

Table of Contents

<i>Dedication</i>	iii
<i>Preface</i>	xvii
<i>About the Author</i>	xix
Chapter 1: Introduction	1
1. What Is Mentoring?	1
(a) Uni-Directional vs. Collaborative Mentoring	1
(b) Top-Down vs. Reverse Mentoring	2
(c) Mentor-Driven vs. Mentee-Driven Mentoring	2
(d) Occupational vs. Personal Mentoring	3
(e) Long-Term vs. Short-Term Mentoring	3
(f) Local vs. Global Mentoring	3
2. Historical Patterns of Mentorship Development	3
3. Mentorship in Social Context	4
(a) The Changing Workplace	5
(i) New Mentoring Needs	5
A. Training and Development	5
B. Job Security	6
C. Lifelong Learning	6
(ii) New Mentoring Models	6
(b) Globalization	7
(c) The Future of Mentorship	7
4. Defining Mentoring for Your Organization	8
Chapter 2: Mentoring as a Human Resources Program	11
1. Human Resources Management	11
2. Relationship Between Mentoring and Other Human Resources Programs	12
3. Mentoring and Talent Acquisition	13
(a) Recruitment	13
(b) Selection	14
4. Mentoring and Human Resources Development	14
(a) On-boarding	15

Human Resources Guide to Mentoring Programs

(b) Career Development	17
(c) Training	18
(d) Promotion	18
(e) Performance Management	19
(f) Succession Management	20
(g) Leadership Development	21
5. Mentoring and Human Resources Administration	21
(a) Diversity and Inclusion	22
(i) Mentoring Employees from Diverse Backgrounds	22
(ii) Mentoring Millennials	23
(iii) Mentoring Women	23
(b) Workplace Policies	24
(c) Transition Back to Work Program	25
(d) Awards Program	26
(e) Employee Support Groups	26
(f) Code of Conduct	26
(g) Health and Safety Program	27
(h) Accommodation Program	27
6. Mentoring and Employee Retention and Engagement	28
(a) Management Approaches	29
(b) Organizational Culture	29
7. Summary and Discussion	30
Chapter 3: Benefits of Mentoring	33
1. Mentee Benefits	34
(a) Leadership Development	34
(b) Career Development	36
(c) Transitioning	37
(d) Diversity Advancement	38
(e) On-boarding (New Hires)	39
(f) Employee Engagement and Job Satisfaction	39
(g) Motivation and Regeneration	40
(h) Personal Awareness	41
2. Mentor Benefits	41
(a) Broadened Perspectives	42
(b) Career Development	42
(c) Job Satisfaction	43
(d) Job Performance	44
(e) Diversity Perspectives	44

Table of Contents

- (f) Leadership Development 45
- (g) Reputation-Building 45
- 3. Organization Benefits 45
 - (a) Transmission of Organizational Culture 46
 - (b) Transfer of Institutional Knowledge and Skills 46
 - (c) Succession Management 48
 - (d) Increase in Employee Loyalty and Retention 48
 - (e) Increased Productivity 50
 - (f) A Mentoring Culture 51
 - (g) Improved Organizational Reputation 51
- 4. Summary and Discussion 52

- Chapter 4: Models of Mentoring Programs 55**
 - 1. Formal Mentoring Arrangements 55
 - 2. Informal Mentoring Arrangements 57
 - 3. Models of Mentoring Programs 58
 - (a) Individual Mentorship 59
 - (i) Traditional Mentoring 60
 - (ii) Reverse Mentoring 61
 - A. Technological Talents 63
 - B. Diversity Knowledge 64
 - (iii) Diversity Mentoring 65
 - (iv) Peer Mentoring 67
 - (v) Virtual Mentoring 69
 - (vi) External Mentoring 72
 - (vii) Situational Mentoring 74
 - (b) Group Mentorship 76
 - (i) Mentor Circles 76
 - (ii) Rotational Mentorship 77
 - (iii) Boards of Mentors 78
 - (iv) Social Mentoring Networks 78
 - 4. Summary and Discussion 79

