

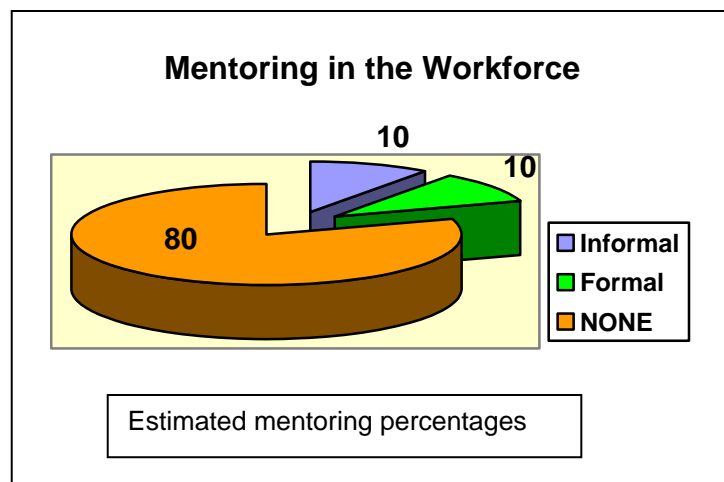


Dr. Rita Boags, Principal

## How Much of Your Workforce Receives the Benefits of Mentoring?

Did you know that an estimated 80% of the workforce is not included in the cycle of continuous learning that makes the mentoring process so powerful? Estimates are that the combined types of mentoring currently offered in the best companies, government agencies and non-profits is approximately 20%. The graph below illustrates how much your organization may be missing from this learning cycle.

Is the graph a reflection of your current workplace? Is this the result you truthfully want? Will you ever create a Mentoring Culture when so few are involved in knowledge exchange and relationship building that makes mentoring such a powerful learning process?



**Institutional knowledge** is the accumulated wisdom and expertise of your workforce. This reservoir of knowledge currently fuels your enterprise. What will you do when a significant portion of this knowledge base retires?

In 2010 the oldest of the Baby Boomers will be eligible to retire. It is estimated that this will create a talent and knowledge shortfall for most organizations.

The way to start filling the void now is to expand your Mentoring efforts to more of the workforce.

## Why Mentoring is Such a Powerful and Necessary Tool

Mentoring is a knowledge exchange process. Not just any type of knowledge. It is the industry-specific, business-specific, organization-specific knowledge that has been gleaned through years of experience and through trial and error. Since mentoring relies on human dialogue, by necessity the process creates relationships between the mentor and mentee (or protégé). The people who have the experience and expertise to share are designated as mentors and those who need the knowledge for their growth and development are called mentees.

In today's multi-generational workforce, mentoring could well be the best exchange mechanism to help generations learn about each other's values, work styles and areas of expertise. All of which is a benefit when you are seeking to bring these potentially conflict-ridden groups together for better synergy.

### **Mentoring Impacts Multiple Areas**

- Saves your institutional knowledge and invests it in coming generations
- Creates the Inclusion that Diversity programs are seeking
- Is a necessary development component for the Leadership Pipeline
- Is a key and critical component of employee engagement

### **What to Do if You Want a Mentoring Culture**

A Mentoring Culture means that you will have a critical mass of employees engaged in mentoring of all types.

- It will mean that barriers to inquiry and dialogues will be greatly diminished. It will mean that employees seeking information outside of their lines of reporting will not be seen as suspect.
- Employees will be engaged and in the process of continuous learning.
- New hires will not flounder and have a more rapid learning curve.
- It will mean that having learning dialogues across gender, race, culture and geographic boundaries will become commonplace.
- The incidental and timely learning that every organization craves will be the norm.
- Discretionary effort of the employees involved in the process will increase dramatically. Productivity, performance and the pursuit of quality must follow as logical outcomes.

If you want a Mentoring Culture you need to increase the number of employees, both potential Mentors and Mentees in the process. Employers seeking to persuade the masses by preaching from the podium, sending out massive emails, or holding all-hands meetings may be in for a big surprise. None of these methods has been shown to be successful in motivating people to move beyond their comfortable silos and reach out for more learning on a personal level.

#### Why?

- People have fear and mistrust
- Mentoring has been exclusive
- Organizational constraints on how employees spend time
- People bring into the workplace their social norms and keep their silos
- Misinformation about mentoring and its outcomes
- Potential mentoring partners don't know how to start, sustain and grow a mentoring partnership on their own

### **The Antidote - We Developed the Mentoring Bridge Program**

The Mentoring Bridge Program is a self-managed program. By that we mean that it is a hybrid program – part formal and part informal. In this program, participants, both mentors and mentees, receive information that they can use to find a mentoring partner and start and sustain a partnership. In a word, it is ***do-it-yourself*** mentoring.

