

# Mentoring Programs That Work:

## How the AXLES Model Can Revolutionize Your Mentoring Program

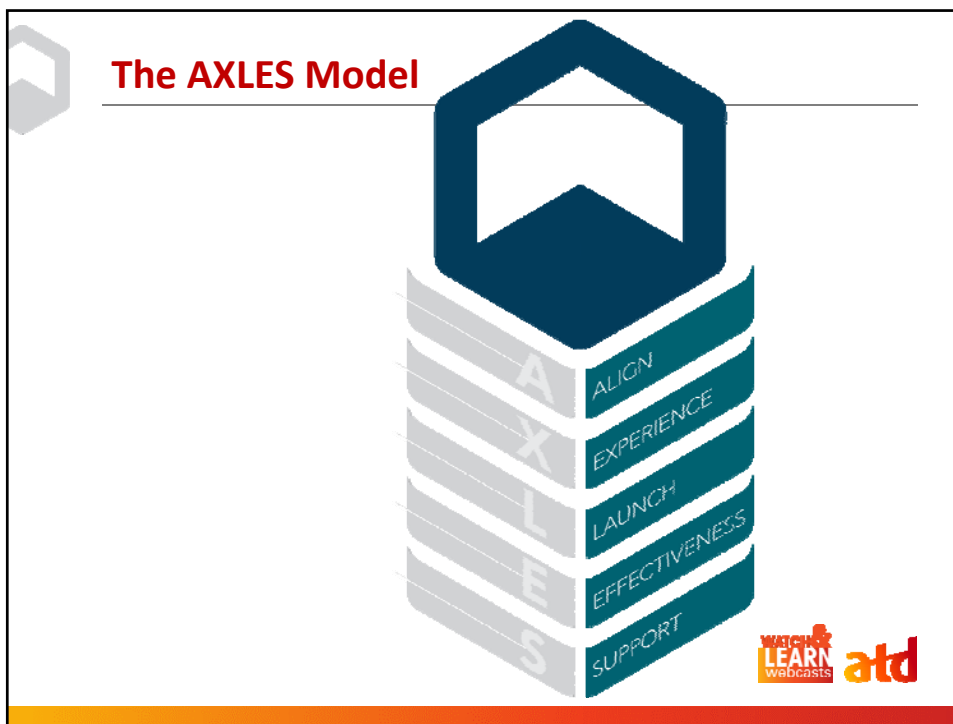
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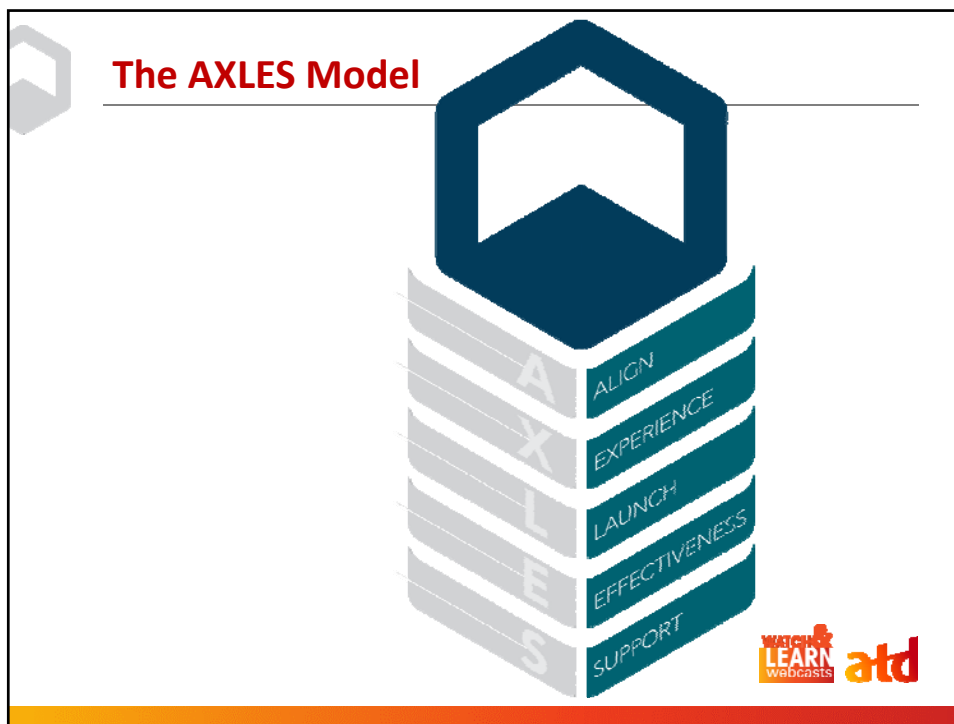
Welcome!



