MENTORING HANDBOOK

Municipal Pilot Project

Northumberland County

2021

MENTORING

DEFINITION

"A mentorship is a relationship between two people where the individual with more experience, knowledge, and connections is able to pass along what they have learned to a more junior individual within a certain field. The more senior individual is the mentor, and the more junior individual is the mentee. The mentor benefits because they are able to lead the future generation in an area they care about and ensure that best practices are passed along; meanwhile, the mentee benefits because they have proven that they are ready to take the next step in their career and can receive the extra help needed to make that advancement.

A mentor is someone who helps another person develop into a successful professional. Mentoring is a personal, as well as, professional relationship that develops and changes over an extended period of time depending on the mentees needs."[1]

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[1] www.wes.org/advisor-blog/definition-of-mentorship/

PURPOSE OF MENTORING

In a 2016 survey of millennials by Deloitte, employees who said they plan to stay with their employer for more than five years were twice as likely to have a mentor [2]

Mentorship programs are an effective business strategy, addressing many challenges organizations face such as, high employee turn-over, poor leadership, disengaged middle management and a negative workplace culture. Additional benefits companies and their employees experience from mentoring [3] [4]

- Tap into existing knowledge, skills, and experience of high performing employees and transfer these skills to newer or less experienced employees to advance their careers. The goals and outcomes of mentoring programs within organizations will differ depending on the limits of the relationship

- Help new employees quickly absorb company culture, learn procedures, their role within it, and to learn what they need to know to succeed within their roles. A mentor can also be used to support current employees in their professional growth within their current position and to prepare for new career opportunities

- Build trust through mutual exchange of personal stories and anecdotes about past employment, education, shared hobbies or interests

- Support personal and professional growth of a new employee or student. The mentor's role is to guide, teach, and support the mentee without asking for specific behavioural changes or prescribing a set course of action

- Mentoring programs are particularly important now during a time when the workplace is experiencing a demographic shift from baby boomers to a younger tech-focused generation of leaders. Remote working is now commonplace and to appeal to and attract young talent, companies must focus offer more than just a paycheck

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[2] deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millenial-survey-2016-exec-summary.pdf
[3] togetherplatform.com/webinar/webinar-how-to-be-a-great-mentor-mentee
[4] togetherplatform.com/blog/what-is-the-purpose-of-mentoring

MENTORING

TYPES OF MENTORING PROGRAMS [5] [6]

Utilizing a range of mentorship styles will benefit everyone involved. Pairing recent graduates with senior employees in a reverse mentorship program could help fill skills gaps within a company; group mentoring can foster a healthy company culture and strengthen communication; one-on-one mentorship programs attract and keep new talent engaged while improving company loyalty, morale and confidence of mid-level management.

Diversity, flexibility and awareness is key when implementing mentorship programs and selecting mentors. Every student and new employee will come from different cultures, various educational levels and will be unique in personality, needs and learning styles; some may not feel comfortable with one-to-one mentoring but will thrive in group programs. More introverted people often retreat in a group setting but excel in a small group or one-on-one mentorship. Women may feel more comfortable paired with other women, and so on.

Peer-to-peer[7]

- One-on-one mentoring and instruction to new employees promotes a more team-oriented workplace
- A valuable add-on to a company's onboarding process
- Peer mentors can assist with speeding up a new hire's training and get them integrated to company culture quicker. New hires know exactly who to go to with their questions and problems
- Assigning a personal mentor to each new employee increases retention and boosts morale
- Peer mentors give valuable insight to employers about how best to utilize the mentee's strengths
- Selecting a mentor with experience but of a similar age or at roughly the same stage in their career will providing support, knowledge and a transfer of skills to lesser experienced person
- Builds confidence and an opportunity for personal and career growth

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[5] Art of Mentoring
[6] blog.matrixlms.com/how-many-types-of-mentoring-are-there/
[7] resourcingedge.com/hr-services/establish-effective-peer-mentoring-programs-in-the-workplace

One-on-one

- Most common type of mentoring program
- Works well for a company that wants to target a specific group for development, retention or diversity purposes
- Mentee and mentor are matched either through a program manager or on their own based on certain criteria, such as experience, skill sets, goals, personality, and a variety of other factors
- Program can be more flexible than other styles of mentoring, the structure and timeframe can be determined by the pair
- Mentee receives individualized support and a more personal relationship with their mentor
- Develops peer-to-peer collaboration
- Gives the mentee experience with real-world projects and problem-solving, complementing traditional employee training programs

Group Mentoring [8] [9] [10]

