
- Developmental activities
- Perspective on the organizational culture
- The DLA Story
- Work-related courses or classes
- Leader competencies
- Work challenges
- DLA Strategic Plan



# Protégé's Roles:

LEARNER  
PARTNER  
PERFORMER

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## SKILLS NEEDED

- Sets goals
- Works effectively with others
- Accepts constructive feedback
- Listens and observes effectively
- Learns from experience

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## RESPONSIBILITIES

- Identifies areas of opportunity
- Takes career responsibility
- Determines and shares goals
- Interacts positively with mentor
- Welcomes new ideas and feedback
- Gains new capabilities
- Applies coaching and learning from mentor

# Tips for Protégés:

TO ASSIST YOU IN GETTING THE MOST FROM YOUR MENTORING AS YOU MOVE FORWARD IN YOUR CAREER:

- Have realistic expectations
- Accept challenge and change willingly
- Discuss your mentoring relationship regularly
- Play to your strengths
- Be motivated about finding and acting on opportunities
- Trust your mentor and yourself
- Discuss issues openly
- Develop yourself outside the mentoring partnership
- Do your part in development
- Take some risks to see progress
- Lead or mentor others





# Some Last Words of Advice

## LEARN FROM ONE ANOTHER:

- Share an understanding of each other's roles and expectations
- Determine strengths and areas for opportunity
- Identify differences and similarities for mutual growth
- Get to know one another by sharing backgrounds, career history, goals and education
- Ask about each other's learning experiences and styles

## CREATE ADDITIONAL OPPORTUNITIES TO INTERACT:

- Attend training and work related classes together when possible
- Share information, books, and articles
- Introduce one another to key people in each other's network
- Tell others of your experiences with mentoring

## Remember that Successful Mentoring Connections Require:

- Relationship Building
- Realistic Expectations
- Time



Enjoy the  
Unique  
Opportunity  
Mentoring  
Gives!

# DLA Managerial (Leader) Competencies

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## 1. LEADERSHIP

Inspires, motivates, and guides others toward strategic/operational goals and corporate values. Coaches, mentors, and challenges staff and adapts leadership style to various situations. Consistently demonstrates decisiveness in day-to-day actions. Takes unpopular positions when necessary. Faces adversity head on. Rallies support and strives for consensus to accomplish tasks. Leads by personal example. Demonstrates concern for employees' welfare and safety, by continuously monitoring and eliminating potentially hazardous or unhealthy work situations.

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## 2. TEAMWORK

Encourages a participative approach to work, fostering cooperation, pride, dialogue, and trust. Creates strong spirit and morale. Defines success in terms of the whole team and fosters teamwork. Works well with teams and others across the organization/enterprise to achieve goals. Consistently places team priorities before personal priorities.

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## 3. ORAL AND WRITTEN COMMUNICATIONS

Presents ideas and information both verbally and in writing in a clear, concise manner. Shares relevant information. Informs others on a timely basis. Consistently shows a great deal of understanding, courtesy, tact, empathy, and concern when communicating with others. Demonstrates very effective listening and questioning skills.

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## 4. STRATEGIC FOCUS

Has broad knowledge and perspective on the strategic issues facing the organization/agency. Can relate strategic objectives and enterprise focus to operational activities.

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## 5. RESPONSIBILITY/ ACCOUNTABILITY

Acts in the best interest of the organization/agency. Takes responsibility for personal actions, takes/proposes timely and adequate corrective measures. Establishes or supports organizational and personal performance goals that are challenging and reflect mission goals. Honors commitments and obligations. Gives honest and

respectful feedback to coworkers and subordinates. Conducts or requires others to conduct accurate, un-inflated, and timely performance evaluations. Ensures that an internal control system for efficient and effective management of programs, security policies, and daily operations is in place to safeguard against waste, fraud, unauthorized use, or misappropriation, to ensure that revenues and expenditures applicable to DLA operations are properly recorded and accounted for to permit the preparation of accounts and reliable financial statistical reports, and to ensure that proper accountability is maintained.

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## 6. CUSTOMER SERVICE

Demonstrates a commitment to working with both internal and external customers. Identifies and resolves issues and concerns. Demonstrates commitment to providing high quality service. Continuously assesses service delivery performance from the customers' point of view. Anticipates and meets or exceeds customer expectations.

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## 7. PROFESSIONALISM

Acts with integrity. Is trusted by others. Treats people fairly. Is seen as a direct and truthful individual and keeps confidences of others. Does not misrepresent him/herself for personal gain. Displays high standards of ethical conduct and understands how violating these standards would impact the organization, self, and others. Applies sound work ethic and standards. Fosters a work culture that promotes respect for others and discourages hurtful behavior.

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## 8. RESOURCE STEWARDSHIP

Demonstrates responsibility for assigned resources. Conducts resource planning, execution, and evaluation. Performs the full range of human resource management functions, to include responsibility for position management, ensuring that organizations are staffed with the proper types, numbers, and grade levels of positions; staff is properly selected, developed, utilized, appraised, and recognized; and that staff members are treated fairly. Contributes, promotes, and implements the furthering of Equal Employment Opportunity (EEO) through individual personal efforts. Demonstrates commitment to agency's EEO goals. Demonstrates affirmative efforts to improve all personnel actions. Facilitates the provision of reasonable accommodations and dispute resolutions. Demonstrates commitment to non-discrimination in the workplace. Supports Special Emphasis Programs (SEP's).

