WHY INVEST IN MENTORING FOR OUR ORGANIZATION?

Defining: "Why mentoring? What is the added value for our organization?"

- Creating a vision ("Why mentoring?") that can be used to further determine the goals and actions (Use the checklist-1)

    - This vision is crucial for strategic anchoring of your program in the organization, in order to guarantee that the necessary resources will become available.

    - Our philosophy (to assess organizational readiness and agree on purpose) is based on the appreciative approach.

        - That means that we start from a positive constructive mind set with a focus on possibilities instead of problems, i.e. a solution focus, not a problem focus.

        - This appreciative approach really helps in developing the right attitude. An added value in this way of working is that it gives people energy and motivates us to move from thinking towards really implementing an idea.

    - **Questions:**

        - What do you want to achieve through mentoring?

        - Where are you standing today in this area?

        - What is already working well?

        - What could be your next little step?

        - How could you use the strengths of the organisation to get there?

Checklist-1: Organizational needs that might be the reason for starting up a mentoring program:

a) Concerning the management of employees:

- We want to help integration of new employees and support seasonal or short term workers.

- We want to promote the organization's values and culture.

- We want to be sure that the employees we recruit are the best match for our organisation and vice versa

- We want a greater ability to cope with a large number of new employees in the same period.

- We want a better understanding of which elements create difficulties within the organization.

- We want to give job enrichment, new challenges and motivation for managers and more possibilities for promotion.

- We want to increase retention of both new and experienced employees.

- We want to enable the upward mobility of experienced staff.

b) Concerning the management of staff competences, we want to:

- Improve the skills of new employees at entry level (e.g. reduce the gap between theory and daily work in organizations).

- Introduce an inter-generational dialogue where different generations can learn from each other.

- Accelerate the pace of learning in our organization.

- Reduce resistance from experienced employees to pass on knowledge.

- Reduce the difficulties of passing on certain competences.

Lifelong Learning Programme

- Deliver support for employees of which the content of the job strongly changes.

- Improve task flexibility (if it is the intention that each employee must be able to fulfill several tasks, functions or roles).

- Identify, formalize, secure and develop the knowledge, know-how and experience of both mentors and mentees.

- Provide more effective learning activities with more focus on organization-related knowledge.

- Discover hidden talent in our organization.

- Ensure a better upwards flow of talented employees by following up and supporting their skills.

- Gain faster results for employees who have difficulty reaching defined goals or requirements.

- Better support new managers (within the framework of management development).

- Support employees to enhance their ability to determine their own development needs, identify development and organizational targets and pursue a plan.

- Create an environment that fosters personal and professional growth through the sharing of business information, skills, attitudes and behaviors (e.g. by supporting community groups).

c) In the field of the management of human resources, we want to:

- Develop a more satisfying recruitment procedure.

- Better assess whether it is useful to invest in new employees.

- Keeping older employees motivated.

- Better organization of the training function of the organization.

- Use and transfer competences more successfully.

- Reinforce diversity.

- Identify, develop and retain talent for leadership and technical jobs.

- Promote the better understanding of our organisational culture amongst new and existing employees.

- Recognize and appreciate competences more successfully.

d) In the field of the social climate, we want to:

- Increase the motivation of existing employees.

- Decrease the number of absences.

- Decrease the number of work accidents.

- Improve and strengthen relations.

- Contribute more to the general well-being of our employees.

- Respond to the need of a 'trust' person: somebody who listens and gives advice about concerns which are difficult to discuss with their manager.

- Create a better atmosphere by the improvement of team spirit.

e) In the field of production in general, we want to:

- Increase production quality.

- Reduce resistance to change.

- Increase our capacity to respond and react to changes in the market.

- Increase our openness to outside influences.

- Increase productivity by increasing technical skills, leadership skills and motivation.

f) In the field of internal and external communication, we want to:

- Improve the image of the organization, with positive consequences for recruitment.

- Improve organizational communication and understanding.

- Have fewer isolated groups, both horizontally (between functions and services) and vertically.

- Ensure that instructions and goals are understood correctly.

- Ensure sufficient appreciation of alternative learning methods.