- Most commonly 1-2 mentors with a group of 5-10 mentees that collaborate around the learning and sharing
- Group mentees based on a common goal (e.g. student placements, new hires, or junior employees with leadership potential)
- Regular meetings are held with the group to discuss key topics
- Basic structure combines group facilitation and peer mentoring
- Mentor(s) work as the facilitator for group dynamics, providing feedback based on their personal and professional experience
- Mentor(s) should encourage teamwork and the exchange of ideas and experiences between all participants
- Mentees are responsible for their own learning and also expected to support the learning of the other mentees in the group
- Personal relationship with mentees can easily be lost in group programs, so program managers should combine group mentoring with 1:1 sessions between the mentor and each mentee in the group
- Can be more of a challenge to structure and schedule. More involvement and organization may be required on the part of HR or a program manager

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[8] Art of Mentoring
[9] blog.matrixlms.com/how-many-types-of-mentoring-are-there
[10] kmpplus.com/en/group-mentoring-becomes-more-and-more-popular

Resource-based Mentoring [11]

- One-on-one mentoring relationship but differs from the traditional 1:1 method in how participants are paired
- Mentors and mentees are not matched by a person in charge of the program, instead mentors agree to have their names added to a list that mentees are able to choose from
- Pro: allowing the mentee to choose their own mentor guarantees higher engagement and commitment on the part of the mentee
- Con: no centralized supervision of the pairing process means there is the risk of participants being mismatched

Training-based Mentoring

- Combines mentoring with a specific training program
- Mentors are assigned to a mentee
- Role of the mentor is to assist the mentee in developing skills and competencies that correspond to the training they are enrolled in
- Pro: provides an interactive and immersive learning experience that is often lacking in traditional courses or employee training programs
- Con: subject-focused vs person-focused
- Con: mentee does not have the opportunity to develop a broader skill set due to the program being focused on a specific skill/training

Executive Mentoring [12]

- Top-down model deployed for high-level leadership and management training, navigating corporate politics, critical career and life transitions such as retirement, career fulfillment and professional development
- An executive mentor's primary role is to impart wisdom from experience
- The mentor is most likely older than the mentee and has very specific career and life experience, as well as skills that match the mentee's desired career goals
- Helps bridge generational gaps, establish a strong mentoring culture, cultivate skills and share knowledge across an organization
- Effective succession planning tool because it prevents valuable knowledge and skills from disappearing when senior management retires

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[11] mentoringcomplete.com/blog/bid/91266/Different-Types-of-Mentoring-Models-in-a-Structured-Program
[12] linkedin.com/pulse/executive-mentoring-alternative-coaching-steve-linker-cpa-ca

Reverse (Mutual) Mentoring [13]

- Opposite format to traditional mentoring. In reverse mentoring, participants mentor each other for the purpose of skill-sharing and professional development
- Mutual mentoring removes hierarchical structures common in traditional mentorship. Both senior and junior employees learn from each other.
- Effective method to tackle skills gaps in-house
- A popular method used for retaining millennials
- Closes generational gaps
- Develops self-confidence, communication and leadership skills in younger employees
- Builds and encourages a culture of continuous learning

Remote (Virtual) Mentoring

- Remote mentorship opens up the talent pool for companies needing to attract highly-skilled worker that may not reside locally
- Remote programs should focus efforts on maintaining high engagement throughout the mentorship
- Establish expectations from both mentor/mentees from the start
- Schedule all meetings in advance as well as in-formal check-ins
- Agree on a communication method supported within the program and that each participant feels comfortable using - instant messengers like Slack or Whatsapp, video conferencing via Zoom or Skype or voice calls
- Use video as often as possible but also agree on a backup plan in the case of tech errors or internet outages
- Participants will require fast and reliable internet, a quiet room with good lighting and an uncluttered background.
- Prepare in advance for remote meetings - download all required programs/software/apps, email files in advance, prepare conversation starters, review notes from previous calls. Review the session outline and prepare questions

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[13] guider-ai.com/blog/reverse-mentoring-guide

BENEFITS OF MENTORING PROGRAMS[14]

Mentorship is a powerful process for creating a strong company culture that retains top employees while attracting younger talent. Beyond the company, mentoring has a positive effect on both mentor and mentee personally and professionally. Studies have shown that the positive influence of mentorship improves confidence, patience, empathy and communication remains long after a mentoring relationship has ended.

