



# Innovations in Corporate Mentoring:

How Facebook and Speed Dating Inspired Creative Mentoring Partnerships

Annual Sharing Day 2011

*OD Means Business*



# Presenters

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# Facilitated Mentoring Program at DSI

- Inspiration and Background
- Leveraging Best Practices in Mentoring, Networking & Change Management
- A Mentee's Experience
- Outcomes

# About DSI

- Daiichi Sankyo, Inc. (DSI), headquartered in Parsippany, NJ, is the U.S. subsidiary of Daiichi Sankyo Co., Ltd., a global pharmaceutical company.
- DSI was formed in 2006 from the integration of two leading pharmaceutical companies, Sankyo Pharma, Inc. and Daiichi Pharmaceutical Corporation.
- Its team of nearly 3,000 U.S. employees is dedicated to the creation and supply of innovative pharmaceutical products to address the diversified, unmet medical needs of patients.
- DSI concentrates in the therapy areas of hypertension, thrombosis, dyslipidemia, diabetes and acute coronary syndrome.
- Clinical development and regulatory activities are headquartered at Daiichi Sankyo Pharma Development in Edison, NJ.

[www.dsi.com](http://www.dsi.com).

# Background: Getting Started

- Developed and hosted by Women's Forum (DSI Women's Network)
- Led by DSI committee chair, and a team of DSI volunteers, with Valerie, our external consultant
- Research pointed to a top career advancement strategy: informal mentoring
  - Combining mentoring and networking: Mentworking

# Background: Gaining Buy-in

- Fit with our Talent Strategy
  - Cost: relatively affordable option
  - It's an investment in entire organization
- DSI culture
  - Open to grass-roots effort
  - Open to collaboration
  - Open to something new and innovative

# Guiding Principles

- Mirror spontaneous and informal: **AVOID MATCHING**
- Mentoring Process that people do because they want to and they know how - not a program
- Emphasize confidentiality
- Mentee drives the process

# Goals

- Support talented employees' preparation for substantial contribution to DSI
- Create a process for strong leaders to mentor, coach and develop others throughout DSI
- Provide opportunities for employees to broaden their knowledge of DSI's business across functional lines by increasing cross-functional relationships



# Strategies – Use Proven Change Techniques

- Engage senior management stakeholders personally
- Nominate the ‘right people’- TOOL: CRITERIA
  - High Performers
  - Able to make a more significant and broader contribution to DSI in the future
  - Change Agents – early adopters
  - Willing to do something new and unknown and provide feedback
  - Proven commitment to employee development and coaching - Mentors
  - Proven commitment to self-development and using feedback effectively – Mentees

# The LookBook

How could we use the concept of LinkedIn and Facebook to facilitate participants getting to know each other?

- Bio
- Personal Pictures, not just head shots
- Personalization of how they present themselves
- Sharing Information about themselves
- Technology/web-based systems are an option. Microsoft Word-- is simple!

# Mentworking

Waves of increasingly structured networking to enable participants to get to know one another and eventually choose a Mentoring Partner.

# Tool: Mentworking Process

- Briefing Sessions
- Workshop for Mentees – Making the Most of Your Mentoring Experience\*
  - Articulate and Curious
  - Buckets for Development
- Look Book
- Kickoff Day
  - Informal Networking
  - “Speed Dating”
  - Formal 15 minute interviews
  - Preferencing – Every participant got one of top 2 preferences, most getting first

# How We Supported Them

- Half day getting to know you meeting
  - Contract (Tool: See reference book)
- Required two, 1-hour meetings per month
- Two sharing and feedback workshops
- Reference Books: *The Mentee's Guide* and *The Mentor's Guide* by Lois Zachary, *Power Mentoring* by Ensher and Murphy
- Private, one-on-one interviews
- ...but they really didn't need us!

