



# The Mentoring Edge



*News from the Department of Commerce's Mentoring Program*

## Mission Statement

The Department of Commerce (DOC) is committed to the continual development of its employees and to maintain a highly qualified and diverse workforce. The mentoring program was a 12-month program designed to help employees enhance their career development goals through developmental training and workshops.

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## Upcoming Events

**April 15-17, 2004**

Diversity in Mentoring  
Annual Conference of the  
International Mentoring Association  
*Tampa, Florida*

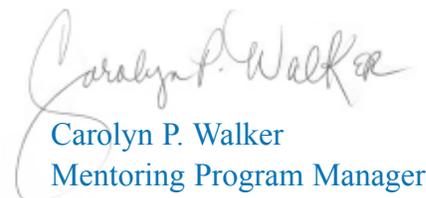
## A Message from the DOC Mentoring Program Manager

I want to personally congratulate all of the 2002/03 Mentoring Program graduates. Your dedication to the mentoring program has truly made this program a success. Your commitment to achieve and improve your career development goals through the mentoring program will prove to be a phenomenal step to attain your personal and professional dreams. I hope this year has been as exciting for you as it has been for me in managing the mentoring program.



As a lesson learned, I hope you will continue to create and develop positive working relationships with colleagues throughout your career. You have become the forefront for others because of your commitment to accomplish challenging assignments, your ability to increase organizational knowledge, and your own personal growth.

Your commitment to the 2002/03 Mentoring Program has been exceptional and I wish each of you well in your future endeavors. Once again, thank you for your participation.

  
Carolyn P. Walker  
Mentoring Program Manager

## 2002 Mentoring Program Mentoree Profiles

### Queen Jones - Mentoree

"On the Mentoring Edge of Success"



Queen Jones

The program was a success! I enjoyed the time that I spent working with people and learning new and challenging ways to improve interaction with my coworkers. I want take this opportunity to share how being a part of this group encouraged me and others to reach our full potential. The workshops were very well presented and had high leadership support. For the first time in my work career, and as a participant in the mentoring program I received a salary increase.

In addition, the leadership support from my organization was exceptional, I was able to participate in every event! My professional and personal growth have matured as a result in participating the mentoring program. Since the program, I am currently attending college courses at Southeastern University. The program has allowed me to accomplish some of my goals and to be self-motivated in reaching my future goals.

I would also like to thank the Mentoring Program Manager and other colleagues for their help and support throughout the program. Once again, I would like to give "special" thanks to Wayne Wilmot, Kurt Schneble, and H. Lee Dantzler who supported me through this program.

### Tina Williams - Mentoree

"On the Right Path"

When I applied and was accepted into DOC's Mentoring Program, I was elated! It was an opportunity for me to network and obtain some substantive training. The program was great because it assisted me with meeting my career goals. The network aspect, alone was incredible. It placed me in the pathway of meeting people, and within one month after completing the Mentoring Program, I was offered a job!

In addition, the program offered people numerous opportunities for growth in many aspects of their professional and personal career. If they put forth the effort, they will see tremendous growth in all aspects of their lives.

I would like to thank everyone involved in helping the Mentoring Program become a success. I encourage everyone to really consider joining a mentoring program. It is an opportunity of a lifetime!

## 2003 Mentoring Program Graduating Class



## A Good Leader by John Hawkins

"Great leaders are not born,  
nor are they self-made."

Leaders develop much faster from excellent mentoring. Great leadership requires great influence. Along the way in their development, leaders receive many infusions of influence from relationships and events they experience. Emerging leaders use great influence to help them become great leaders. Today, there is more to be done than criticizing our current leaders. We need to become sources of great influence. Our children, students, and employees are in development to become leaders in their families, careers, and communities. We need to exercise proactive influence, not reactive cynicism.