The program is suitable for all levels of employees in all professions – including: management, team leads, individual contributors, hourly, non-exempt, technical personnel, and much more.

The bulk of the work is done by the participants themselves with minimal administrative support from a program coordinator or administrator. Continued support is offered through the Leadership Technologies' call line and online information base.

The components that make up this self-managed program are as follows:

1. Education
2. Motivation
3. A model of success experiences
4. Ongoing support

The program consists of

1. A full day workshop and two half-day follow up events. The follow-up events can be conducted online.
2. Workshop workbook and handouts
3. *The Mentoring Bridge Guide* (See Page 4 of this brochure)
4. Online and telephone support

For organization's desiring to bring the program in-house and expand it, we recommend

5. Train the Trainer Workshop and Facilitator Guide
6. Online Administrative Tools - Mentoring Application and Tracking System (MATS) For a preview go to [www.mentoringanalysis.com](http://www.mentoringanalysis.com)

**What are the Results? The results of three pilot programs expanded beyond Mentoring:**

- Started a mentoring partnership
  - As a mentor
  - As a mentee
- Greater value from current mentoring partnership
- Started a community mentoring program w/Little League
- Got greater visibility from the leadership
  - Assigned to a formal mentoring program for engineers
  - Was invited to attend a High Potential Mentoring Program
- Educational advancement
  - Completed formal education
  - Enrolled in graduate programs
- Changed jobs, got promoted, received a bonus
- Greater engagement within the sponsoring organization and in the workplace

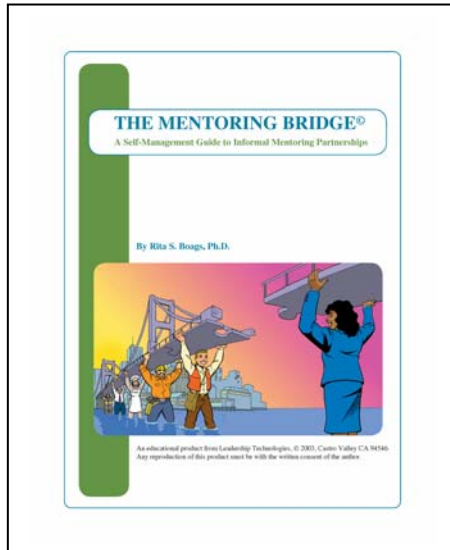
**Participant Feedback – A sampling of the comments:**

- “The mentoring program was a fresh approach to coaching and a refresher course for mentoring individuals on all levels.” Team lead in technical company
- “I definitely feel more motivated and comfortable to be a part of mentoring.”
- “Sessions have been extremely useful, given me confidence and increased my performance”
- “I have been to other mentoring classes, but most of this material was new. It filled in the blanks.”
- “Instructor was wonderful and I enjoyed meeting all of the participants”
- “The workshops helped me to convert informal sharing/talking into a well-grounded mentoring relationship.”
- “I can’t express how good I feel after attending.....Highly recommended for others to attend” Administrative Assistant
- “This program set the stage to help me talk openly with my mentee.”
- “Wish it didn’t have to end”

**Costs:**

The costs of this program are far less than losing employees due to lack of growth opportunities, disengagement, and lowered productivity. For an updated cost analysis, please contact the Leadership Technologies' main office or one of our affiliates.

**Start your Journey today:** Order your copy of the ***Mentoring Bridge: A Self Management Guide to Informal Mentoring***. (<http://www.leadershiptechnologies.com/products.shtml>)



*There is a huge, untapped potential that many executives, managers and employees do not recognize and, therefore, have not addressed. And it's sapping organizations' potential. "We're running as an economy at 30 percent efficiency" because so many workers are not contributing as much as they could.*  
(HR Magazine, Feb. 2004)

*The Mentoring Bridge Program is not meant as a replacement to your organization's current mentoring effort. It is the perfect complement to both informal and formal mentoring. Leadership Technologies offers a formal mentoring program, *The Mentoring Partnerships* program, and a variety of mentoring products and tools. Please visit our website for more information at [www.leadershiptechnologies.com](http://www.leadershiptechnologies.com).*



# The Mentoring Bridge:

## A Self-Management Guide to Informal Mentoring Partnerships©

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