

Mentoring Practices **for Development**

Prepared by: Pam McElvane, CEO & DMBA Research Team
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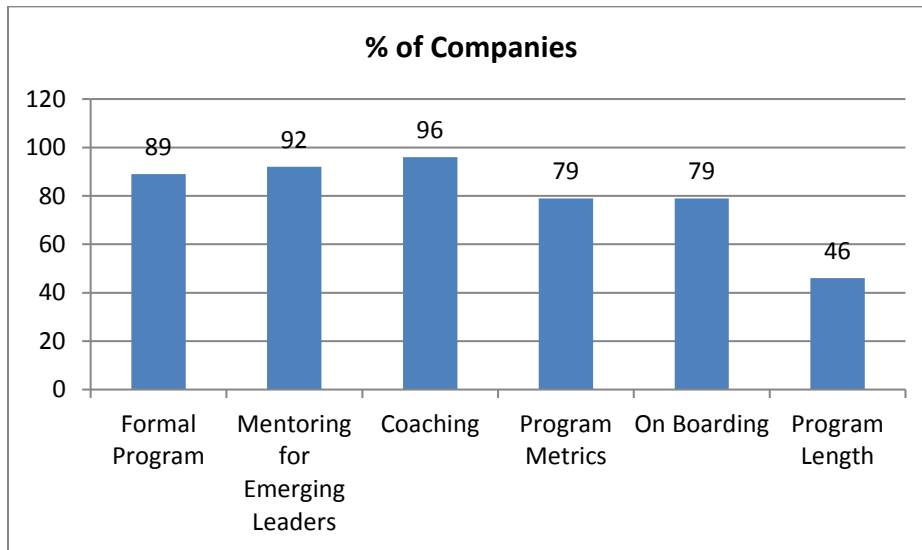
Mentoring has become an evolved practice over the past two decades for professional development. Because there are so many aspects and values to mentoring relationships; companies have shifted to include mentoring as a foundational part of their development platform for leaders. Mentoring remains the most prevalent method to develop all leaders. Mentoring is being integrated throughout the career process of identified potential leaders.

This executive summary is intended to highlight best practices and provide insights on mentoring programs and structures. The insights are from the DMBA Inclusive Leadership Index with more than 350 participants.

Mentoring Structure

More than **90** percent of companies offer mentoring and coaching to emerging leaders.

Illustration: MENTORING STRUCTURE



This chart illustrates key components of a mentoring structure. Programs that are formal require pairing for a minimum of 18 months, identified groups for the program, coaching embedded when necessary, training for all participants, tools for engagement, and metrics to measure effectiveness.

MENTORING FOR NEW HIRES

79 percent of companies use mentoring as an on boarding tool and resource. Companies use many different methods to engage in the program. *Below are insights and best practices on what companies are doing:*

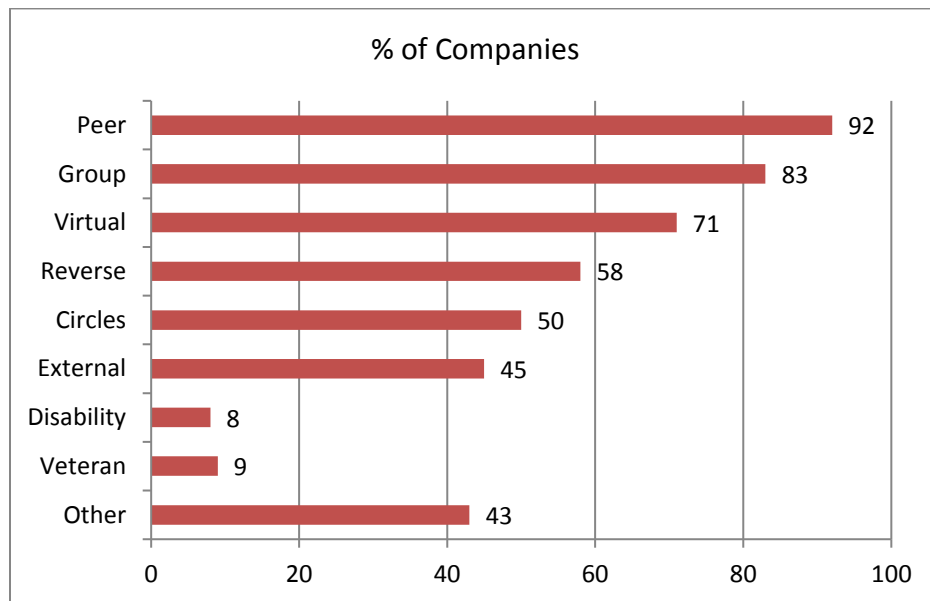
- New Hire mentoring program is designed to help orient new employees to their departments and engage them as active members of the team. Each new employee is provided with a Peer Mentor who assists them as they begin their journey at the company.
- COMPASS is a year- long program designed specifically for new hires to help guide learning the company business and culture. Specific focus is on building relationships, personal development, identifying mentors and gaining exposure to potential sponsors.
- All managers are included in an extensive new hire program (stores, call centers, technicians) have coaches and/or buddies assigned (location based). Criteria vary, depending on program/operating unit. Length of relationship is between 6 weeks to 90 days. (retail operations model)
- Mentors are assigned within 2 weeks of a new hire. Mentors are required to provide mentees critical on-boarding information to help make initial connections, and to help the mentee build an action plan for their initial performance cycle with the team.
- Buddy programs are used for on-boarding purposes. New hires are assigned a buddy for the first six months to help acclimate them to the company's culture and environment. Program is voluntary and employees are encouraged to participate during open enrollment periods.
- Establishing peer to peer mentoring in the on-boarding process helps facilitate the integration process faster. Companies find peer to peer mentoring to be most effective in pairing similar disciplines.
- Employee resource groups are leveraged for both peer mentoring and reverse mentoring for new hires. Informal mentoring occurs most within ERGs.
- Engagement coaches are assigned to new hires to support their transition into the company culture. Then, mentors are assigned to support further integration into the company.
- Mentoring for targeted groups: Veterans are the most popular group that has specific formal mentoring programs. These programs include coaches, classes and personal development and engagement training.
- Mentoring for persons with disabilities is an emerging practice.