- Chapter 5: Program Preparation 81**
 - 1. Organizational Needs Assessment 82
 - (a) Organizational Needs 83
 - (b) Individual Needs 84
 - (c) Assessment Methods 84
 - (i) Stakeholder Consultation 84
 - (ii) Data Review 85

Human Resources Guide to Mentoring Programs

(d) Assessment Results	86
2. Organizational Readiness Assessment	86
(a) People	86
(i) Senior Management Commitment and Support	86
(ii) Clarity around Program Objectives	87
(iii) Clarity around Program Participants (Mentors and Mentees)	88
(iv) Management Capabilities	88
(b) Resources	88
(i) Financing	88
(ii) Time Investment	89
(c) Systems	89
(i) Management System	90
(ii) Data System	90
(d) Culture	91
(i) Non-Supportive Culture	91
(ii) Top-Down Culture	92
(iii) Individualistic Culture	92
3. Readyng the Organization	93
(a) Preparing and Presenting a Business Case	94
(i) The Context for a Mentoring Program	95
(ii) The Status of Mentoring among Business Competi- tors	95
(iii) The Goals and Objectives of the Program	95
(iv) The Benefits for the Organization	96
(v) The Potential Risks for the Organization	96
(vi) The Program Cost, and how Money will be Allo- cated to the Program	96
(vii) The Evidence Available to Demonstrate the Busi- ness Case	97
(viii) How the Program will be Managed	97
(ix) How the Program will be Monitored and Reviewed	97
(x) Expected Outcomes	98
(b) Obtaining Buy-in from Senior Management	98
(c) Building Consensus and Clarity	98
(d) Bolstering Program Management Capabilities	99
(e) Securing Financial Resources	100
(f) Procuring Investment of Time	101
(g) Assessing Mentoring Program Software	101

Table of Contents

(i) Advantages of Using Mentoring Program Software	102
A. One-Stop Shopping	102
B. Matching Made Easier	102
C. Customization	103
D. Convenience	103
E. Resources	103
F. Administration and Data	103
G. Evaluation	104
(ii) Disadvantages of Using Mentoring Program Software	104
A. Inaccurate and Unreliable Matching	104
B. Suboptimal Matching	105
C. Unreliable Survey Results	105
(iii) When Mentoring Activities Benefit Most from Mentoring Program Software	106
A. Many Participants	106
B. Multiple Locations	106
C. Limited Management Time	106
D. Need for Measurement and Evaluation	107
(iv) Selection of a Mentoring Program Software Package	107
A. Alignment with Organizational Goals	107
B. Flexible Functionality	109
C. Ease of Use	109
D. Customization Options	110
E. Data Collection, Tabulation and Reporting Tools	110
F. Data Security	111
G. Cost-Effectiveness	111
(h) Fostering a Mentorship-Conducive Culture	111
(i) Supportive Culture	112
(ii) Employee Growth Culture	112
(iii) Team-Based Culture	113
4. Summary and Discussion	113
Chapter 6: Program Design and Planning	115
1. Guiding Principles for Program Design and Planning	115
(a) Organizational Vision	116

Human Resources Guide to Mentoring Programs

(b) Organizational Culture	116
(c) Diversity and Inclusion	117
(d) Stakeholder Engagement	118
(e) Mentoring Model Variations	119
2. Program Design	119
(a) Program Objectives	120
(b) Program Participants	121
(i) Participation Options	121
(ii) Personal Attributes	122
A. Mentors	122
B. Mentees	122
(iii) Competencies	122
A. Mentors	123
B. Mentees	123
(iv) Roles and Responsibilities	123
A. Mentors	124
B. Mentees	124
(c) Program Content	124
(d) Employee Competencies	125
(e) Mentoring Methods	126
(f) Matching Process	127
(i) Understanding Mentoring Program Objectives	127
(ii) Understanding Mentors' and Mentees' Objectives	127
A. Clarity and Specificity	128
B. Attainability	128
C. Alignment	129
D. Measurement and Quantification	129
E. Timeline	129
(iii) Compatibility of Personalities	129
(iv) Priority of Competencies	130
(v) Roles	130
(vi) Technological Support	130
(vii) Distance	131
(viii) Self-Determination	131
(g) Program Data	132
3. Program Planning	132
(a) Key Organizational Domains	132
(i) People	133

