



MENTORING PROGRAMS FROM LEADERSHIP TECHNOLOGIES, LLC

Ever since humans have been on the face of this earth there has been a need to transfer knowledge. Cultures are built upon this transfer from one generation to the next; one family member to the next; one group member to the next, one co-worker to the next. Teaching through Mentoring is a basic need to prepare, groom and induce learning to a multitude of people. It is probably one of the most effective and efficient means of transferring knowledge that has been created and used by any group of people for a specific purpose.

Mentoring in the workplace invests institutional knowledge and sustains it. This is the knowledge that fuels the engine of the specific enterprise and resides within the individual minds of those holding the knowledge. It does not matter whether that enterprise is large or small, private, public or non profit, the mechanism is the same. An individual with more knowledge and experience in a specific field or profession, the mentor, passes on that knowledge to someone who needs it for their growth and development, the mentee (or protégé). In truth, when mentoring is successful - the learning is reciprocal.

Mentoring is needed now more than ever.

- **Pending labor shortage and knowledge shortfall**
Many researchers in the field of labor management have predicted that 2010 will mark the beginning of a massive brain drain of workers. Why? Because the oldest of the *Baby Boomers* may exercise their retirement options and take with them their vast storehouse of accumulated wisdom and expertise. Many organizations are already feeling the pinch and have started to hire back some of their retirees to coach and mentor the upcoming generations. You could save yourself time and trouble by establishing a mentoring program and/or expanding your current program offerings. Mentoring programs will create a pipeline of knowledge transfer before the knowledge drain reaches a crisis.
- **Need for greater employee engagement**
The heightened interest in Employee Engagement is another one of those bright moments on the landscape of human resource development. Companies are looking at the data and discovering that only a fraction (30%) are fully engaged in their work and giving their best in the form of discretionary extra effort. A lack of engagement is cited as a cause for lowered productivity, diminished organizational loyalty and a lack of retention. This can change by offering a mentoring program for all levels of workers. Mentoring engages employees by empowering them to care about their careers, learn from others, develop a productive network, and feel connected to other people and the workplace.



- **Inclusion in the workplace**

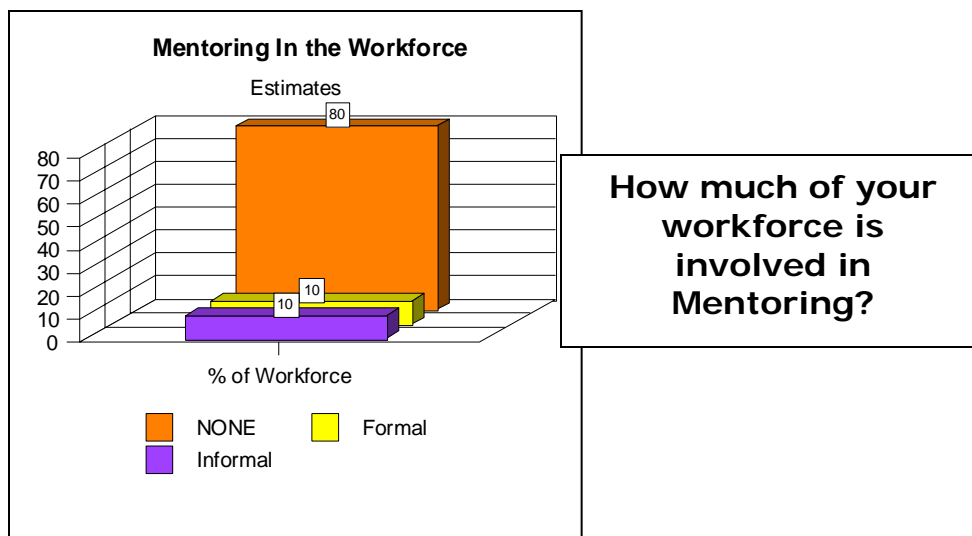
Diversity programs have long sought inclusion as the end result of their efforts. It is believed that with inclusion there will be greater respect, value for differences, and greater equity in opportunities for development and upward mobility. In order for inclusion to occur, dialogues between people across lines of difference must occur. Dialogues can't be mandated, but they can occur as a part of a Mentoring Program that values cross-cultural mentoring partnerships. Within a cross-cultural match, the mentoring partners have the opportunity to gather real-time data about one another rather than relying on stereotypes for their decision-making. A Mentoring Program can bring people together who would not ordinarily form a partnership, and teach them how to overcome their hesitation and create a different dynamic with differences.