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### Example Purpose Statement

ACME Widgets is a competitive, fast-paced sales organization currently experiencing unprecedented growth. We need talent ready and able to move into open leadership positions to help continue our momentum forward. ACME Widgets has decided to make leadership development the top talent initiative for 2017. To address this need, we are implementing a mentoring program to prepare our top talent for promotion, and promote diversity in our talent pool.

Mentors involved in the program will have the opportunity to build relationships, gain exposure to high-potentials, and receive additional development to support their efforts. Learners will get the guidance and expertise they need to succeed in their development.

The mentoring program will help to accelerate the timeframe needed for a manager to be prepared for leadership promotion, and shorten time-to-success in their new role.





### The AXLES Model

**Design the Experience**


- Structure
- Schedule
- Matching
- Learner Participation
- Mentor Participation

➤ Program Charter

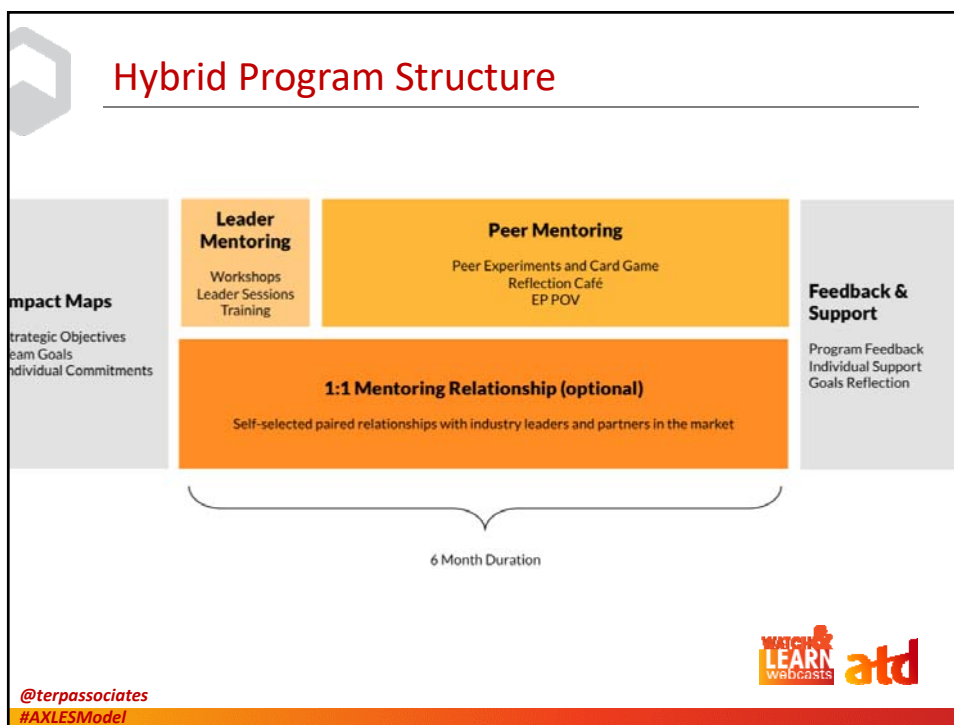


## 5 Design Decisions

1. Structure
2. Schedule
3. Matching
4. Learning Participation
5. Mentor Participation



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### Schedules for Mentoring Programs

- Ongoing
- Calendar-Based
- Programmatic

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### Matching: Design Decision 3