# Summary of Program Outcomes

Goal: To facilitate and support cross-functional collaboration and mentoring that normally would not occur without an OD intervention

- 100% of the respondents expect to maintain contact with their mentor/mentee
- 94% strongly agree/agreed that they would recommend the mentoring program to a DSI colleague
- All mentors & mentees self-reported their increased likely to mentor others as a result of the program
- Mentees self-reported their mentors fulfilled a variety of roles and that they experienced a number of positive outcomes (see next two slides)

## Mentors were highly effective at fulfilling a number of roles

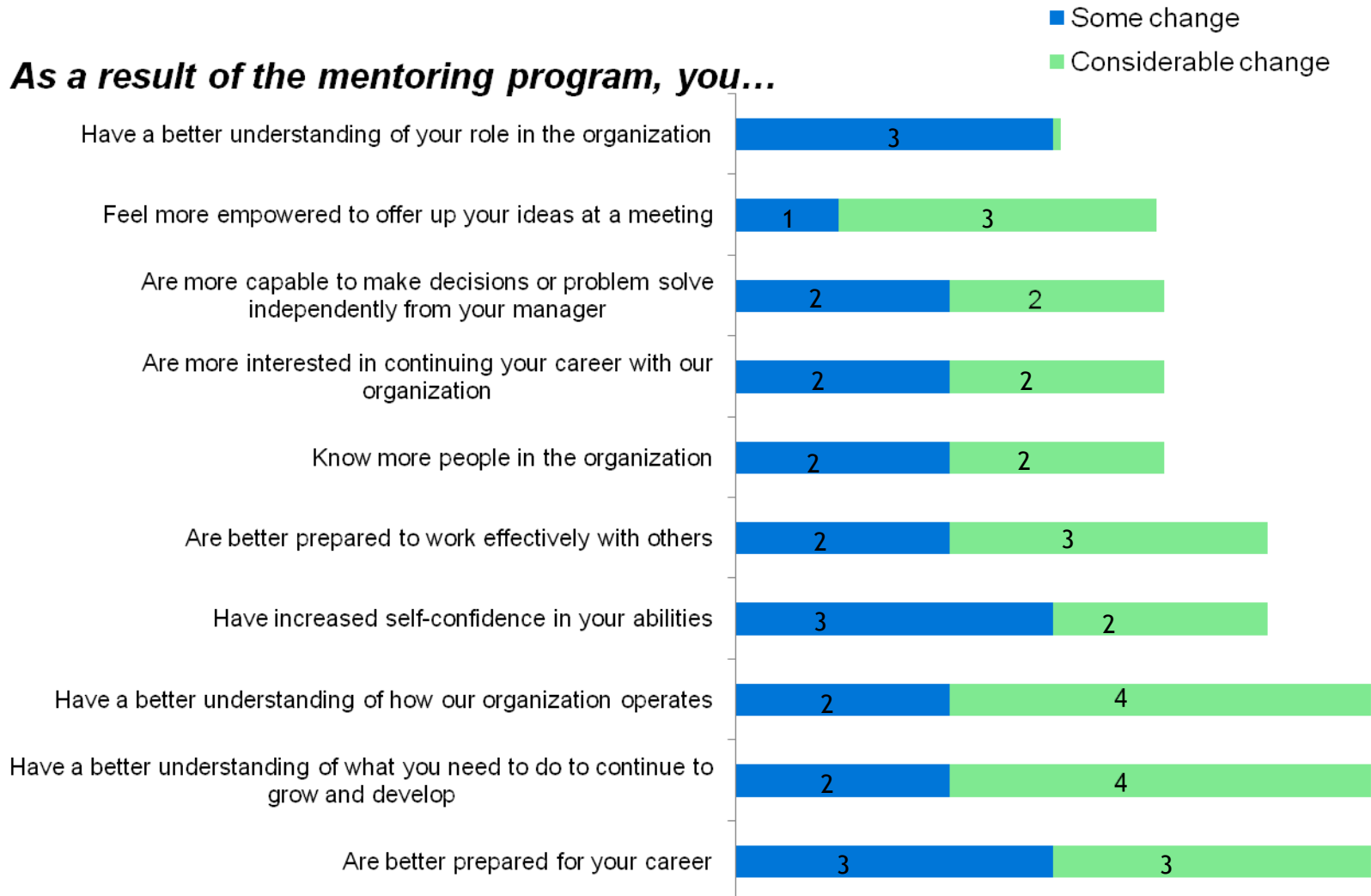
### *My mentor...*

■ Strongly agree/agree



Mentees also self-report change on a number of personal qualities. We would expect these qualities will have a positive correlation with future career progression.

