

C O N F I D E N T I A L

Carpenter Technology Corporation



ENGINEERED MATERIALS FOR A CHANGING WORLD

The Role of Mentoring in Career Development

What is Mentoring

Mentoring is a collaborative, mutually beneficial partnership between someone who possesses greater skills and knowledge and a protégé, who is looking to increase his skills or knowledge

What is Mentoring About?

- Respect
- Trust
- Knowledge – providing context
- Listening
- Time from both parties to build relationship & core trust
- Leadership

Role of Mentors

- Provide support so that protégé can achieve their potential
- Provide opportunities to participate in their work
- Make protégés aware of the unwritten rules of the road (i.e. politics)

Barriers/Myths to Mentoring

1. Its awkward
2. It only happens on a long term, face to face basis
3. Mentors need to be older and more experienced
4. Only the person being mentored benefits
5. There is not enough time for mentorship

Mentoring Techniques

- Focus on wisdom, not on answers.
- Experiment: coach, do role plays, get experiential learning, brainstorm, network.
- Mentor yourself.

Lessons I've Learned from my Mentors

- Once you make a decision – move forward
- Reflect on the past, don't dwell on it
- Admit your mistakes
- Be passionate about your work and life
- Put your family and your team first
- If you are not taking risks, you are not doing your job
- Be sincere & honest in your relationships
- Take a risk on talent
- Build your teams with people smarter than you
- When reporting up
 - Start with conclusions
 - When discussing issues always have an answer

"A good leader inspires people to have confidence in the leader. A great leader inspires people to have confidence in themselves."

Eleanor Roosevelt

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams