

A hand holding a robotic hand against a cityscape background. The background is a warm orange and red gradient with a cityscape featuring the CN Tower and other skyscrapers. The hand is human, and the other is a blue and black robotic hand. They are positioned as if shaking hands, with a bright light at the point of contact.

**HRPA 2018**  
ANNUAL CONFERENCE & TRADE SHOW  
JAN 31/FEB 1-2 METRO TORONTO  
CONVENTION CENTRE

A NEW BEGINNING:  
**THE INTELLIGENCE REVOLUTION**

## Reciprocal Mentorship

Helen Patterson and Lauren Charbon

*Nothing drives success faster than the  
right mentoring relationship*  
- Michael Hyatt



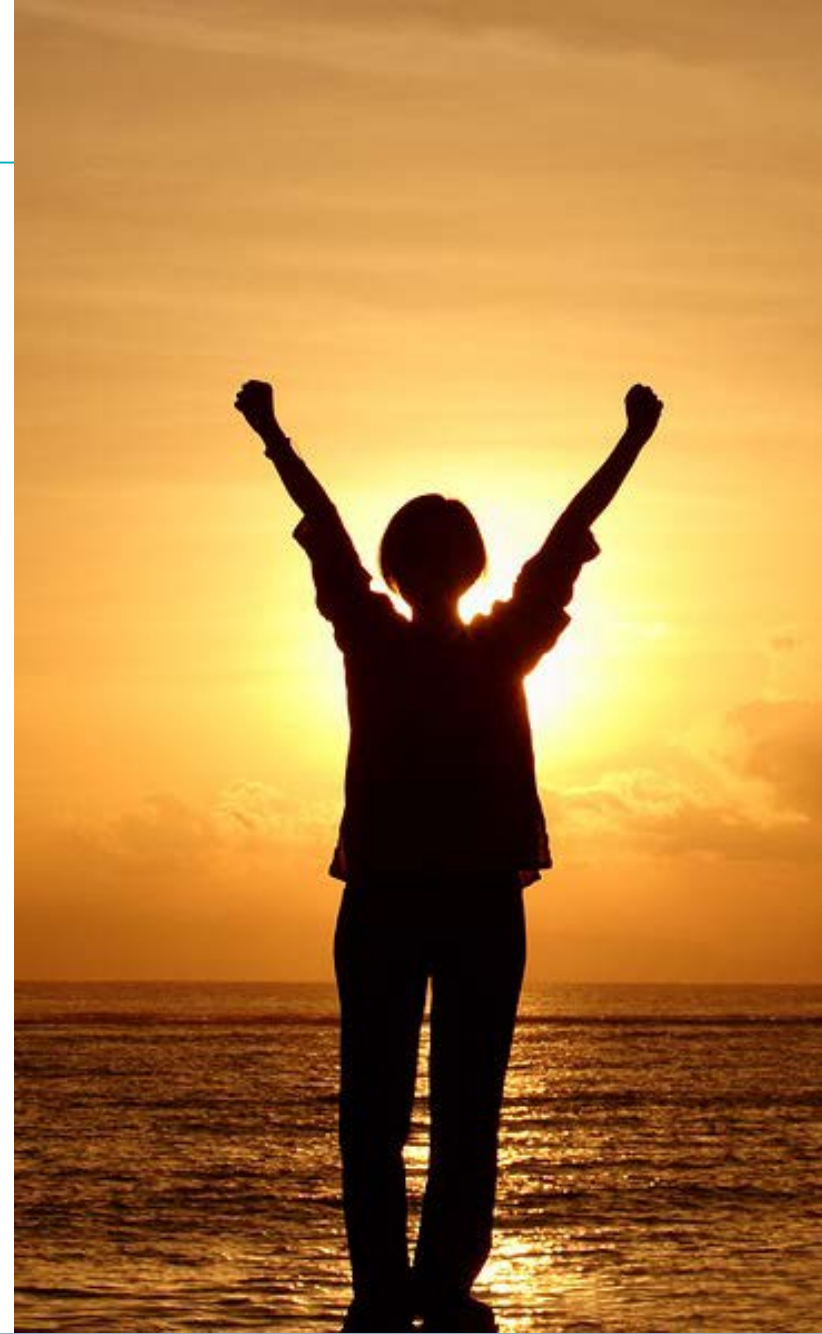
# Today's Agenda

- Traditional -> Reciprocal Mentorship
- Reciprocal Mentorship Motivators
- Implementing a Reciprocal Mentorship Program
- The Mentorship ROI

# Traditional -> Reciprocal Mentorship

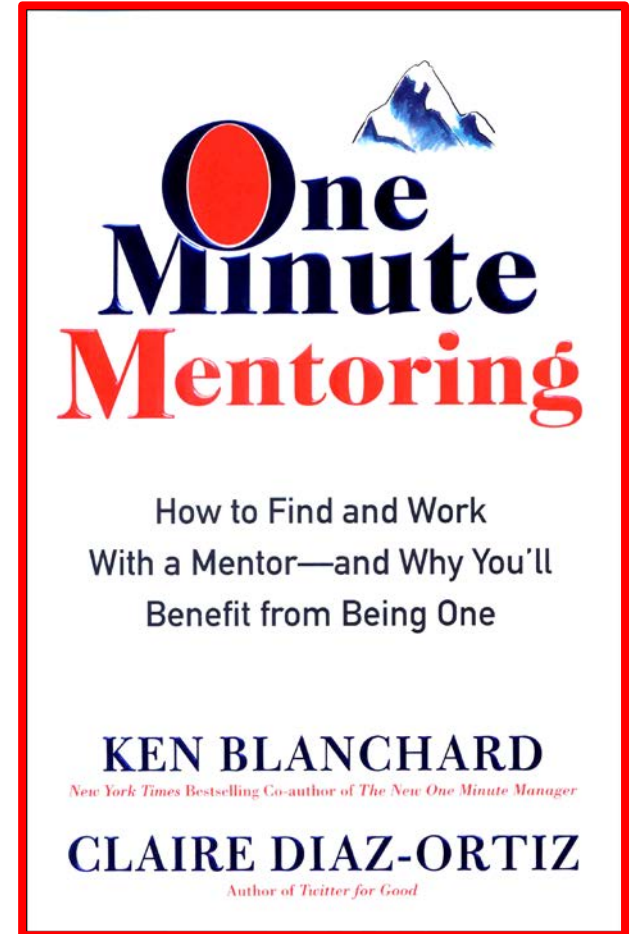


*A mentor is someone who  
allows you to see the  
hope inside yourself*  
- Oprah Winfrey



# What is a Mentorship Relationship?

**M** MISSION  
**E** ENGAGEMENT  
**N** NETWORK  
**T** TRUST  
**O** OPPORTUNITY  
**R** REVIEW AND RENEWAL



Coach	Mentor	Sponsor
<ul style="list-style-type: none"> <li>• Paid coach to improve identified areas (career or non-career related)</li> <li>• Highly structured</li> <li>• High coach accountability</li> </ul> <input type="checkbox"/> Skill development <input type="checkbox"/> 3 <sup>rd</sup> party opinion <input type="checkbox"/> Consultant <input type="checkbox"/> Confidant	<ul style="list-style-type: none"> <li>• Non-paid mentor to guide you related to your career</li> <li>• Somewhat structured, depending on type of program</li> <li>• Mid-to-low mentor accountability, depending on how program is structures</li> </ul> <input type="checkbox"/> Role model <input type="checkbox"/> Career guidance <input type="checkbox"/> Career advocate <input type="checkbox"/> Widened network <input type="checkbox"/> Skill development	<ul style="list-style-type: none"> <li>• Non-paid sponsor to advocate for your career progression within an organization</li> <li>• Loosely structured</li> <li>• No sponsor accountability (they only advocate for you if they want to)</li> </ul> <input type="checkbox"/> Career advocate <input type="checkbox"/> Widened network

# Reciprocal Mentorship

## **Mentor | Mentor**

- vs. Mentor | Protégé
- Regardless of age, experience or title
- Both participants get to guide and learn

## **Highlights the strengths of both participants**

- Fill gaps relating to development outside direct manager

## **More rewarding than the traditional top-down approach**

- Not a top-up approach either



# Reciprocal Mentorship Motivators



*The mediocre mentor tells. The good mentor explains. The superior mentor demonstrates. The greatest mentors inspire!*

- Lucia Ballas Traynor



# Reciprocal Mentorship Motivators

## Generational Motivators

- Learning the political landscape of a company
- Gaining advice on how to handle workplace situations
- Learning new skills
- Hearing fresh perspectives

## Learning Objectives

- Learning skills from someone with a different background, industry, culture or skill-set

## Relationship Objectives

- Entering a mentorship relationship with a peer, as a peer
- Being both a listener and a teacher