For Company
- Reputation: a mentoring program appeals to young graduates
- Well structured program help to solve organizational challenges
- Attracts new employees and reduces turnover
- Eases transition for new hires and develops leadership in senior employees
- Builds a knowledgeable and productive workforce
- Increases employee satisfaction, engagement and boosts positive interaction
- Builds a sense of community and connection with coworkers
- Mentees bring new skills that benefit the company over the long-term
- Boosts employees well-being which in turn boosts productivity and morale

For Mentor
- Personal and professional growth
- Step into the role of expert
- Share knowledge and experience
- Gain a sense of personal fulfillment and purpose
- Develop interpersonal and leadership skills
- New insight into the company through the eyes of their mentee
- Increases connection and loyalty to the company
- Older mentors often benefit from mentoring students and junior employees by learning about new technologies that could improve company operations
- Increases potential for promotion or salary increase

[14] Hr360.com https://www.youtube.com/watch?v=kM3Tr37gNgA

For Mentee

- Gain expert advice on how to navigate the company and its policies and procedures
- Will perform better in their role, building self-confidence
- Career guidance and goal setting. A mentee is commonly asked to consider their future, what they hope to accomplish throughout the mentorship
- Student mentees will have a shorter learning period if hired by the company
- Networking
- Hard and soft skills acquisition
- Professional and personal development
- Increased employability or potential for promotion/salary increase
- Increased company loyalty

MENTOR GUIDELINES [15] [16]

An effective mentoring relationship employs mutual respect, trust, understanding, and empathy. The mentor will be open to sharing personal life experiences and wisdom, as well as technical expertise. They're good listeners, observers, and problem-solvers. An effective mentor will make an effort to know, accept, and respect the goals and interests of the mentee.

What Makes A Good Mentor

Mentoring is not a skill that comes naturally to everyone. Effective mentors should have or develop the following competencies:

SENIOR EMPLOYEE - and/or someone who holds a management role (or has consistently demonstrated good leadership in their given role)

COMMUNICATION - clear communication, personable and an effective listener. Provides constructive and honest feedback regularly to the mentee. Keen observation and able to adjust communication style to match the mentee

COMMITMENT - to the employee and has a genuine interest in developing the mentee's full potential in the workplace. Authenticity will be very important here as well.

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[15] www.nap.edu/read/5789/chapter/2#2
[16] www.togetherplatform.com/webinar/webinar-how-to-be-a-great-mentor-mentee

PROBLEM-SOLVER - will be a sounding board when their mentee comes up against a situation or problem they're uncomfortable with or unable to solve

ORGANIZED - good at time-management, planning, preparing for sessions and scheduling meetings, deadlines and reminders

LEADERSHIP - demonstrates strong leadership while maintaining humility, compassion and approachability. Establishes a relationship built on trust and accountability

RELIABLE - trustworthy and professional. Maintains confidentiality when appropriate to do so, and does not share conversations with coworkers. Punctual, does not cancel sessions with the mentee and checks in on their progress and offering feedback

OPEN MIND - mentorship is a mutually beneficial relationship where both mentor and mentee learn from each other. A good mentor will be open to learning something new through their mentee

INSPIRING - share the enthusiasm they have for their work and how they got to where they are today. Explaining honestly about the hard work, skills and strategies required along the way

TEACHER - mentors teach the mentee how to assess their strengths and weaknesses, where to find training, guidance on career planning and goal setting. Share professional and personal development tools and strategies

SUPPORTIVE - listens with a sympathetic ear; explains the unwritten rules of climbing the corporate ladder; acknowledges disappointments and triumphs

RESPECTFUL - treats mentee with respect. Pays attention and listens to their concerns. Is genuinely interested in them, creates open dialogue and respects their boundaries. The mentee will have life experiences, ideas, beliefs, values, and a culture that could differ from the mentors

Do's & Don'ts For Mentors[17]

The first stepping-stone to becoming an exceptional mentor is to decide what type of relationship they want to have with their mentee. However, both mentor and mentee must discuss their goals, respective roles, responsibilities and duration of mentorship.

Do
- Lay out expectations in the beginning
- Stay humble
- Model positive behaviour
- Provide structure and focus
- Challenge the mentee with high but reachable goals
- Allow the mentee to make and learn from their mistakes
- Have genuine interest in getting to know the mentee
- Be open and share personal and professional experiences
- Listen and ask questions
- Be honest
- Provide constructive feedback regularly
- Acknowledge their achievements
- Help them integrate with company culture
- Educate the mentee about the industry/company
- Keep communication channels open - email, text, Zoom, phone etc.

