



## **Mentoring Matters: Creating a Mentoring Culture**

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## Why Mentoring Matters to Organizations

- ❑ Helps retain the next generation of leaders (73%)
- ❑ Improves leadership and managerial skills (71%)
- ❑ Develops new leaders (66%)
- ❑ Enhances career development (62%)
- ❑ Puts high potential individuals on a fast career track (49%)
- ❑ Promotes diversity (48%)
- ❑ Improves technical knowledge (30%)
- ❑ Helps manage knowledge within the organization (1)



## Why Mentoring Matters to Mentors

- ❑ Satisfaction from helping others
- ❑ Expanded perspectives
- ❑ Powerful personal insights
- ❑ Opportunity to share experience and wisdom
- ❑ Reaffirmation of approaches
- ❑ A meaningful relationship



## Why It Matters to Mentees

- ❑ A safety net
- ❑ An opportunity to test out ideas
- ❑ Candid feedback
- ❑ Less stress
- ❑ Accelerated learning
- ❑ Needed support
- ❑ Increased productivity



## A Model for Mentoring Excellence

- |                  |                                                                                                                |
|------------------|----------------------------------------------------------------------------------------------------------------|
| Mentee Role      | ❑ From passive receiver to <u>active learner</u>                                                               |
| Mentor Role      | ❑ From authority to <u>facilitator</u>                                                                         |
| Learning Process | ❑ From mentor directed to <u>self directed</u> ; from face to face to <u>multiple and varied opportunities</u> |
| Focus            | ❑ Knowledge transfer and acquisition to <u>critical reflection and application.</u>                            |



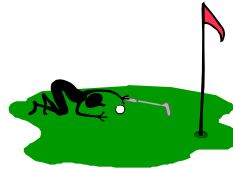
## Hallmarks of A Mentoring Culture

1. Alignment
2. Accountability
3. Communication
4. Value and Visibility
5. Demand
6. Multiple Mentoring Opportunities
7. Education and Training
8. Safety Nets



## 1. Alignment

- People
- Values
- Vision
- Understanding
- Strategy
- Structure
- Communication



## 2. Accountability

- Setting Goals
- Clarifying Expectations
- Defining Roles and Responsibilities
- Monitoring Progress and Measuring Results
- Gathering Feedback
- Formulating Action Goals
- Integrating Process Improvements



### 3. Communication

Mentoring Communication Strategy Matrix

WHO Target Audiences	WHY Purpose	WHAT Key Messages	WHICH Venues and Vehicles	WHEN Timing and Sequencing	HOW Implementation Accountability



### 4. Value and Visibility

- Practices that Stimulate Value and Visibility
  - Role modeling by leaders
  - Reward, recognition and celebration
  - Financial incentives and support
  - Appreciation



### 5. Demand

- Has a multiplier effect
- Motivates participation
- Spurs conversation and dialogue about mentoring
- Builds credibility
- Produces momentum
- Inspires application of new insights and learning.



## 6. Multiple Mentoring Opportunities

- One-to-One Mentoring
- Group mentoring
  - Facilitated
  - Peer
  - Team
- Mentoring board of directors
- Distance mentoring
- Cross cultural mentoring



## 7. Education and Training

- What do we need?
  - Briefings, orientations, skills workshops, programs?
- What is already in place that we can build on?
- What kind of ongoing support is needed?
  - regular? occasional?
- Should informal mentoring pairs be encouraged to participate in mentoring education and training events?



## 8. Safety Nets

- Stumbling Blocks
  - Proactive
  - Reactive
- Roadblocks
  - Proactive
  - Reactive



## \*Mentoring Alignment Tool

This matrix illustrates the potential negative impact when one or more mentoring alignment components are missing. It may also help reveal missing alignment components if one or more of the negative descriptors apply.

<i>Process Components</i>								
People Component	Values	Vision	Understanding	Strategy	Structure	Communication	Possible Impact/Results	
							Individual Players	Organizational Mentoring
							Unmet Expectations Disappointment	Fits and starts Inactivity
							Apprehension Passivity	Disconnection Skepticism
							Confusion Resignation	Rudderlessness Stagnation
							Indifference Resistance	Lack of Commitment
							Frustration Anger	Displaced energy
							Uncertainty Anxiety	Floundering
							No follow through	Disengagement No ownership

Legend	
	Missing Component
	Aligned/Aligning Component

## Mentoring Culture Audit – Abbreviated Version

No matter where your organization is – just getting started, in the midst of one or more mentoring initiatives, stalled out in the middle of a process or needing to evaluate mentoring progress -- this mini-assessment tool can help your organization decide if your organization has embraced the hallmarks of a mentoring culture.

If you don't know for certain whether a particular mentoring practice exists in your organization, you might consider including input from others who may be more involved in mentoring on a day-to-day basis (for example, trainers, supervisors, mentoring coaches, department managers).

To the right of each item are four columns. As you review each item, indicate your response by placing a checkmark in the appropriate column. Answer always if that practice is consistently present. Answer sometimes if that practice is present occasionally or fairly often. If the practice is never present, then put a checkmark under the never column. If you are unable to place a checkmark in any of these columns because you don't have enough information or are uncertain, place a checkmark in the don't know column.

	Always	Sometimes	Never	Don't Know
1. Learning is an established organizational priority.				
2. An adequate budget and explicit financial commitment supports organizational mentoring.				
3. Roles, responsibilities and expectations of Mentors, Mentees, and other individuals who interact with and support mentoring relationships, are defined and aligned with each other.				
4. The purpose, scope <u>and</u> benefits of mentoring are well articulated and linked to business results.				
5. A shared vocabulary of mentoring practice is consistent throughout the organization.				
6. Excellence in mentoring is recognized and/or rewarded, and celebrated.				
7. There is a positive “buzz” about mentoring in the organization.				
8. Mentoring coaching and information is available at point of need to support individuals engaged in mentoring relationships.				
9. Training and education are provided for individuals who are at different levels of mentoring readiness.				
10. Confidentiality of those engaged in mentoring relationships is safeguarded.				
<b>TOTAL</b>				

## Reviewing Your Answers

If one or more mentoring initiatives have been implemented and are working well, you are probably able to check all ten of the mentoring practices, particularly if your organization has a prior commitment to learning and a solid infrastructure to support mentoring efforts. Add the number of checkmarks in each column and insert the total in an appropriate space at the bottom of each column.

**Always.** If most of the checkmarks end up in the “always” column, you are already living the mentoring culture.

**Sometimes.** If you have checked some practices as “sometimes present,” “never” or “don’t know” those are areas that may need attention. The practices you’ve identified become the broad agenda from which to identify and prioritize action goals and process improvements.

**Never.** Any checkmark in the “never” column indicates a specific practice that needs time and attention. If most of your checkmarks lie in this column, know that you have work ahead of you.

**Don’t Know.** There may be more going on in your organization than you realize. Engaging others in full discussion of these items presents a real opportunity to promote ownership and knowledge about the dynamics of a mentoring culture.

The full version of the Mentoring Culture Audit (found in [Creating A Mentoring Culture: The Organization’s Guide](#), Jossey-Bass, Publishers, 2005) presents an array of mentoring best practices that promote sustainability in a mentoring culture.