

The Leading Edge 2.0: Making the Connection with Mentoring Mentoring Information Collection Instrument

Instructions for LEF 2.0 Mentoring Subgroup

As a follow up to your participation in the Leading Edge Forum 2.0, we would like you to conduct interviews with two or three individuals (i.e., supervisors, peers, facility/district managers) that you feel have valuable insights regarding the development of ATO personnel in general and the use of mentoring in the ATO, in specific.

In this interview guide document, you will find talking points and questions to help standardize the data collection process. While you are not expected to follow the guide to the letter, please try to capture the key issues discussed for each question. Do not hesitate to include additional questions as you see fit.

Interviews can provide valuable feedback and information. The difficulty is getting responses down in a form that allows for careful analysis. If it would help in the data collection process, consider using a third party to take notes as you conduct the interviews.

Following each interview, we would like you to prepare a synopsis of the interviewee's responses. This synopsis will list each question asked and include a clear and concise description of the interviewee's response. Ideally, this synopsis would be in electronic format, but clear, hand-written notes (scanned into a PDF file) are also acceptable.

As soon as you have completed each synopsis please email a copy to Emily Hitt at Emily.hitt@faa.gov.

The deadline for submitting is Friday June 26, 2009, so please start scheduling your interviews.

Questions that arise during the interview process should be directed to Emily Hitt at 202 267-9792, or Christina Martirone at 202-493-5892, in the ATO Organizational Effectiveness office.

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Set the Stage

Describe the Leading Edge: The Leading Edge 2.0 is a multi-faceted program designed to reinforce the idea of One-ATO and to help strengthen relationships between managers and employees through improved communication and mentoring. The Leading Edge 2.0 initiative includes a variety of tools including a week-long forum, a messaging road show, and an interactive web site (www.atoleadingedge.com) to improve collaboration and communication throughout the ATO. The forum, held in May 2009, was attended by 250 managers from across the country to serve as a cadre of change agents at all levels of the ATO.

Describe your role: As a forum participant, I have made a commitment to conduct follow-up actions in my local area. Along with approximately 60 other attendees, I have committed to work towards developing a stronger mentoring culture here at _(your local office/area/facility)___.

Explain the purpose of the interview: Mentoring, if done well, can be a very powerful tool for building and maintaining organizational strength. In order to better understand how to best utilize mentoring in the ATO, we are gathering information from individuals who have seen what does and does not work in our organization.

This interview should take about 1 hour. Do you have any questions before we begin?

Record Basic Information

Interview Date: _____

Interviewer

Name: _____

Title: _____

Organization: ___ATO-_____

Facility, Office or Area: _____

Interviewee

Name: _____

Title: _____

Organization: ___ATO-_____

Facility, Office or Area: _____

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Section One: A great mentoring program is geared to organizational, management and employee needs.

1. What are the most critical near-term projects for your office/area/facility?

- 1.
- 2.
- 3.

2. What are the three most important non-technical skills or competencies that people in your office/area/facility need to develop, in general, in order to meet *near-term* goals?

- 1.
- 2.
- 3.

3. Do you see the same skills applying to your office/area/facility's long-term goals, or would they be different?

4. What do you think are the most important non-technical skills or competencies a typical front line manager in this office/area/facility needs to develop in order to be successful at their current job?

- 1.
- 2.
- 3.

Section Two: Personal Experience with Mentoring

5. Have you been involved in the mentoring process either as a mentor or mentee? If so,

How effective was that process?

What did you learn from the process?

What barriers were present and how were they navigated?

Section Three: Assessing Mentoring Culture

6. What are the primary tools in use at this office/area/facility to help in career development?

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(If mentoring was mentioned) Can you tell me more about the mentoring initiatives? [Some specific mentoring probes]

How would you characterize the role that mentoring plays in the career success or advancement of your local workforce?

How would you rate the success of these mentoring efforts?

In your opinion, what works and what does not work?

Are you aware of any evaluations that have been conducted on current mentoring activities?

(If mentoring was not mentioned) You did not mention mentoring as a tool used at this office/area/facility. [Some specific mentoring probes]

Do you think mentoring is a good development tool?

What do you think are the strengths of mentoring?

Weaknesses of mentoring?

Do you have any examples of successful mentoring programs?

If yes: In your view, what made them successful?

If no: In your view, why did they fail?

How about a more informal one?

What kinds of support (e.g., management, space, money) do you think would be necessary to make mentoring effective here?

7. Do you see the same tools used for manager development, or are they different? (What are the primary tools in use at this office/area/facility to help in a front line manager's career development?)

Section Five: Additional questions if the interviewee is well versed in mentoring.

8. Are there any mentoring resources or tools (e.g., books or web sites) that you would recommend?

9. What characteristics do you think are most important for a successful mentoring program? (You may want to use the elements listed below as prompts and get pros and cons of each)

Formal mentoring objectives

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Individual Development Plan (IDP)

Matching of interests between mentor and mentee (e.g. goals, personality, job)

Evaluation and feedback on skill development

Regular scheduling of mentoring sessions

Mentor training

Mentoring support tools (e.g. web site, newsletter)

Confidentiality

Formal program recognition (e.g., certificate, etc.)

Having an experienced mentor

10. What are the most common mistakes a mentor is apt to make?

Section Six: Closing

11. Do you think a formal mentoring program could work at this office/area/facility?

12. Do you have any additional feedback that would help us develop a mentoring program specific to the ATO?

13. Before we close out, are there any questions you have for me about our work?

Thank the interviewee: Thank you very much for your insights and time. Your input through this interview will help create a stronger mentoring culture in the ATO. If you would like, I will be happy to keep you up-to-date on the Leading Edge 2.0 initiative and any developments we make on the use of mentoring throughout the ATO. Please do not hesitate to either call or email me.

Advertise: Visit www.atoleadingedge.com for updates and to join the conversation.