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?

MISSION
ENGAGEMENT
NETWORK
TRUST
OPPORTUNITY
REVIEW AND RENEWAL
<table>
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<tr>
<th>Coach</th>
<th>Mentor</th>
<th>Sponsor</th>
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| • Paid coach to improve identified areas (career or non-career related)  
• Highly structured  
• High coach accountability | • Non-paid mentor to guide you related to your career  
• Somewhat structured, depending on type of program  
• Mid-to-low mentor accountability, depending on how program is structures | • Non-paid sponsor to advocate for your career progression within an organization  
• Loosely structured  
• No sponsor accountability (they only advocate for you if they want to) |

- Skill development  
- 3rd party opinion  
- Consultant  
- Confidant  
- Role model  
- Career guidance  
- Career advocate  
- Widened network  
- Skill development  
- Career advocate  
- 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
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
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
There are 6 core elements to creating a Formal Reciprocal Mentorship Program
Research & Buy-in

- 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

- Determine organizational needs/Reasons for Mentor Program
- Determine metrics that will measure to those organizational goals (increase retention, improve employee engagement, etc.)
- Need to establish a baseline to measure against
  - What are current retention rates?
  - What are “glassdoor stats”?
  - Historical internal survey results?
Mentorship Structures
• Formal Program
• Informal Mentorship

Mentorship Program Types
• Traditional Mentorship
• Reverse Mentorship
• Group Mentoring / Mentorship Circles
• Reciprocal Mentorship
Select Tools

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

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<th><strong>Pro</strong></th>
<th><strong>Con</strong></th>
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<td>Organic</td>
<td>- Mentors select based off of the right fit</td>
<td>- Less structured; harder to standardize then a formal program</td>
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<td>- There are pre-existing relationships</td>
<td>- Mentors may have misaligned goals</td>
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<td>Interview</td>
<td>- Allows mentors to find the right fit based off of interviews</td>
<td>- Mentors don’t start with pre-existing relationships</td>
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<td>- Works well for formal mentorship programs</td>
<td>- Interviews are timely and more complicated to organize</td>
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<td>Assignment</td>
<td>- Works well for formal mentorship program</td>
<td>- Risks assigning mentors that are the wrong fit</td>
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Measure

Qualitative
• Survey of participants
• Survey of participant’s managers

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)
Examples of Mentorship Programs

ADP
Global HCM Technology & Services

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
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)*
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