But where do we begin to have great influence? Building emerging leadership is a mentoring process. In their book *The Leadership Challenge*, James Kouzes and Barry Posner say people learn to lead by having three experiences: trial and error, observation of others, and education. These experiences suggest three services that mentors can provide: guidance, facilitation, and input.

**Guidance.** As leaders-in-the-making experience trial and error, they need guidance--guidance that gives direction through the maze of leadership decisions and challenges; guidance on the meaning of principled, ethical leadership; guidance that fosters courage for decisive action and moral integrity. They need mentors whose words and actions model the way. And they need feedback that guides them as they apply the lessons learned from their trial and error, observation, and education.

**Facilitation.** Mentors also serve their proteges by facilitating relationships and learning experiences for them. In doing this, mentors use their influence and network of relationships. The mentor facilitates strategic leadership experiences that stretch and challenge the protege. Because these experiences require focused commitment and may end in failure, they

build toughness, confidence, and breadth of knowledge.

Emerging leaders need to observe role models and build relationships with other leaders. Mentors meet this need by facilitating relationships with exemplars -- people from whom they can learn valuable lessons in leadership.

The educational needs of the protege include classroom instruction and hands-on training. Proteges often need direction as to what opportunities they should pursue. Mentors use their influence and network to connect their proteges with important opportunities for instruction and training.

**Input.** A seasoned mentor can address the instructional and training needs of a developing leader. In this role, the mentor provides wise input and customized education. The mentor's input focuses on four areas: knowledge of leadership concepts and content; skills needed for effective, long-term leadership; input related to the character required for balanced, effective leadership; and input as to the development of compelling vision.

These three services--guidance, facilitation, and input--should be given only to those who will put into action what they receive. Mentoring requires a sacrifice on the part of the mentor, and it should be seen as a precious investment.

Great leadership requires great influence. Within our spheres of influence, we must provide the wisdom and guidance that our emerging leaders need.

### An Excerpt From “Mentoring Diversity” by Larry Ambrose

In a diversity-driven mentoring program, proteges will prepare for their own career success and learn about the process, responsibilities, and qualifications necessary to be an effective leader. At the same time, leadership will learn the value of a culturally diverse environment, experience cultural and gender differences, and gain perspective in the value of including those factors in their daily decision-making process. The overall benefit will be a broad appreciation of diversity principles with a greater emphasis on integrating those values and beliefs in the daily operations of the organization.

### Spotlight on the 2003 Graduation Ceremony

The 2002/03 Mentoring Graduation Ceremony was held on Tuesday, June 10, 2003, in the Herbert C. Hoover Building, Room 4830 from 10 A.M. to 11:30 A.M. The graduation ceremony was to honor and congratulate the 2002/03 Mentoring Program participants who successfully completed the one year program. The graduation ceremony included a keynote speaker, presentation of certificates and light refreshments. The graduation ceremony commenced with opening remarks from Jorge Ponce, Chief of the Policy and Evaluation Division, Office of Civil Rights.

The keynote speaker was Linda Coleman-Willis, who is the owner and CEO of Linda Coleman & Associates, a speaking and training company that specializes in Motivational Keynotes and Personal Development Workshops. Ms. Coleman-Willis gave a 20 minute presentation on the "10 Steps to Stay Motivated in Times of Change." Ms. Coleman-Willis' presentation was well received and participants found the presentation to be motivating and informative. It also helped them to challenge and improve themselves personally and professionally. As a reminder, here are the 10 Steps for you to stay motivated:

- Step 1: Embrace Change
- Step 2: Anticipate Change

- Step 3: Initiate Change
- Step 4: Get Feedback
- Step 5: Engage in a life-long self-improvement program
- Step 6: Admit we are human beings with limitations and weaknesses
- Step 7: Build a support team
- Step 8: Balance
- Step 9: Know what brings you joy in your work
- Step 10: Laugh and have fun

Here are some of the highlights from the 2002/03 Graduation Ceremony

### 2003 Mentoring Program Graduation Ceremony

