Mentoring Effects
– Instilling a Value of Career Development

a Case of Asian Development Bank (ADB)

Yoshie SHIBATA
4 April 2013
Objectives

- Overview of the new mentoring program at ADB
- Features that reinforce success factors in implementation
- Insights on further enhancement in mentees’ strategic approach to career development
Agenda

- Background
- Expected Outcomes
- Features
- Challenges
- Developing Career through Mentoring
- Summary
- Discussion
Multilateral Development Bank founded in 1966
One of the International Financial Institutions (IFIs), such as World Bank, IMF, etc.
67 members (48 in region, 41 borrowing members)
3,045 staff from 61 member countries
1,076 International Staff
Background - Mentoring

Mentoring

- Business Needs
- Diversity & Inclusion
- Staff Number Growth
Expected Outcomes

Mentor: Leadership Skills

Organization: Internal Resources & Tacit Knowledge

Mentee: Professional Growth
What is Mentoring?
Off-line learning process of sharing knowledge, wisdom, and guidance, with which both mentee and mentor deepen insights on professional growth.

What is Not?
Not a door opener or advocate for your career. Not a short-cut for promotion, or remedial solution for staff with performance issues.
Features - Principles

- Arrangement is informal
- Content is confidential
- Participation is voluntary
- Matching is structured
Features - Implementation

- Invitation to potential mentors & briefing
- Invitation to potential mentees
- Briefing for potential mentees
- Matching
- Mentoring Meetings
- Follow-ups & Evaluation
Features - Success Factors

- **Mentors**
  - Act as a sounding board
  - Listen actively
  - Facilitate thinking process
  - Set a boundary

- **Mentees**
  - Drive the process
  - Listen actively
  - Reflect discussion

- **Program**
  - Support from Management
  - Effective Publicity & Mentor Recognition
  - Orientation & Training
Features - Pairing Process

Enhanced

- Mentee Questionnaire
- Mentors to submit profiles
- Preliminary short meeting between mentee and a short list of mentors or a mentor
- Career discussion with Mentees
Challenges - Mentor - Mentee

Top 3 needs:
1. 81% Developing short- & long-term career plan
2. 63% Understanding tacit organizational knowledge
3. 60% Understanding tacit rules of communication

Challenging demands:
- Mentees’ specific needs on mentors’ background, i.e. similar or completely different
- Mentors at higher level
- Unclear expectation → Heavy weight on profiles
Developing Career Through Mentoring

GOAL

Perform

Learn & Apply

Awareness & Knowledge Transfer

MENTEE

Rapport

MENTOR

Mentoring Dialogue

©Y. Shibata.
Developing Career Through Mentoring

- Engagement
- Listening

**Goal:** What outcome do you want?

**Reality:** What is your current situation?

**Options:** What options are available?

**Will:** What are you willing to commit to?

- Encouragement – Challenge
- Role Modeling – Story Telling
- Feedback
Meeting Topics

- Different interests depending on different career stage
- Gaining membership of organization – overview, culture & network
- Capacity building – knowledge, skills & progression
- Career development – what’s next?
Strategic Goal Setting

Adapted from: Managing Your Career Within Your Organization, by P. Simonsen, Career Directions, 1993.

- Organizational needs & directions
- Plan & Implement actions aligned with business needs

Explore:
- Motivated skills
- Career Interests
- Personal goals & values
- Personal style
- Learning style
- Lifestyle

Look Inward

Look Outward

Look Forward
Developing Career Through Mentoring

GOAL

Perform

Learn & Apply

Awareness & Knowledge Transfer

MENTEE

Rapport

MENTOR

Mentoring Dialogue
Discussion
Thank you.