Table of Contents

A. Board of Directors	133
B. Senior Leaders	133
C. Management Groups	133
D. Target Participants	134
E. All Other Employees	134
F. Mentoring Program Manager	134
(ii) Resources	134
A. Financial Resources	134
B. Human Resources	135
C. Time and Facilities/Equipment	135
(iii) Systems	136
A. Communication	136
B. Marketing	136
C. Recruitment	136
D. Selection	137
E. Matching	137
F. Orientation	137
G. Training	137
H. Data Collection and Analysis	137
I. Monitoring and Review	138
J. Evaluation	138
K. Reporting	138
(iv) Culture	138
(b) Management Structure and Process	139
(i) Core Program Management Components	139
A. Communication and Marketing	139
B. Recruitment, Selection and Matching	140
C. Orientation and Training	141
D. Program Monitoring	141
E. Program Evaluation	142
(ii) Program Phases	143
A. Phase 1 — Program Preparation	143
B. Phase 2 — Program Design and Planning	144
C. Phase 3 — Program Implementation and Maintenance	145
D. Phase 4 — Program Monitoring and Evaluation	146
(c) Communication Strategy	146

Human Resources Guide to Mentoring Programs

(i) Communication Goals	146
(ii) Communication Plan	147
(iii) Program Visibility	148
(d) Accountability Framework	149
(i) Clear Communication	150
(ii) Clear Delineation of Roles and Responsibilities	150
(iii) Explicit Built-in Indicators of Mentoring in Performance Appraisals	151
(iv) Regular Measurement, Monitoring and Review of Program Results	151
4. Summary and Discussion	152
Chapter 7: Program Implementation and Maintenance	155
1. Program Implementation	156
(a) Mobilizing and Allocating Resources	156
(b) Communicating Program Objectives	157
(c) Putting Infrastructure and Processes in Place	158
(d) Establishing Policies, Procedures and Code of Conduct	158
2. Creating Mentoring Relationships	159
(a) Mentors	159
(i) Finding Mentors	159
A. Management Search	160
B. Employee Search	161
C. External Search	162
D. Meeting the Challenges	162
(ii) Orienting Potential Mentors	163
A. Mentoring Objectives	164
B. What is Expected of Mentors	164
C. Benefits for Mentors	164
D. Mentor Competencies	165
(iii) Assessing Mentors	165
(b) Mentees	167
(i) Finding Mentees	167
(ii) Orienting Mentees	168
(iii) Assessing Mentees	168
(c) Matching Process	169
(d) Preparing Mentors, Mentees and Managers	172
(i) Preparing Mentors	172

Table of Contents

A. Program Objectives	173
B. Program Content and Activities	173
C. Mentor Benefits	173
D. Mentoring Process	173
E. Mentee Expectations	174
F. Priority of Competencies	174
G. Relevant Mentoring Approaches	174
H. Potential Challenges and Solutions	175
I. General Mentoring Skills	175
(ii) Preparing Mentees	177
A. Commitment Required	177
B. Personal Objectives	177
C. Roles of Mentors and Mentees	178
D. Learning Styles	178
E. Interpersonal Skills	178
F. Potential Barriers	178
G. Phasing of Mentoring Relationship	179
H. Management of Mentoring Relationship	179
(iii) Preparing the Managers of Mentors and Mentees	179
A. Organizational Benefits	180
B. Time Required	180
C. Objectives and Process	180
D. Feedback	181
E. Role of Managers	181
F. Confidentiality	181
(e) Structuring a Mentoring Relationship	182
3. Program Maintenance	183
(a) Building Trust	184
(b) Strengthening Commitment	185
(c) Energizing Engagement	185
(d) Staying Positive	186
(e) Simplifying Process	187
(f) Managing the Relationship	187
(g) Refreshing Key Messages	188
(h) Raising Visibility	189
(i) Creating a Transparent Culture	190
(j) Solving Problems	190
(k) Rematching and Reassigning	191