MENTORING FOR EMERGING LEADERS

92 percent of companies use mentoring as development tool for identified emerging and high potential leaders. *Below are insights and best practices on what companies are doing:*

- New leader Academy is a platform for New Leaders that either are promoted into Leadership positions or are new to the company. New Leaders are provided a mentor during this program for a 12 month period.
- New college hires in the emerging leaders program are paired with company leader, as a mentor, for each class rotation.
- All executive diverse talent is assigned a mentor/sponsor upon starting with the company. Also, lines of business assign formal mentors to employees promoted into new roles. (Aligns accountability with the business).
- Executives that complete leadership programs are encouraged to become formal mentors to emerging leaders. More than 60 percent of executives become mentors.
- Experience strategic leadership allows employees in the pipeline (below officer level) to engage in activities and experience; to strengthen leadership competencies through experiential learning; and address skill gap through performance management.
- As part of the Emerging Executive Program for high potential executives, mentoring from vice presidents is provided as one of the development options. Mentors and Mentees are carefully matched to ensure the right fit.
- There are employee resource groups that have a strategic focus to provide formal mentoring and career development. The popular methods utilized are peer to peer and reverse mentoring.
- Targeted mentoring in Pathways to Leadership program is designed to provide individual contributors with core skills for management roles. Participants in this program are individual contributors with potential to be promoted into management. The curriculum is comprised of coursework focusing on leadership skills and competencies, mentoring and an action learning/stretch project to apply the skills learned during the program.
- Managers to mentor at least two associates who do not directly report to them and with different backgrounds. Track and report systemically of mentors and mentees. The participation of diverse mentors and mentees and their career progress reflect the effectiveness of the program.

Illustration: TYPES OF MENTORING PROGRAMS



This chart illustrates the various types of mentoring methods utilized in companies. Within the past 5 years peer to peer and virtual mentoring platforms have exponentially grown. In large part due to companies desire to create a shared experience among all employees in all working environments and locations. Mentoring for targeted groups is a leading practice. Mentoring for Veterans and Persons with Disabilities are the newest emerging practices.

METRICS FOR MEASURING MENTORING PROGRAMS

79 percent of companies have metrics to measure the effectiveness of their formal mentoring program. *Below are insights and best practices on what companies are doing:*

- Surveys are administered mid-term and at the end of the program to participants. Participants rate the program effectiveness (Rating scale: Below Average, Average, Above Average and Excellent). This measures rate of participation, engagement, and satisfaction.
- Mid-point mentor/mentee check-ins via pulse surveys or cohort calls. End of program participant surveys to judge overall effectiveness. Measure against program objectives, matching effectiveness and several “Willingness to recommend” metrics.
- Retention is one of the leading metrics tracked for participants that complete mentoring programs; and the rate of advancement and promotions, job change and expansion of participants is another leading metric.
- Multitude of methodologies including, basic course evaluations, pretests/post-tests, behavioral change (observations, performance objectives), and achievement of organizational goals.
- One-on-one interviews with half the participants in Mentoring Programs to determine the effectiveness and identify trends for areas for improvement. Evaluation surveys at the beginning, midpoint, at the end and six months after the program, is adjourned. Common trends are identified from the interviews, supporting examples (direct quotes) and captured in a matrix table which records behavior changes.
- Mentors are evaluated through direct mentor feedback surveys from their mentees, via our mentor open enrollment process, and through upward feedback processes at the client engagement level. We provide ample opportunity for either party to make a change in alignment, and we conduct reporting related to mentor effectiveness and capacity.
- Evaluations are created on a quarterly or annual basis to measure impact of the program on the mentees and value added for the mentors. Both mentors and mentees are evaluated to determine program effectiveness.
- Range of employee participation in mentoring programs range from low of 10 percent to high of 70 percent. Participation tends to be optional. Range of manager participation in mentoring programs is low of 20 percent to high of 80 percent. Participation tends to be part of development plan for managers.



BEST IN CLASS COMPANIES FOR MENTORING

(in Alpha order)

Accenture

A.T. Kearney

AT&T

Bank of America

Carolinas HealthCare System

Colgate-Palmolive

GE

Kaiser Permanente

Verizon

Wal-Mart Stores, Inc.

About the Author

Pam McElvane, MBA, MA, CEO, P & L Group, Ltd./Founder DMBA Inclusive Leadership Index

Pam's business experience in the diversity space spans more than 20 years. As publisher of Diversity MBA Magazine, Diversity Business Review Journal (DBR), ***Inclusive Leadership Index (ILI)*** and the White Paper Series, she has become one of the leading experts and resources on how companies recruit, develop, retain, and advance women and diverse talent.

Pam has spent the past 20 years as an entrepreneur building a business that recognizes and develops women and diverse talent on a national scale. Diversity MBA is a national recognized brand that ranks Fortune 500 companies for the Best Places to Work; recognized Top 100 executive leaders through events and customized platforms. Diversity MBA provides services to more than 100 companies and Universities on a national scale. Pam has her MBA in Finance and International Marketing, and MA in Public Policy, from University of California, at Berkeley. She has several executive certifications and a host of awards recognizing her contributions to leadership. She serves on five national community boards, and is a loving wife and supportive mother of three young men.

"One dream I have is that we all can be seen as equal regardless of our ability and identity." Pam