***As a result of the mentoring program, you...***





# Qualitative Feedback: “I could never have done that before.”

- Preparing for meetings – outcomes, dealing with personalities, conflict management, etc. rather than flying by the seat of their pants. All participants noted significant development in this area.
- Conflict Management – getting over the fear of conflicting with others and learning methods to not take it personally and to seek productive resolution.
- Exposure to others outside their department and learning how valuable understanding the bigger picture enabled them to be more productive.
- Enhancing business perspective
- Continuous improvement – skill and business savvy development became an everyday activity, with most noting that they practiced new skills in all areas of their lives, not just at work.
- Path to productivity in new job was significantly increased

# Sample Quotes - Feedback

*"The mentoring initiative has enabled me to be more confident, self aware and be open to feedback and look for more opportunities to contribute to the organization's growth and success. I have become more confident and am becoming much more proactive at identifying ways that I can have an even larger impact on the success of [my department] and on DSI."*

*"This is an excellent initiative that promotes and grows talent from within DSI and is a catalyst for employee commitment and contribution."*

# Questions??

*Thank you for coming to our session!*

APPENDIX

# THE TOOLKIT!

# Invitation Letter

Congratulations! The Women's Forum Mentoring Committee, with support from the Executive Committee and the sponsorship of (add sponsor name), is continuing the Mentoring Program after a successful launch in 2010. You have been nominated by your Vice President and Mentees have been approved by your manager to participate as a Mentee/Mentor.

**Mentees were nominated as an honor**, based in part on your:

Strong performance and potential to make a significant contribution at DSI

Commitment to professional development

Ability to give and use feedback effectively

Ability to provide the company with valuable feedback about your development path and the Mentoring Program

**Mentors were nominated as an honor**, based in part on your:

Having a reputation for developing others

Proven leadership

Strong performance

Authenticity, integrity and enthusiasm

Being a change agent

We hope you will take time to seriously consider participating. This invitation and attachment provide you with all the information you need to make your decision whether to participate.

# Tool: Prep for Mentworking

1. What's the best advice you ever received, why and how did you apply it?
2. What do you think the difference is between you and people who are equally as qualified as you in your field who have not made it as far as you?
3. Have you worked with a Mentor in the past? What have you learned or done as a result?
4. What could I expect to learn from you about how to get work done in the DSI culture?
5. What's the toughest feedback you've ever had to give someone? How did they respond? How did you deal with their resistance to it?
6. What qualities do you look for in the people you spend time with?
7. If you wanted to encourage thinking outside the box, how would you go about it?
8. When you encourage someone to take a risk, how do you do so?
9. How would you describe your personal style?
10. If you wanted to create an environment where motivation can thrive, what's the first thing you would do?
11. How do you show others that you believe in them?
12. Who has influenced you the most? How?
13. What do you do to challenge your underlying beliefs, paradigms and assumptions?
14. How and where do you find inspiration?
15. Why do you do what you do? What excites you about it? What do you not like?
16. How do you approach the unknown?
17. How do you keep your feelings from clouding your decision-making?
18. What's the best way to keep your eye on long term results given that we are all so busy with the day-to-day?
19. How do you bring courage and conviction to risky situations?
20. What do you do to live a balanced life?
21. What are 5 key books you feel I should read, and why?
22. What dreams and goals inspired you to succeed?
23. How do you engage your manager in conversations about your career and development?
24. What characteristics or skills set you apart from your peers?
25. What do you do in your spare time?
26. Describe the type of risks you have taken in your career and job, how you prepared for it and what the results were.
27. What do you do to develop yourself?