Don't[18]
- Take the role of mentor lightly, commit to giving your best
- Back out of the mentoring relationship
- Pretend as though you have all the answers
- Don't micromanage
- Fix the all of the mentee's mistakes; the mentee must learn how to resolve problems
- Don't overreact when the mentee makes a mistake
- Do not assert strong opinions on what is the best course of action for your mentee

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[17] https://sfp.caltech.edu/mentors/mentoring_tips
[18] www.togetherplatform.com/webinar/webinar-how-to-be-a-great-mentor-mentee

Preparing For A Mentoring Session[19]

Running a successful mentoring session requires advance preparation from all participants. Mentees must prepare points for discussion, while mentors need to provide tools and resources to help the mentee develop skills. Successful mentoring sessions will be mutually beneficial for both parties involved and will include:

- Advance preparation
- A clear agenda/checklist for each session
- Comfortable session length
- Review of previous session(s)
- Clear communication around challenges
- A theme or focus on a specific topic or skill
- Strategy for next steps
- Constructive feedback given and received
- Q&A
- Logistics for following session

Common Themes [20]
- Informal discussions around hobbies and interests
- Leadership
- Team Building exercises (group mentoring)
- Communication skills
- Networking
- Time-management
- Competencies assessment
- Career planning and goal setting (short-term and long-term)
- Professional challenges
- Work-life balance, self-care, coping with stress and burn-out
- Activity-based sessions (attending a conference or volunteer work)
- Reverse-mentoring and shadow-mentoring
- Creating presentations and public-speaking

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[19] Academy of Medical Sciences https://www.youtube.com/watch?v=1CnRHzg6VWY
[20] Academy of Medical Sciences https://www.youtube.com/watch?v=1CnRHzg6VWY

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First Session
- Ideally the first meeting with the mentee will be in person
- This is usually the longest session: 1 - 1.5hrs. First half getting to know each other, second half will be contracts, scheduling and logistics
- Establish rapport. Engage the mentee in conversation by asking them questions. Discover what you have in common; shared hobbies, interests, work experiences etc.
- Discuss relevant career or training history
- Discuss what mentorship means and what each person hopes to gain from the experience
- Contracts:
  - Duration of mentorship
  - Agree on all session dates/times/locations in writing
  - Note which communication methods will be used: email, direct messaging, phone number etc.
  - What are the mentee's expectations
  - What are the mentor's expectations and goals
  - Topics or themes of future sessions
  - Review agreement + ask questions
- Both mentor/mentee exchange feedback about the first session and discuss ways to improve future sessions
- Discuss expectations and what to work on for session two
- Schedule following sessions in neutral and appropriate locations and the option of virtual meet-ups [21]

Follow up Sessions[22]
- Greetings: small talk will help make the mentee feel comfortable
- Review: discuss the previous meeting and any issues that came up since
- Personal growth: discuss their goals. Provide useful resources and guidance
- Impediments: is anything slowing their progress from a professional or personal perspective? If yes, how can you help them?
- Questions and feedback: leave some room for last-minute topics that come to mind right before or during the meeting
- Action plan: create a plan that will keep both of mentor/mentee accountable for what needs to be accomplished

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[21] Academy of Medical Sciences https://www.youtube.com/watch?v=1CnRHzg6VWY
[22] https://playbook.nebulab.it/mentoring-people/running-one-on-ones/

Sample Questions To Ask Mentee[23] [24]

- What are the biggest time wasters for you each week?

- Is there anything we should start doing as a team?

- Would you like more or less direction from me?

- Do you feel you're getting enough feedback on your work?

- Is there an aspect of your job you would like more help or coaching?

- Do you feel you're getting enough feedback?

- How could we improve the ways our team works together?

- On a scale of 1–10, how happy are you at work?

- What are you least clear about—in terms of our strategy and goals?

- What area of the company would you like to learn more about?

- What can I do or stop doing that would make it easier to work with me?

- What goals or objectives are we currently attempting to address?

- What goals or objectives remain? Are there any new ones previously unidentified?

- What level of success have we attained thus far in the process?

- What changes or adjustments to our original plan are needed, if any?

- Have we discovered a previously unidentified goal or objective?

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[23] https://playbook.nebulab.it/mentoring-people/running-one-on-ones/
[24] https://hr.ucdavis.edu/departments/learning-dev/toolkits/mentoring/goals

Contracts

Mentorship contacts can be formal and drawn up by HR and signed by all parties, or an informal agreement laid out in an email. In either case, preparing a clear written plan for the mentorship program is vital for it to be mutually beneficial.

Questions the mentor (or HR) can think about when drafting up a contract:

- How often will mentor/mentee meet and for how long?
- What are the options for meeting locations?
- What will be the duration of the mentoring relationship?
- What to do if the mentoring relationship doesn't work out?
- Can the mentor or mentee terminate the relationship or cancel meetings?
- On which occasions would it be inappropriate for the mentor to maintain confidentiality?
- Will notes be kept during meetings?