- Random
- Role + Location
- SME Rotation
- Self-Selected
- Skill Match

Technology Solutions

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**Learner Participation: Design Decision 4**

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**Program Entry**

**Program Exit**

**Program Expectations**



**Mentor Participation: Design Decision 5**

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**Program Entry**


**Program Exit**

**Program Expectations**



**Design the Experience**

**Program Charter**



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**Program Charter: Align and Experience**

**Align to a Purpose:**

- Mentoring Purpose Statement
- Program Objectives
- Stakeholders
- Participants (learners and mentors)
- Benefits to Mentees and Mentors
- Success Measures

**Design the Experience:**

- DD#1: Structure
- DD#2: Schedule
- DD#3: Matching Process
- DD#4: Learner Participation (3E's)
- DD#5: Mentor Participation (3E's)
- Support / Administration

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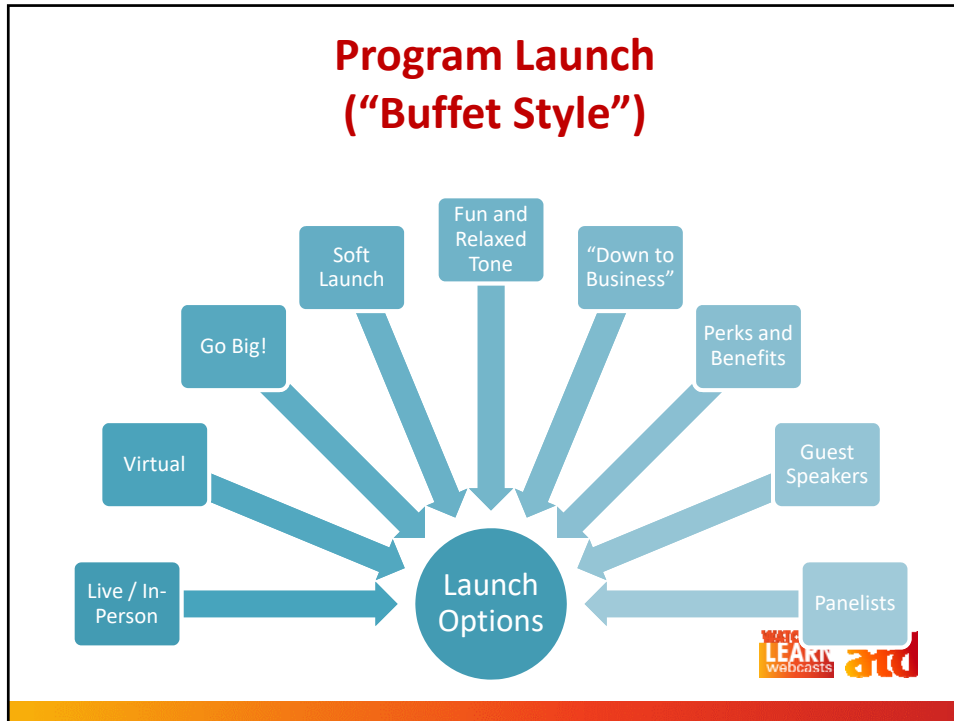


### The AXLES Model

**Launch the Program**

- Pilot
- Communication
- Participation
- **Launch Plan**

The diagram is identical to the one in the first slide, showing the AXLES model with the 'LAUNCH' block highlighted in teal. The 'WATCH & LEARN Webcasts atd' logo is also present in the bottom right corner.



### Welcome Guide

DRIVE Mastermind Program  
Welcome Guide

Important Information for  
DRIVE Community Members

TERP  
associates  
www.terpassociates.com

Includes:

- Purpose Statement
- Welcome Message
- Program Design
- Structure
- Schedule
- Matching
- Expectations & Responsibilities
- Recommended Resources
- IDPs and other templates