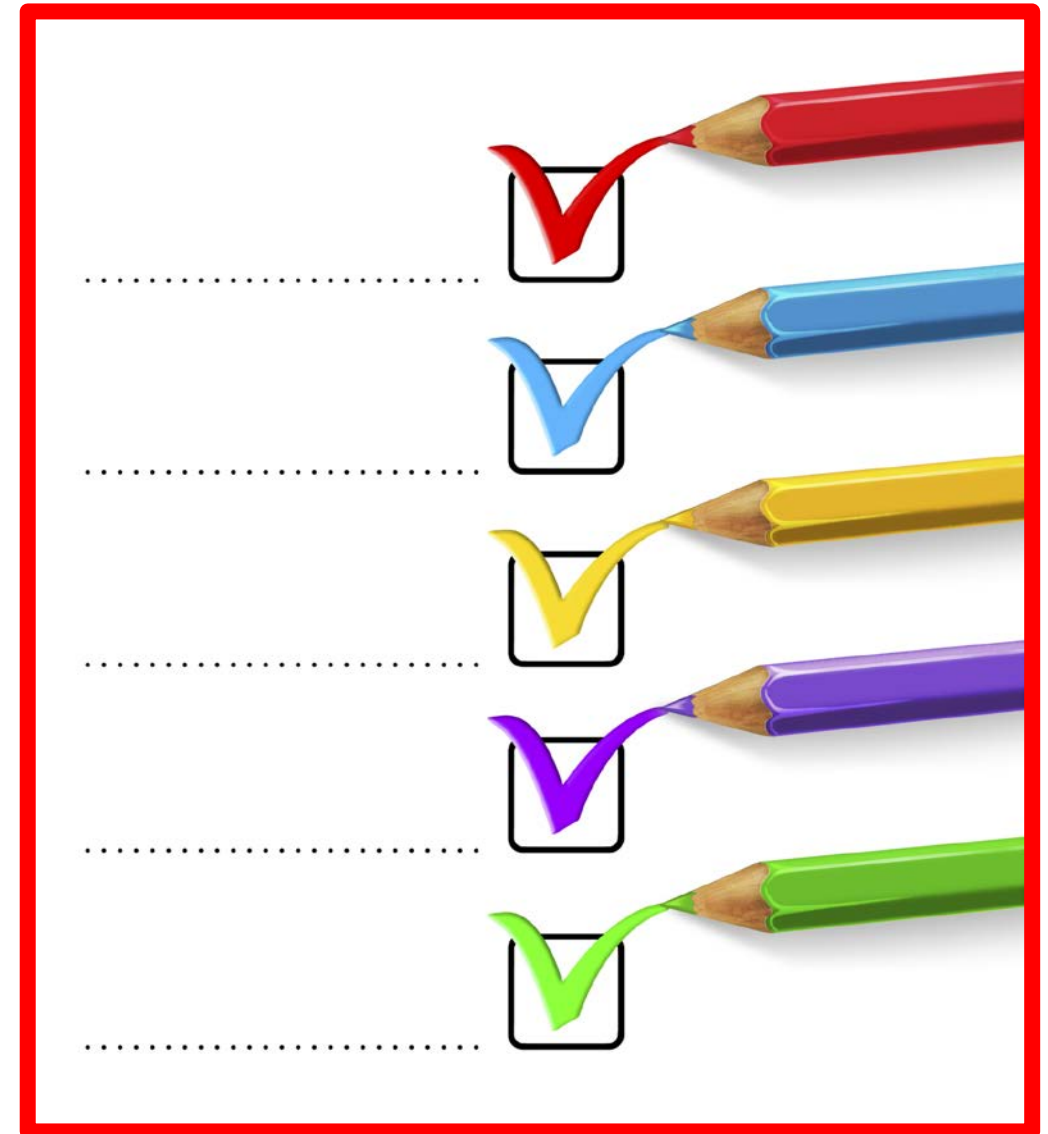
# Is Reciprocal Mentorship Right for You?

## Identifying What You Want

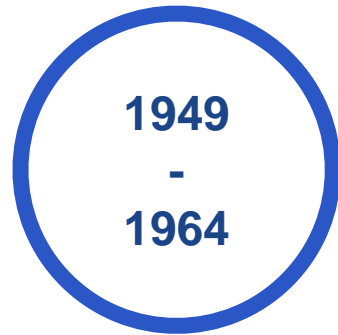
- Write down your mentorship goals in a checklist
- Look at your peers' mentorship relationships