Contracts whether formal or informal should include:

- Expectations and purpose of the mentoring relationship
- Personal and professional boundaries
- Start and end date of the program
- Schedule of when and where you will meet. Always schedule more meetings than needed to cover inevitable cancellations
- Accepted means of communication: email, phone, text, video calls etc.
- Outline of session topics
- How and when it's appropriate to cancel/reschedule a session
- What to do if the mentor and/or mentee is unhappy or needs to terminate the mentorship
- Note occasions when it would inappropriate for the mentor to maintain confidentiality

MENTEE GUIDELINES

What Makes A Good Mentee[25]

COMMUNICATION - at the beginning of the mentorship, mentees must clearly communicate what they hope to get out of the relationship, what their goals are, and what they are looking to improve upon. Mentees need to communicate what their accomplishments and any challenges their having as a result of implementing the advice from the mentor

RESPECT - mentee must respect the mentor's experience and their time. Be punctual and express gratitude and thank the mentor for meeting with them. Listen without interrupting, make eye contact and receive feedback with grace

INITIATIVE - be prepared and organized. Mentees should prepare an agenda or list of topics they wish to discuss during sessions. To get the most out of the relationship, they need to be personable, organized and ready to take action

OPEN-MIND - mentorship is a mutually beneficial relationship. Knowledge-sharing between both mentor and mentee and open dialogue is important

PASSIONATE - a mentee should be inspired and excited by what they're learning from the mentor and the career path they're embarking on

VISION - assess career goals, aspirations, strengths and weaknesses. Be bold and specific when stating goals within the organization. What excites the mentee about their chosen career path and the personal opportunities that could exist for them within the company

ASK QUESTIONS - mentee needs to respect but challenge the mentor's advice if they feel unsure or uncomfortable. They can ask questions to gain clarity: "How can I actually implement that?" "Could you explain this again?" "Can you explain why your company thinks this method is effective?". The mentee can respectfully push back if the mentor doesn't have full context or if they simply disagree. This will build meaningful conversation and get to the root of the problem.

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[25] Together Platform https://www.togetherplatform.com/webinar/webinar-how-to-be-a-great-mentor-mentee

Do's & Don'ts For Mentees

The most successful mentoring partnerships are those in which the mentee takes initiative, determining the most effective pace, path and end goal for their professional development. In this type of partnership, the mentor is then freed up to offer insights and counsel that's focused on the mentee's objectives.[26]

Do[27]

- Establish open and honest communication and be receptive to feedback
- Know what you want to gain from the mentoring relationship
- Communicate goals and aspirations to your mentor
- Balance personal and professional relationships with the mentor
- Act on mentor's advice when appropriate and follow up on any resources given
- Keep all scheduled appointments and be flexible with time/location
- Discuss the frequency and method of communication with the mentor. How do they prefer to be contacted? (telephone, email, text, face-to-face etc)
- Dress appropriately for on the job and also during video calls when working remotely
- Maintain a positive attitude, be ambitious and enthusiastic
- Step outside your comfort zone
- Take responsibility and own up to your mistakes and shortcomings

Don't[28]

- Ask for advice on everything. Have a clear purpose with each request
- Expect mentor to solve all of your problems
- Complain about other people/staff or missed opportunities in an unprofessional manner
- Commit to obligations or make promises you cannot keep
- Cancel meetings with the mentor at the last minute
- Sidestep work
- Shy away from new experiences
- Let your ego get in the way of learning from others
- Be late or disorganized
- Stay in the mentoring relationship if it's no longer helpful

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[26] radonc.stanford.edu/content/dam/sm/radonc/documents/Tips-for-Mentees.pdf
[27] ag.ndsu.edu
[28] ag.ndsu.edu

Preparing for Mentorship

Many mentees make the mistake of assuming that it is the mentor's responsibility to schedule and choose the agenda for meetings. The primary purpose of a mentoring relationship is to develop the mentee. Therefore, the mentee needs to be proactive in creating a mentorship relationship that is conducive to achieving their goals. Mutual respect is key to a successful mentorship, the mentee must respect the valuable time and attention they receive from their mentors; arriving for sessions on time and prepared.

To prepare, the mentee can ask themselves questions to help clarify their personal and professional goals, discover unique personality traits and what they have to offer. Mind mapping and vision boards are effective tools, as well as personality tests. However, simply taking the time to brainstorm on a piece of paper can also be an effective way to prepare for a mentoring program.

Sample Questions Mentees Can Ask Themselves[29]
- What do I really want to be and do?

- What am I doing really well that will help me to get there?

- What am I NOT doing well that is and will prevent me from getting there?

- What will I do differently tomorrow to meet those challenges?

- How could a mentor help me?

- Am I comfortable asking for what I want?

- Am I open to hearing new ideas and perspectives?

- Am I receptive to and able to show that I value constructive feedback?

- Am I willing to change or modify my behaviour?

- Do I consistently follow through on my commitments?