- **Leadership Development**

Developing new leaders has traditionally been one of the main purposes of Mentoring. We see even in the name of the process, derived from Greek mythology, in which Mentor was assigned to groom and tutor the son of Odysseus to become a warrior and a king. Problems have arisen over many generations with the accession to a leadership position being so siloed that a *Glass Ceiling* for distinct gender and racial groups has emerged. Mentoring Programs bring a whole new set of opportunities and challenges to this age-old process. New forms of partnerships can be created and new groups can learn from the leaders of an organization while imparting a new perspective to the organization's culture.

Formal Mentoring: Evolving from Tradition

Informal mentoring has long been held as the traditional model for all mentoring. While it has its benefits, it has many more limitations. Informal mentoring typically occurs between boss and subordinate and is an effort to groom an individual to fill a specific spot. It is driven by the mentor, is very local and sometimes driven by parochial needs and a desire to have a comfortable, relaxed relationship between the mentor and mentee. This kind of mentoring is with us always and certainly should be encouraged.



Unfortunately, only a very small percentage of the workforce, estimated at less than 10%, are actually involved in informal mentoring. We know from numerous research studies that informal mentoring between people who are different from the mainstream does not occur very often. For more information on this topic, see the booklet *Mentorship: A Pathway to Career Success* for a detailed explanation.

The solution for this limited availability of mentoring to larger populations is to design and implement formal or facilitated mentoring programs. These programs provide an opportunity for employers to further capitalize on the available institutional knowledge and to bring more people together as mentoring partners who might not otherwise be inclined to do so. Formal programs have the capacity to enlist, match, train and provide support to a very large percentage of the workforce whether they are in different business units, regions of the company or parts of the world.

Two Complimentary Methods

Leadership Technologies offers two complimentary formal mentoring programs. The firm has developed these processes and materials over a period of two decades. Clients include easily recognized names from the Fortune 500, government agencies, and associations. It has been adapted for use as an Executive Mentoring program, for diversity mentoring, and for general use in the workplace. The program has accommodated small (25 or less pairs) to very large numbers of participants (up to 1400 participants). Clients are encouraged to customize and “brand” the tested and reliable models brought to them by Leadership Technologies.

The Mentoring Partnership Program

Process and Practice

The process of establishing this formal program has evolved into a tested, *Best Practices Model* which companies are encouraged to bring in-house and implement with their personnel. The model is a Four Phase process divided into 14 easy to follow steps. It is a comprehensive approach which covers all aspects of a Mentoring Program from end-to-end. These 14 steps are implemented with customizable materials to complement each Phase. *The Best Practices Mentoring model* can be reviewed in the guidebook, *Implementing a Best Practices Mentoring Initiative*, and reviewed online at www.mentoringanalysis.com.

Mentoring Products

As a part of the *Best Practices Model*, comprehensive set of templates, materials, samples and examples are provided with each program. A sampling of what the program contains:

- An Organizational Assessment of developmental practices
- Training for the Program Coordinator and project team members
- A program administrative tool (MATST[™]) which includes:
 - application process,
 - pre-matching of pairs,
 - electronic goal-setting, and
 - evaluation of mentoring pairs



- Training for mentor/mentee pairs
- Evaluation of program progress

For a complete listing of the products go to the last page of this brochure and visit our website for more details and to place an order www.leadershiptechnologies.com

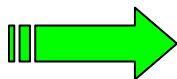
The Mentoring Bridge Program

The Mentoring Bridge is a hybrid that combines the features of informal mentoring and formal mentoring programs. The reason it is considered a hybrid is because participants in the program are provided training and methods to find a mentoring partner; set up and sustain the partnership with very little outside administrative support. This program is another option for those who are typically left out of formal mentoring programs, who find themselves on long waiting lists, or who want to establish a partnership on their own.

As an addition to the Mentoring Partnership Program, the Mentoring Bridge provides greater availability to a much larger percentage of the workforce. Together these programs can begin to reach enough employees and managers to create a mentoring culture - one in which timely and incidental learning becomes the norm rather than the exception.

The Mentoring Bridge Program consists of the following components:

- A full day workshop and two follow-up sessions (live or online)
- A workshop workbook
- A copy of the *Mentoring Bridge: A Self Management Guide to Informal Mentoring Partnerships*.
- Continued online and teleconference support from Leadership Technologies and in-house personnel



Continue your Mentoring Education. See our upcoming Webinar and Workshop schedules at www.leadershiptechnologies.com

Webinars



- *Mentoring across Differences: Dialogues that Create Inclusion*
- *Creating a Diversity Pipeline Initiative*
- *Build a Mentoring Culture with Self-Managed Mentoring*
- *Mentoring Fundamentals: Successful Program Design*
- *Managing and Mentoring Diverse Talent*

Publications



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