## Articulating What You Want

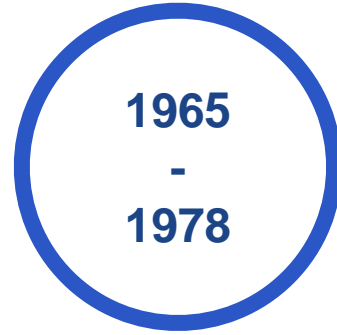
- Be open and clear with your mentor about your goals
- What type of mentor do you want or need



# Generational Diversity in Reciprocal Mentorship



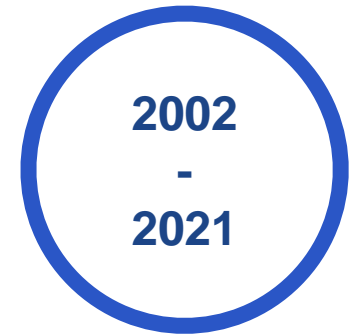
Baby Boomers



Generation X



Generation Y



Generation Z

- Get a sense of your employee base
- Baseline groups, metrics
- Cultural Groups (if one measure is employment equity use 4 designated groups)

# Implementing a Reciprocal Mentorship Program



*In order to be a mentor, and an effective one, one must care. You must care. ...Know what you know and care about the person, care about what you know and care about the person you're sharing with*

- Maya Angelou



# Creating a Formal Reciprocal Mentorship Program

Research &  
Buy-in

Create  
Goals & Metrics

Select Program  
Type & Style

Select Tools

Assign  
Mentors

Measure

**There are 6 core elements to  
creating a Formal Reciprocal  
Mentorship Program**



# Research & Buy-in

## Research & Buy-in

### Create Goals & Metrics

### Select Program Type & Style

### Select Tools

### Assign Mentors

### Measure

- Studies, resources
- Millions of sites/articles on internet find best sources to demonstrate review
- Top Employer Awards, other companies
- Internal and external benchmarking
- Business case
- Stakeholders identified and buy in
  - e.g. review committee, project teams
- Competitor landscape



# Create Goals & Metrics

Research &  
Buy-in

- Determine organizational needs/Reasons for Mentor Program

**Create  
Goals & Metrics**

- Determine metrics that will measure to those organizational goals (increase retention, improve employee engagement, etc.)

Select Program  
Type & Style

- Need to establish a baseline to measure against

Select Tools

- What are current retention rates?
- What are “glassdoor stats”?
- Historical internal survey results?

Assign  
Mentors

Measure

# Select Program Type & Style

Research & Buy-in

## Mentorship Structures

- Formal Program
- Informal Mentorship

Create Goals & Metrics

Select Program Type & Style

## Mentorship Program Types

- Traditional Mentorship
- Reverse Mentorship
- Group Mentoring / Mentorship Circles
- Reciprocal Mentorship

Select Tools

Assign Mentors

Measure

The screenshot shows a webpage with several sections:

- Are you a manager?** Managers play an important role in encouraging mentoring. [Learn more >](#)
- Do you need mentoring for Checkpoint or certification?** Mentoring is often a requirement for certification or Checkpoint. [Learn more >](#)
- Do you lead a mentoring program?** Tell us about your mentoring program here at IBM so that others may find you and get involved. [Learn more >](#)
- Get connected!** A place to share mentoring concerns, questions and best practices.

IBM defines five types of mentoring:

- Career Mentoring
- Executive Mentoring
- Expert Mentoring
- Inverse Mentoring
- Social Mentoring Network & Connection Foundation

The IBM logo is visible in the top right corner of the screenshot.

# Select Tools

Research &  
Buy-in

Create  
Goals & Metrics

Select Program  
Type & Style

Select Tools

Assign  
Mentors

Measure

## Goal of using software

- Helps manage / make the connections
- Tracking enrollment
- Tracking activities
- Analytics / reporting

## Examples of Software

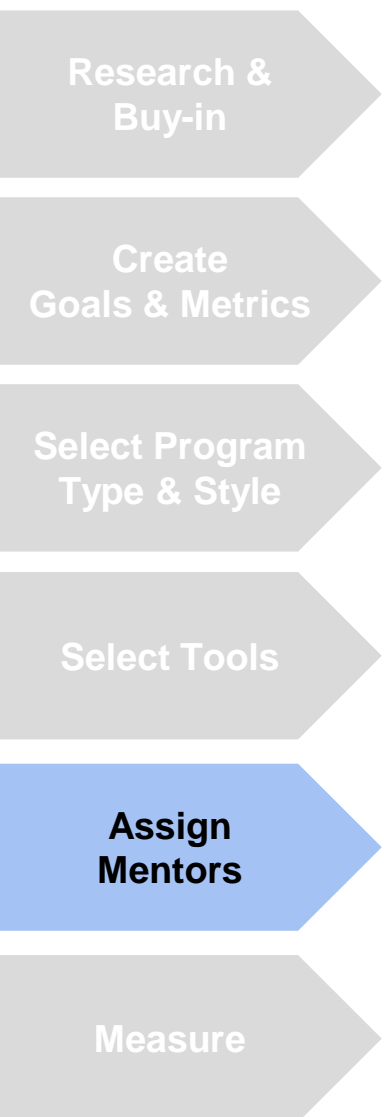
- Chronus
- Mentor City
- Insala
- Mentorloop
- Mentor CliQ