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[29] radonc.stanford.edu/content/dam/sm/radonc/documents/Tips-for-Mentees.pdf

BUILDING A SUCCESS MENTORING PROGRAM

A successful mentoring program requires attention to the program layout, correct pairing of mentor-to-mentee, advance preparation, training and adequate support. The progress and quality of the mentoring relationships must be monitored and evaluated regularly.[30]

Building rapport and establishing trust between participants is extremely important. It helps them feel comfortable and open-up, facilitating a productive and honest dialogue. Building rapport and trust involves empathy for the other person, the ability to focus, avoid distraction and actively listen. Keen observational skills, openness to feedback, new ideas and perspectives are all traits that will build trust between participants.

Structuring a Mentoring Program

- Do your research. Learn about different mentoring programs, how other companies are using them effectively, and what tech resources you may need to run it

- Get support of upper management. Discuss the specific benefits of a mentoring program to both the company and the employees

- Find an employee who already has mentoring experience to manage the program, or hire an expert to consult

- Gather a team to oversee the program whose role will be to:
    - Layout the program goals, methods and types of mentorship that will be used, orientation, and a plan for recruiting mentors within the company as well as how to attract new potential hires/students

    - One or two team members can be put in charge of making sure the program gets off the ground

    - Mentors should be at the management level and have specific expertise to share. Mentees should be employees who will most benefit from having a mentor, new hires or students

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[30] Hr36.com https://www.youtube.com/watch?v=kM3Tr37gNgA

- Partner people who will work well together (HR departments can help here). Mentoring new employees can be more difficult as you're not familiar with their personality, interests and goals. However, matching them with mentors, or allowing the mentee to choose their mentor from a list can be an effective method

- Conduct an orientation:
    - Explain the purpose and details of the program to participants, including how long the program will run

    - Outline expectations for mentors and mentees and inform them of how the program's progress will be monitored. Create formal written contracts/agreements if necessary

- Schedule regular opportunities for mentors and mentees to interact: group discussions; professional development seminars; team-building exercises; or guest speakers

- Delegate an employee as the manager of the mentoring program, this person will check in on the progress of participants, asking if both mentor and mentee are meeting their goals, discuss challenges and make changes to the mentoring arrangement if necessary

Measure achievements as the program ends. Ask each pair to evaluate their own progress and comment on the experience. Gather the oversight team to review the feedback and adjust the program accordingly to improve future mentoring.

MENTORING

Mentor Responsibilities[31]

- Act as a role model
- Help identify skill gaps, challenge the mentee and hold them accountable
- Provide a safe, risk-taking environment and facilitate problem-solving and idea sharing with your mentee
- Serve as a source of information and resources
- Refrain from acting as though you know everything
- Be aware of signals indicating it may be time to end the relationship

Mentee Responsibilities[32]

- Keep commitments you make with your mentor
- Take the initiative in the relationship
- Be open to receiving feedback and coaching
- Take responsibility for your own professional growth and development
- Seek challenging assignments
- Renegotiate the mentoring relationship when your needs change

Company Responsibilities[33]

- Understand employee career objectives
- Provide organized and clear program structures and guidelines
- Allow participants to choose their own mentoring schedule. This will increase retention and engagement.
- Facilitate collaborative learning and knowledge sharing
- Provide opportunities for team-building and leadership development
- Cultivate an inclusive and diverse workplace
- Remain open to participants suggestions and requests for program modification
- Keep the program moving forward and productive through the use of mentoring software; send targeted emails, assign workflows; schedule tasks and reminders to mentors and mentees
- Build a mobile-friendly program, allowing participants to engage no matter where they are
- Gather feedback

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[31] https://hr.utexas.edu/manager/tools/mentoring
[32] hr.utexas.edu/manager/tools/mentoring
[33] chronus.com/how-to-use-mentoring-in-your-workplace

MENTORING

MENTORING NEW EMPLOYEES

New hires in the workplace face the challenge of acclimating to a new role, new responsibilities, a new team, and a new culture. It's intimidating to step into an environment where it seems everyone knows what they're doing, except for you. Mentors provide a support base to build your professional skills and your confidence. They can channel their previous experience and failures to provide sound advice and guidance in your first weeks on the job.[34]

GOOD PAIRING - is the most important element of mentorship to get right. Research has shown that the most successful mentoring programs are when mentees can relate to their mentor and connect on a personal level: similar interests, went to the same school, a career path that aligns with the mentee's goals, etc. Important to consider whether the mentee would feel more comfortable paired with someone of the same gender, ethic or cultural background. For example women will sometimes relate to and feel more comfortable with learning from a female executive

FLEXIBILITY - Development paths are very personal. Every new employee comes with unique strengths and weaknesses and mentors will need to be flexible and focus on the individual

COMMITMENT - Companies and mentors must be invested in and facilitate the growth of employees by observing where they struggle and where they excel. Be open to the mentee changing roles or moving to a different department if the shift will benefit everyone involved

CONSISTENCY - Mentees require structure and reliability. Schedule all sessions in advance, check-in with them regularly throughout the program, provide consistent feedback and be punctual

COMMUNICATION - share expectations, state company policies and procedures, create a clear schedule and program layout and agree on methods of communication (email, phone calls, Zoom calls, texting, messaging apps etc)

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[34] seerinteractive.com/blog/four-impactful-ways-to-mentor-a-new-hire/

SUCCESSION PLANNING [35] [36]

The long-term success of an organization depends on consistently having the right people in leadership roles. Succession planning is a process that helps organizations recruit, identify, and develop employees to take on new leadership positions or replace current leaders when they retire or leave the company.

