

A Commando Mentoring Marketplace

This document describes an improvement to the Commando Mentoring management back which creates a marketplace for acquiring Commando Mentoring expertise.

Problem Statement

The [Commando Mentoring](#) idea, [chosen as a semi-finalist](#) in the MIX M-Prize competition, is a preliminary response to the strong need for intrapreneurial mentoring in a large corporation. Savvy intrapreneurs can volunteer to mentor new hires. New hires benefit from this mentorship but also dedicate some of their time to advancing the innovative causes of their mentor.

This idea, while creative, has some shortcomings. The only beneficiaries of this mentoring are new hires; the participation of recently hired employees (e.g. 2-5 years) and longer-term employees (5-10 years) is left unaddressed. In addition, the advanced experience of older employees would greatly benefit intrapreneurs trying to advance their own ideas.

In short, the original commando mentoring framework is not extensible to all employees in the corporation and should be improved to achieve greater impact.

Commando Mentoring Marketplace

In conversations with Gary Hamel as part of the MIX semi-finalist discussions, the improvement of creating a "Commando Mentoring Marketplace" surfaced. This marketplace would open up mentoring possibilities beyond the scope of the original Commando Mentoring proposal.

A Mentoring Marketplace is not a new idea; in fact several organizations (such as [Arizona State University](#)) have already created Mentoring Marketplaces where students can advance innovative new proposals by perusing a mentor catalogue. These student entrepreneurs can progress their ideas by getting advice from a more experienced mentor.

A Commando Mentoring marketplace has a new and interesting twist. The intrapreneurs advertise their desired area of research as a way of finding younger employees (new hires, 2-5 years, 5-10 years) to help drive the research forward.

In exchange, the mentors give their time and expertise by offering advice, making networking introductions, and consistently helping and monitoring the career aspirations of their new mentee. Mentors also own a portion of mentee's time and resources for the building of an innovative new product or service.

Commando Mentoring Market Framework

The Commando Mentoring Market is best implemented as a community within a corporate social media backbone. This community allows for the creation of a "commando mentor profile" containing the following information:

- Name and Title of the Intrapreneur
- Current Job Description
- Summary of Career Experience

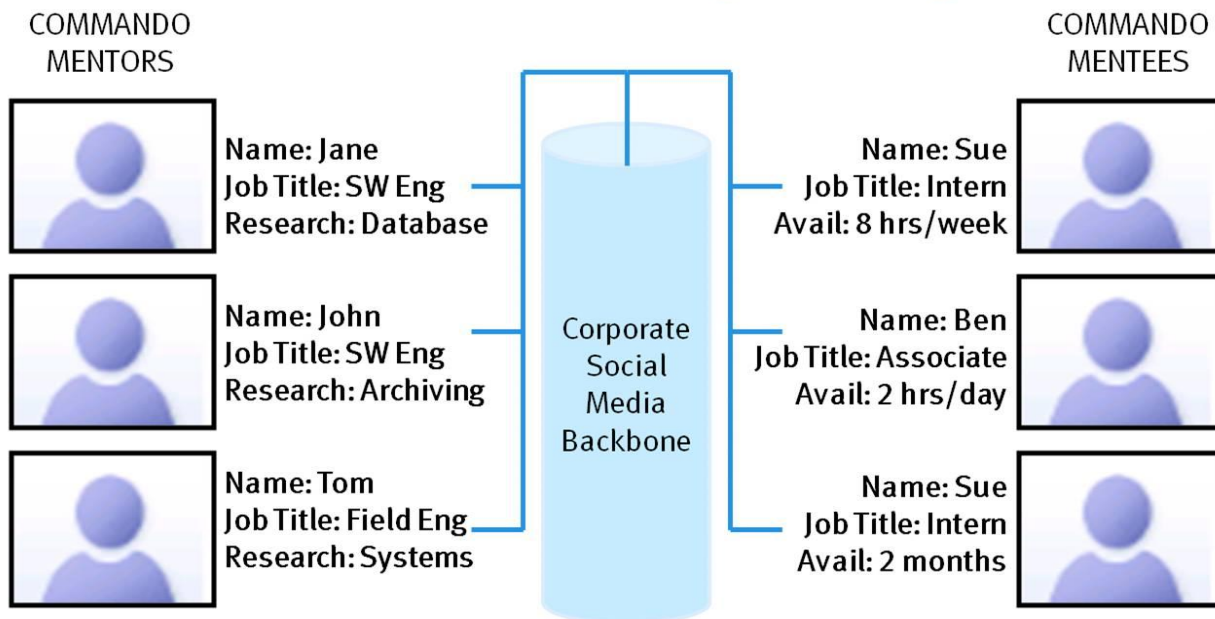
- Research interests and links to project proposals
- Desired mentee traits and expectations
- Contact methods

At a minimum, this community marketplace can serve as a mentee browsing area. Based on the experience level, job description, and research interests of an intrapreneur, potential mentees can reach out with a resume and/or less formal query to establish a commando mentoring relationship. Mentees can also indicate their availability when it comes to working on the intrapreneur's research.

A further extension to the commando mentoring marketplace idea is the creation of "commando mentee profiles". Promising young employees (usually with the permission of a manager) can advertise their desire to enter into a mentoring relationship and can offer a number of work hours (or other resources) in return. This feature of the marketplace would allow for global intrapreneurs to locate highly motivated individuals that may assist them in their research.

A high-level marketplace overview is depicted below.

Commando Mentoring Marketplace



Desired Outcomes

As more and more intrapreneurs and mentees leverage a commando mentoring marketplace, the following key benefits are realized:

- Great ideas from great leaders can be incubated more quickly.
- Career growth in younger employees is accelerated.
- Corporations benefit from more engaged employees that deliver new ideas to the corporate portfolio.