## Other Tools

- Guides
- Tip Sheets
- Books
- Measurement



# Assign Mentors



	<b>Pro</b>	<b>Con</b>
<b>Organic</b>	<ul style="list-style-type: none"> <li>- Mentors select based off of the right fit</li> <li>- There are pre-existing relationships</li> </ul>	<ul style="list-style-type: none"> <li>- Less structured; harder to standardize then a formal program</li> <li>- Mentors may have misaligned goals</li> </ul>
<b>Interview</b>	<ul style="list-style-type: none"> <li>- Allows mentors to find the right fit based off of interviews</li> <li>- Works well for formal mentorship programs</li> </ul>	<ul style="list-style-type: none"> <li>- Mentors don't start with pre-existing relationships</li> <li>- Interviews are timely and more complicated to organize</li> </ul>
<b>Assignment</b>	<ul style="list-style-type: none"> <li>- Works well for formal mentorship program</li> </ul>	<ul style="list-style-type: none"> <li>- Risks assigning mentors that are the wrong fit</li> </ul>

# Measure

Research &  
Buy-in

## Qualitative

- Survey of participants
- Survey of participant's managers



Create  
Goals & Metrics

## Quantitative

- Satisfaction (of all participants and managers)
- Participation (number of applicants, number of managers who have had more than one direct report in the program, number of mentees returning as mentors, number of mentors who return term after term, etc.)
- Diversity (demographic, geographic, professional area)
- Promotion Rate (compared to other departments, pilot or program vs. other programs or overall org)
- Annual Performance Evaluation (percentage of top ratings)

Select Program  
Type & Style

Select Tools

Assign  
Mentors

**Measure**

# Examples of Mentorship Programs

## ADP

*Global HCM Technology & Services*



A more human resource.™

- **Mentor Programs:**
  - Emerging Leaders
  - WILL (Women in Leadership)
  - iWIN (Women's International Network)
  - Formal and informal programs
  - Tools include guides
  - Mentor/Mentee and Mentorship Circles

# Examples of Mentorship Programs

## Edelman *Global PR Agency*



- 5 Factors for success:
  - Defined expectations, agreed upon rules, willingness to learn, trust and transparency
  - Millennial seeking out mentors - digital and social media
  - Boomer/Gen X - strategy, client relationship
- Matchmaking process
- Reverse Mentoring



# The Mentorship ROI



*Retire into yourself as much as possible.  
Associate with people who are likely to  
improve you. Welcome those whom you are  
capable of improving. The process is a  
mutual one. People learn as they teach.*

**- Seneca**



# The Mentorship ROI

**80% of learning** takes place between mentors and mentees *(Deloitte 2012 study)*

**79% of millennials believe mentorship programs are crucial to their career success** *(Deloitte 2012 study)*

**25% higher employee retention** for those who participated in a mentoring program at their organization *(Deloitte 2012 study)*

**72% of mentees were attained...** opposed to 49% of those who received no mentoring *(Sunlife Microsystems study)*

# The Mentorship ROI

**Mentors received promotions 6X more often** than their peers

*(Sunlife Microsystems study)*

**88% increase in manager productivity** with mentoring when combined with training, according to Association for Talent Development *(ATD – Power Mentoring)*

**2x better performance and promotion** rates for Mentee participants vs. those not in program *(Sun Microsoft Systems Study - [SunMentoring](#))*

# Outcomes of Reciprocal Mentorship Programs

- Attract, retain and engage high performers
- Upgrade employee skills and knowledge
- Foster a collaborative environment
- Promote diversity of thought and style
- Ease the transition to new assignments
- Strengthen corporate competitive advantage
- Develop leadership talent
- Develop a line of succession
- Preserve institutional memory
- Create inclusion



# Handouts



- Tips for Mentors
- List of Resources

Thank you for sharing your time with us!

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**We make a living by what we  
get, but we make a life by  
what we give.**

Winston Churchill