Effective succession planning reduces the chance of a position opening for which another employee is not adequately prepared to fill. Without proper planning, companies in this situation find themselves scrambling to recruit and train a qualified replacement. This lack of preparation can be costly for the company and disruptive to employees.

A succession plan incorporating mentorship, cross-training, and ongoing professional development will increase employee retention, productivity and facilitate an efficient onboarding process.

BASICS OF EFFECTIVE SUCCESSION PLANNING

- Having a long-term vision for the company
- Creating a self-sustained internal advancement model from entry-level positions up to senior-level leadership roles
- Cross-training process in place
- Preparing for unexpected employee turnover
- Having various mentorship programs to allow junior and senior staff to learn from each other
- Planning for employee promotion
- Ongoing competencies assessments followed up with targeted training
- Hosting internal/external leadership development opportunities
- Engaging employees in continuous learning and skills training
- Assigning special projects
- Understanding the needs of both senior and junior employees
- Creating a simple plan of how employees can transfer between departments
- Clearly communicating and advertising job opportunities internally as well as how to participate in mentoring and corporate training initiatives

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[35] lucidchart.com/blog/what-is-succession-planning
[36] eaglesflight.com/blog/mentorship-programs-and-succession-planning-a-lucrative-duo

Mentoring In Succession Planning [37]

Incorporating a formal mentorship program into succession planning will develop key employee competencies, build relationships, bridge generations and departments, and cultivate a healthy company culture that will facilitate future success of individuals and the company as a whole. A mentoring program can be used to help guide high-potential employees from entry-level roles through to executive management. Mentorship keeps individuals engaged and provides a valuable resource for developing leaders.

There are a number of ways in which a mentorship program can complement and support succession planning:

- Helps to bridge generational gaps

- Mentoring relationships can help share and transfer important "institutional knowledge" among employees

- With large organizations that have numerous departments and/or remote workers and offices in various locations, mentorship programs can be used to connect these workers, keeping communication channels open

- Mentoring helps balance traditional in-class training methods with real-world and hands-on learning

- A formal mentoring program increases employee retention rates, especially in critical areas of the organization

- Mentoring helps build strong leaders - mentees gain perspective, learn to think long-term about their role within the company and the mentor expands their existing leadership skills

- Mentoring encourages a company culture of continuous learning and professional development

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[37] get.mentoringcomplete.com/blog/mentoring-supports-succession-planning

Cross-training In Succession Planning[38] [39]

The cross-training process begins by identifying the major tasks and skills in specific areas of the organization and then training each employee on these skills so that they can step in for support when needed. It builds the skills of everyone in the company and empowers employees to provide internal support, instead of outsourcing or overloading one group of employees during hectic times. There are three basic methods of cross-training:

HORIZONTAL - extends an employee's skill sets beyond their daily tasks by stretching their usual responsibilities to include those of other departments or different roles. This method is not a direct route to promotion but it does help to expose the employee to new tasks and positions which might be of interest to them.

ROTATIONAL - successful rotational training lies in coverage, everyone on a team should be able to perform everyone else's duties. Rotational cross-training prepares the business for unexpected loss or absence of key workers.

VERTICAL - this is the most common method of cross-training. The goal being to boost employee skills, pushing them forward towards the next stage of their careers. The worker is more likely to express a high level of engagement once they understand the importance of the plan, and their value to the company.

Benefits of Cross-training
- Boosts productivity
- Enhances employee skill sets
- Employees simultaneously acquire new skills helping them in their current roles while prepping them to take on more challenging work in the long-term
- Introduces junior-level staff to the skills needed to become supervisors or managers, or to fill in when necessary
- Increases engagement
- Unlocks previously unknown skills and strengths, allowing employees to reach their full potential

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[38] edgepointlearning.com/blog/cross-training-employees/
[39] Why Cross-Training Programs are Crucial to Your Succession Planning - hrtechnologist.com

Questions To Consider [40]

- How will cross-training employees help company goals, while also impacting individual targets?
- Which employees are most ready for a cross-training exercise?
- What factors will determine whether an employee is fit for the training?
- Are there specific positions and roles within the organization that should be targeted by the program?
- What is the most effective communication strategy to relay the benefits of the program?
- How can employees be inspired to accept and embrace the plan?
- Is cross-training enough to prepare for possible vacancies and emerging business requirements?