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## The AXLES Model

### Evaluate Effectiveness

- Four Levels
- Frequent and Consistent Checks
- Evaluation Plan

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## Plan Backwards

<p><b>Level 4: Results</b></p> <p>Build a talent pipeline</p> <ul style="list-style-type: none"> <li>• # applied to postings</li> <li>• # promos from hi-po group</li> <li>• External vs internal hires</li> <li>• Time to success/hit goals</li> </ul>	<p><b>Level 3: Behavior</b></p> <p>Perform specific tasks and demonstrate competency <small>(work env.)</small></p> <ul style="list-style-type: none"> <li>• Manager ratings</li> <li>• 360s</li> <li>• Perform. Review results</li> </ul>	<p><b>Level 2: Learning</b></p> <p>Perform specific tasks and demonstrate competency <small>(learn env.)</small></p> <ul style="list-style-type: none"> <li>• Mentor Ratings</li> <li>• Self-Asmnt</li> <li>• Manager Asmnt</li> </ul>	<p><b>Level 1: Reaction</b></p> <p>Expectations, Perceived Obstacles</p> <ul style="list-style-type: none"> <li>• Perceived likelihood of promotion, success in role</li> <li>• Expected obstacles to achieve career goals</li> <li>• How mentor relationship will help career path</li> </ul>
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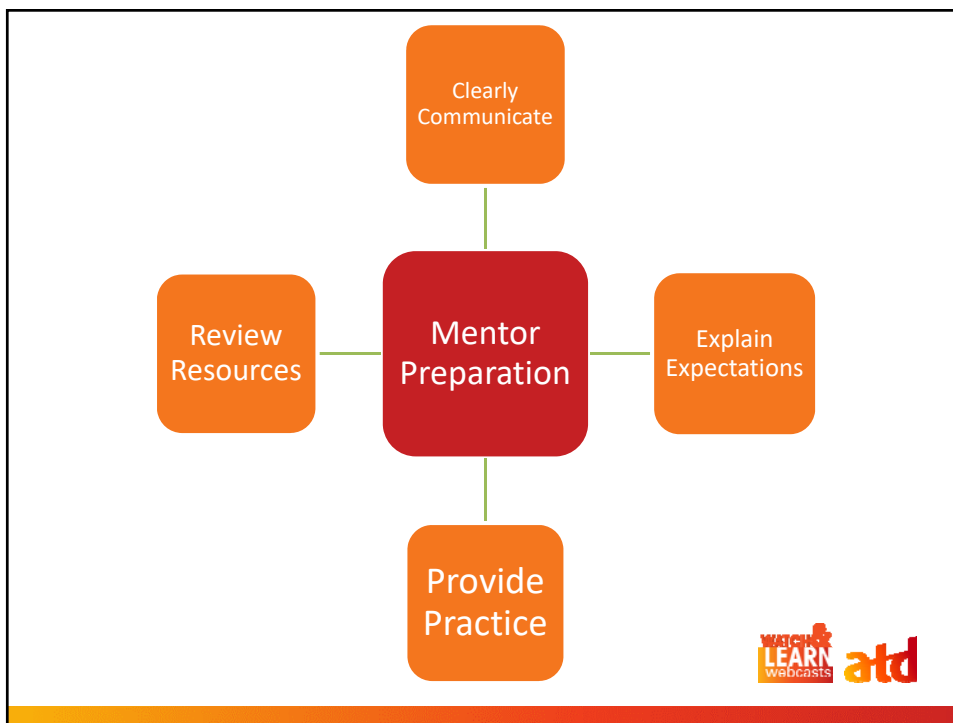
### The AXLES Model

**Support All Participants**

- Learner Resources and Support
- Mentor Resources and Support
- Participant Community
- Participant Support Plan



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## What does a mentoring skillset include?

Active Listening	Diagnosing Performance	Critical Feedback	Deal with Ambiguity
Provide Clear Guidance	Communicate Effectively	Utilize Questioning	Establish Trust
Demonstrate Credibility	Facilitate Problem-Solving	Effective Time Management	Strong Organizational Alignment





## Mentor Suite

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**Mentors:**

- Individual coaching, observation and feedback
- Skills building workshops, development plans through *Mentoring Momentum*
- Video and podcast resource libraries
- *Mentoring Out of the Box* toolkit

**Learners:**

- *Experience Learning* social development for encouraging learning agility





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