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## 9. INNOVATION AND INITIATIVE

Displays a high level of initiative, effort, and commitment to sound business practices. Supports continuous improvement. Consistently seizes opportunities when they arise and produces quality work products. Keeps current on emerging concepts and issues. Pursues professional development.

# DLA Mentoring Evaluation

We would really appreciate your comments 6 months after the beginning of your partnership. Just fill this form out after you have participated in mentoring. Return it to [ELDP@dla.mil](mailto:ELDP@dla.mil) or mail internally to DLA HQ, J-12, STOP 6231.

CHECK WHETHER YOU ARE _____ MENTOR _____ PROTÉGÉ					
CHECK HOW LONG YOU HAVE PARTICIPATED IN THE MENTORING RELATIONSHIP. _____ 6 MONTHS _____ 1 YEAR _____ LONGER					
<i>Part I. Mentoring</i>					
CHECK BOX WHICH APPLIES TO YOU:					
MY EXPERIENCE WITH MENTORING AT DLA:					
	Strongly Disagree	Disagree	Does Not Apply	Agree	Strongly Agree
1. INCREASES MY SUCCESS IN DLA.					
2. PROVIDES ME ENCOURAGEMENT/SUPPORT.					
3. INCREASES MY JOB SATISFACTION.					
4. GIVES ME A POSITIVE PERSPECTIVE ON DLA.					
5. PROVIDES HONEST/CANDID GUIDANCE AND ASSISTANCE.					
6. IMPROVES MY LEADER SKILLS.					
7. INCREASES MY PROFESSIONALISM.					
8. CLARIFIES CAREER PATH OPTIONS.					
9. INCREASES MY LIKELIHOOD OF STAYING WITH DLA.					
10. TEACHES ME THE WAY DLA WORKS.					
11. INCREASES MY KNOWLEDGE OF INDIVIDUAL DIVERSITY.					
12. INCREASES MY PRODUCTIVITY.					
13. IMPROVES ORGANIZATIONAL COMMUNICATION.					
14. PROVIDES FOCUSED APPLICATION FOR KNOWLEDGE AND EXPERTISE.					
15. INCREASES MY PROFESSIONAL CONTACTS.					
16. PROVIDES CAREER REJUVENATION.					
17. INCREASES MY COMMITMENT TO DLA.					

*Part II.*

1. WHAT WOULD YOU IMPROVE ABOUT DLA MENTORING?

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2. WHAT WORKS THE BEST ABOUT DLA MENTORING?

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3. HOW USEFUL ARE THE DLA MENTORING MATERIALS?

\_\_\_ VERY USEFUL    \_\_\_ NEUTRAL    \_\_\_ NOT VERY USEFUL

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COMMENTS:

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# Benchmarks

SOME WHO HAVE CONTRIBUTED

This DLA Mentoring Matters Handbook is the result of the work of many who have developed mentoring web sites, handbooks, and provided design assistance. This is to express appreciation for all their hard work and generous sharing.

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DISA  
(Defense Information Systems Agency)

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DLA  
(Defense Logistics Agency)

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CSO-C  
(Customer Support Office -  
Columbus)

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DESC  
(Defense Energy Support Center)

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DES  
(DLA Enterprise Services)

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NASA  
(National Aeronautics and Space  
Administration)

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NEXTEL  
Used with permission.

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USCG  
(United States Coast Guard)

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USGS  
(United States Geological Survey)

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## REFERENCES: BOOKS

Visit a favorite on-line book seller and search through the mentoring books to locate some you might like. Many may be available in the local library. Here is a sampling of mentoring books.

- Bell, Chip R., Managers as Mentors: Building Partnerships for Learning, Berrett-Kroehler, San Francisco, California, 1998. “Concise but comprehensive guide to the art of mentoring.”
- Brounstein, Marty., Coaching and Mentoring for Dummies, Books Worldwide, California, 2000. “Practical advice broken down to the basics.”
- Holliday, Micki., Coaching, Mentoring, and Managing: A Coach Guidebook, Career Press, Franklin Lakes, New Jersey, 2001. “Contains case studies, tools and exercises for the mentoring role.”
- Murray, Margo & Owen, Marna A., Beyond the Myths and Magic of Mentoring: How to Facilitate an Effective Mentoring Program, Jossey-Bass Publishers, San Francisco, 1991. “A classic “how to” book speaking more to the organizational level. Provides good advice on the basics of mentoring.”

- Peddy, Shirley, Ph.D., The Art of Mentoring: Lead, Follow and Get Out of the Way , Bullion Books, Houston, Texas, 1998. “Lessons learned take on several mentoring roles with summary action plans for many areas.”
- Shea, Gordon., Making the Most of Being Mentored: How to Grow from a Mentoring Partnership, Crisp Fifty-Minute Series, Menlo Park, California, 1997. “Quick read and inexpensive summary on being a protégé.”
- Shea, Gordon., Mentoring: How to Develop Successful Mentor Behaviors, Crisp Fifty-Minute Series, Menlo Park, California, 1997. “Quick read and inexpensive summary on being a mentor.”
- Wellington, Sheila and Catalyst., Be Your Own Mentor: Strategies from Top Women on the Secrets of Success, Random House, New York, 2001. “Savvy career advice for women focusing on the area of mentoring.”

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## WEB SITE ON PERSONAL STYLE

- <http://www.keirsey.com>. Explains the four temperaments in terms of famous people and gives a summary of each. Take the Keirsey Temperament Sorter II after signing in. (The seventy question test provides you with a temperament and a mini-report of your style.)



DEFENSE LOGISTICS AGENCY  
8725 JOHN J. KINGMAN RD  
FORT BELVOIR, VA 22060