Competencies Assessment / Training [41] [42]

Workplaces have begun to experience a dramatic transition as baby boomers begin to retire. Succession planning is essential to guarantee competent leadership is, and will be, available when needed. Many potential leaders within a company are millennials, a generation that differs from baby boomers in terms of work style, communication preferences, and values. These differences must be considered throughout the succession planning process and when recruiting new employees.

Competencies assessment and training, alongside mentorship are key components of succession planning and will demonstrate to younger workers that the company is invested and genuinely interested in their professional development, which is crucial for high retention rates amongst millennial staff.

- Be clear on the organization's vision, mission and values
- Conduct a skills assessment with current employees to identify gaps
- Develop competency-based training programs for current employees that have potential and show an interest in leadership roles
- Build a recruitment plan if current skills/talent gaps cannot be filled in-house. Conduct targeted competency-based interviews to fill these gaps

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[40] [Why Cross-Training Programs are Crucial to Your Succession Planning - hrtechnologist.com](#)
[41] [hrcsuite.com/competency-based-assessment/](#)
[42] [resources.hrsg.ca/blog/why-competencies-are-the-key-to-succession-planning](#)

MENTORING

STUDENTS

Mentoring programs for students should keep in mind the diverse learning styles and personalities of each student. Different students will require different amounts of attention, advice, information, and encouragement. Some students will have a more extroverted nature and feel comfortable approaching their mentors with questions; introverted or shy students may feel intimidated or reluctant to seek help. A good mentor will be approachable and available. Often students will not know what questions to ask, and a good mentor can lessen their confusion by getting to know students and being familiar with the kinds of suggestions and information that can be useful.[43]

MENTORING STUDENTS[44]
- Mentors are advisors, with career experience, willing to share knowledge/life experience, provide emotional/moral encouragement, and specific feedback on performance. They are good listeners, good observers and good problem-solvers. They make an effort to know, respect and respect the goals/interests of the student.
- Students learn knowledge and skills from someone experienced and working in their field of study
- Mentoring provides professional socialization and personal support to facilitate the student's success during their training/educational program
- The mentor takes a special interest in the mentee and their professional development
- A good mentor seeks to help a student optimize their educational experience
- Helps the student/mentee find suitable employment
- Mentor/student mentee relationship can extend beyond the time-frame of formal education, providing career support to the mentee down the road

WORK PLACEMENTS
Sometimes referred to as a practice placement, this is a learning opportunity for students to gain real-world experience under supervision. It's a powerful tool in transforming theory into valuable work experience. A company mentor will facilitate and assess the learning, enabling the achievement of required outcomes and competencies from the educational institution.

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[43] www.nap.edu/read/5789/chapter/2#4
[44] www.nap.edu/read/5789/chapter/2#13

MENTORING

PROGRAMS & SOFTWARE

Mentoring Software ➔ Together Enterprise Mentoring ➔ Mentornity ➔ InnovativeMentoring.net ➔ Mentoring Complete ➔ Mentorloop ➔ Art of Mentoring ➔ Torch	**Video Content Management Systems (CMS)** **Enterprise Video Platforms** ➔ Panopto ➔ Kollective Technology ➔ VidGrid ➔ Frame.io ➔ vbrick
Video Conferencing ➔ Zoom ➔ Google Workspace ➔ Microsoft Teams (and Skype) ➔ Join.me **Video Hosting Platforms:** ➔ YouTube ➔ Vimeo	**Team Collaboration Tools** ➔ Google Workspace ➔ Workplace from Facebook ➔ Microsoft Teams ➔ Aircall ➔ Slack ➔ Voxer ➔ Pukkateam ➔ Float ➔ Confluence
Webinar, LMS + Business Training Software ➔ Trainual ➔ AbsorbLMS ➔ MindFlash ➔ TalentLMS ➔ Livestorm.co ➔ Click Meeting ➔ Lessonly ➔ Moodle ➔ Skyprep ➔ iSpring Learn ➔ Dacebo ➔ SAP Litmos	**Project Management Software** ➔ Asana ➔ Basecamp ➔ Trello ➔ Monday ➔ Podio ➔ Meistertask ➔ Jira ➔ Workfront ➔ Scoro ➔ Kissflow ➔ Paymo
Additional Tools: ➔ DocuSign (e-signatures) ➔ Evernote ➔ Mindmeister ➔ Todoist ➔ Calendy	**Instant Messaging Apps:** ➔ Whatsapp ➔ Telegram ➔ WeChat ➔ Signal