Human Resources Guide to Mentoring Programs

(l) Ending the Mentorship	191
(m) Dealing with Existential Crises	191
4. Summary and Discussion	192
Chapter 8: Program Monitoring and Evaluation	195
1. Program Monitoring	196
(a) Rationale for Program Monitoring	197
(i) Quantity of Participants	197
(ii) Quality of Relationships	197
(iii) Program Management	197
(b) Program Monitoring Plan	198
(i) Program Components to be Monitored	198
(ii) Indicators	198
(iii) Monitoring Methods and Tools	199
(iv) Frequency of Measurement and Analysis	199
(v) Frequency of Reporting	199
(vi) Accountability Framework	199
(c) Monitoring Methods	200
(i) Qualitative Methods	200
(ii) Quantitative Methods	201
(d) Measurement Indicators and Mechanisms	201
(e) Information and Data Collection	201
(f) Analysis of Monitoring Results	203
(g) Reporting	204
2. Program Evaluation	204
(a) Rationale for Program Evaluation	205
(i) Is the Program Fulfilling its Objectives?	206
(ii) Does the Program Meet the Needs of the Organiza- tion and Individual Employees?	207
(iii) Are There Alternatives to Having a Mentoring Pro- gram?	207
(iv) Is the Program Producing the Expected Outcomes?	208
(v) Does the Program Produce Undesirable Side Ef- fects?	208
(vi) Is the Program Cost-Effective?	208
(vii) Is the Program Cost-Efficient?	209
(b) Evaluators	210
(i) Program Manager	210
(ii) Internal Evaluator	210

Table of Contents

(iii) External Evaluator	211
(c) Professional Standards for Evaluators	211
(d) Program Evaluation Plan	211
(i) Social or Organizational Context	212
(ii) Program Components to be Evaluated	212
(iii) Evaluation Approaches, Methods and Tools	213
(iv) Indicators	214
(v) Information and Data Collection and Analysis	214
(vi) Communication of Evaluation Results	214
(vii) Budget	215
(viii) Time Frame	215
(ix) Accountability Framework	216
(e) Evaluation Approaches and Methods	216
(i) Evaluation Approaches	216
A. Experimental Approach	217
B. Goal-Oriented Approach	217
C. Decision-Focused Approach	217
D. User-Oriented Approach	218
E. Responsive Approach	218
(ii) Evaluation Methods	218
A. Surveys	219
B. Data Mining	219
C. Documentary Reviews	220
D. Focus Groups	220
E. Interviews	220
F. Case Studies	221
G. Observations	221
(iii) Measurement Indicators	221
(f) Information and Data Collection	224
(i) Types of Information and Data	224
(ii) Collection Tools	225
(iii) Scope of Collection	225
(g) Analysis of Evaluation Results	226
(i) Is the Program Fulfilling its Objectives?	226
(ii) Does the Program Meet the Needs of the Organization and Individual Employees?	227
(iii) Are There Alternatives to Having a Mentoring Program?	227

Human Resources Guide to Mentoring Programs

(iv) Is the Program Producing the Expected Outcomes?	228
(v) Does the Program Produce Undesirable Side Effects?	228
(vi) Is the Program Cost-Effective?	229
(vii) Is the Program Cost-Efficient?	229
(h) Communicating the Evaluation Findings and Recommendations	230
(i) Practical Considerations	231
(i) Stakeholder Approval	231
(ii) Methodological Rigor and Constraints	232
(iii) Data Issues	233
(iv) High Expectations	233
(v) Human Anxiety	233
(vi) Management Issues	234
(j) Limitations of Program Evaluation	235
3. Summary and Discussion	235
Chapter 9: Conclusion	239
1. Summary	239
2. Key Messages	241
3. Highlights of Best Practices	242
(a) Success Factors in Program Start-Up	242
(b) Success Factors in Program Expansion and Maintenance	244
<i>Bibliography</i>	247
<i>Index</i>	263