# Workshop Design 1 of 3

## Objectives:

- To enable Mentees to prepare for their Mentoring experience:
- Make a 'first pass' at their development objectives that can be stated in the Look Book
- Practice articulating the objectives, values and needs around mentoring
- Practice 'active curiosity' that will enable Mentees to better interview Mentors and discern their appropriateness as a partner

## 1. Overview – 10 minutes

- Recap the objectives of the Mentoring Program and how this Workshop will 'tee up' participants for success in presenting themselves well to Mentors and choosing a Mentor.
- State how what we do here dovetails with other DSI development initiatives.

## 2. Career Leverage Inventory (this is a tool used in the DSI Career Development Workshop) – 40 minutes

- Participants will complete the Inventory as prework and walk them through scoring and explanation in the Workshop.
- Participants will have one-on-one conversations to practice clearly articulating their Personal Development Options from the Inventory (lateral, enrichment, vertical, exploratory, realignment, relocation) and the implications for what they might work on with a Mentor. "Listener" will practice actively probing for understanding and 'pushing' their partner to more clarity and insight.

# Workshop Design 2 of 3

## 3. Museum Walk – 40 minutes

The objective is to encourage exploration of a wider range of possibilities that can be part of a Mentoring Development plan and process and to jump start Mentees' ability to articulate a possible development plan. Based on last year's development successes and our knowledge of what might catapult Mentees to stretch goals we have proposed their exploring the following buckets:

- Self Awareness and Learning
  - Proactively Managing Business Relationships
  - Cultural Awareness and Business Savvy
  - Big Picture of Company Business and Knowing What Other Departments Do
  - Fearless Communication including Presentations and Conflict Management
  - Creating a Community including Networking
  - Strategic Thinking
  - Passion and Contribution – What Creates Fire in Your Belly?
  - Risk Taking and Trying New Things
- Charts will be posted around the room with the title of each Bucket
  - Give a basic explanation of what each Bucket means, leaving deeper interpretation to participants
  - Participants in pairs will navigate to Charts that particularly interest them for 5-8 minutes each. During their time at the chart they are asked to answer and probe with each other the following question:
  - “If you could ratchet up your game to make a bigger contribution to DSI via this area, how would your behavior and outcomes/results change?” .



# Workshop Design 3 of 3

## 4. Interviewing Mentors and Discerning Who is Right for You- 15 Minutes

- Mentees will be given a list of potential questions to ask Mentors to help the interview during the Kickoff Meeting.
- Mentees choose several questions to use to practice interviewing that they believe will help them discern whether a Mentor candidate is a good fit
- Mentees will participate in a mock interviews to use the questions with each other, probe for good information and determine whether they are able to get the information they need to discern who will be an appropriate Mentor for them

# Tool: LookBook Questions

## **For Mentors:**

1. Why have you chosen to be a Mentor? Why is mentoring someone at DSI important to you?
2. What inspires you at work and in other areas of your life?
3. What can you bring to a Mentee – skills, knowledge, exposure, insight and perspective?
4. What are the characteristics of a Mentee with whom you would thrive?
5. What are the characteristics of people with whom you bond well?
6. How would people at work describe you?
7. How would family and friends describe you?

# Tool: LookBook Questions

## For Mentees:

1. Why have you chosen to be a Mentee? Why is being a Mentee important to you?
2. What inspires you at work and in other areas of your life?
3. What do you seek to gain from being a Mentee – skills, knowledge, exposure, insight and perspective?
4. What are the characteristics of a Mentor with whom you would thrive?
5. What are the characteristics of people with whom you bond well?
6. How would people at work describe you?
7. How would family and friends describe you?
8. If you could accomplish one thing that would make you certain that mentoring had paid off for you it would be?