

Mentors & Interns

1. **Context in which used:** Targeted firms need 1 to 3 weeks of continuous, specialized support to build capacity of staff, departments and/or internal processes.
2. **Behavior change**
 - a. Skills building ◆◆◆◆
 - b. Conviction ◆
 - c. Role modeling
 - d. Reinforcing mechanisms ◆◆
3. **Objectives:** Targeted firms...
 - a. Apply and adapt specific performance improvements to their circumstances
 - b. Are able to evaluate the effectiveness of the improved practices
 - c. Are able to evaluate the benefits of the targeted improvements
 - d. Are able to identify and pursue additional performance improvements linked to the targeted improvements that will generate additional benefits
4. **Preparation**
 - a. Identify qualified mentors or interns (provide or ensure proper training of interns as necessary)
 - b. Agree upon beforehand, with the target firm, the specific objectives and expected outcomes of the support by a mentor or intern. Includes
 - The performance practice to improve
 - What mentor or intern and specific individuals in the firm will do together
 - Time, place and things the target firm needs to have prepared (*see Ownership & Sustainability issues)
 - Expected means of evaluating the effectiveness and benefits
 - Any cost-sharing for the services of the mentor or intern
 - c. Orient the mentor or intern to the objectives and approach of the Activity.
 - d. Develop with the mentor or intern an activity plan that covers the period of insertion with the target firm
 - e. Develop any examples, forms and templates, or other materials that could be helpful in applying or adapting a particular improved practice
5. **Delivery**
 - a. Reiterate and clarify agreed upon objectives, outcomes and activity plan in an orientation session with the target firm and mentor or intern
 - b. Monitor the progress of mentor or intern through periodic phone calls and/or visits
6. **Follow-up**
 - a. Conduct After Action Review with the mentor or intern including the identification of areas for follow-on support
 - b. Gauge adoption of improved practice by the target firm and help trouble-shoot unanticipated results
 - c. Help manage the expectations of benefits on the part of the target firm (most benefits are not immediate)
 - d. Ensure compliance with mechanisms for measuring benefits of improved practice
 - e. Introduce additional performance improvements to build from those improvements underway as and when warranted (**see Ownership & Sustainability issues)

7. Ownership & Sustainability issues

- a. Mentors should be used for building the capacity of existing personnel or processes for which persons within the firm are responsible
- b. Interns may be used to convince the target firm of the need to engage temporary or full-time personnel to fill the functions demonstrated by an intern
- c. *Compliance by the target firm to the agreed upon time, place and preparations needed is an important indicator of interest, willingness and commitment
- d. **The eventual willingness and interest of the targeted individual to continue to improve performance is an important indicator of their commitment and the value to the facilitator of the targeted individual as a possible role model to others

8. Possibly combined with...

- a. Cost-sharing: it may be appropriate or advisable for the target firm to share the costs of the mentor or intern