- **Questions:**

  - Creating a vision: 'Why mentoring. What do you want to reach with mentoring?'

Examples from the partner countries:

'Support for employees if they have strong skills and if they are seen as valuable managers for the future' (Turkish big company)

Reasons: difficult integration of new hires, too much new hires in the same period, dissatisfaction with entry level of new employees, the need for better flow of young promising potential, need for managers with skills in the area of motivating people, support of new managers (SME, Belgium)

'A formal process of personal development for staff (formal support for staff) would help us to keep staff longer at the organisation' (British SME)

'We want to help in adaptation for our new employees. We are teaching them how to use sale business skills in practice. By mentoring we give them advices how to communicate with customers and how to handle difficulties.

(Reason for starting up mentoring: difficult integration of new hires,

very much information which must be passed on, dissatisfaction with the entry level of new employees, new organization culture is understood badly) '(Slovakia, big company)

'A mentoring program will contribute to the well-being of our collaborators. Sometimes employees might want to discuss particular matters which are difficult to talk about with their manager' (Belgium, SME)

'Maintain the knowledge, develop and maximize the potential of employees, improve the quality of communication in the organization, strengthen relationships within the organization, intergenerational transfer of knowledge and better use of the experience, introduce an intergenerational dialogue/combine experience with a fresh perspective, reduce the time and costs.'

(Reasons for starting up a mentoring program: too much new hires in the same period, fill in the gap between the theory on schools and the daily work practice of organizations, loss of knowledge and know how, experience, very much information which must be passed on, resistance from experienced employees to pass on knowledge and know how, difficulty at passing on certain competences, discovery of latent talent, the need for better flow of young promising potential, need for managers with skills in the area of motivating people, support of new managers, insufficient recognition and appreciation for competences) (Polish SME)

'Reasons for starting a mentoring program: burnt-out older employees, too much new hires in the same period, fill in the gap between the theory on schools and the daily work practice of organizations, insufficient plurivalence, too few competences and communication in the organization, gain faster results at employees who have difficulties to realize defined goals or requirements, the training function of the organization has been insufficiently organized, too low quality, instructions and goals are understood badly' (Polish SME)

Lifelong Learning Programme

'We run various trainings, but not an individual mentoring program. Mentoring is currently not part of personal development in our company.

Benefits of a mentoring program would be: more sophisticated training for newly hired employees, deeper understanding of job responsibilities'. (SME, Slovakia).

'A mentoring program could blend in member of staff (current and new) in a more seamless way. Moreover, it could improve the effectiveness of the training programme, as moved from theory learning to on-the-job training. Mentoring is yet considered as one of the essential skills that need to be included as part of the personal improvement plan for employees.' (Big company, Slovakia)

We need a better flow and follow up of young promising potential (SME, Belgium)

'We do not know the concept of mentoring.' (SME, Turkey)

'Benefit would be: particularly in our tender and quotation unit – very essential; because tendering and quotation needs a lot of organisation related knowledge, market knowledge, competitors, finance etc. (more sales and more won tenders)' (SME, Turkey)

'Mentoring program: when I plan my retirement, to hand over this business, then I must plan this in a more systematic way, to ensure that this small SME will survive after my retirement or death. I must teach my sons how to drive this business 100%.' (SME, Turkey).

'Mentoring as explained by the interviewer: this is something we do without knowing the definition. Because this is how we born and survive up to now. ' (SME, Turkey)

'Not needed- Because we are a very small company and we communicate to each other almost al day long. Every one knows every one else thoughts.' (SME, Turkey)

'A better flow and follow up of young promising potential' (SME,

Lifelong Learning Programme

Belgium)

'The mentor is a beacon in the storm and he or she gives advice about concerns/problems of employees which are difficult to discuss with their manager. In fact, a mentoring program is wonderful but sometimes superfluous if the atmosphere within the company is good and the collaborators can depend on all of their colleagues.' (SME, Belgium)

'A mentoring program would add value because there will be a better insight in what lives between employees and certainly in the reasons for the big turnover. Frustrations or irritations can be increased by talking to a mentor that will listen and give directions. This can only have positive results for the company.'

Reason for starting up mentoring program: departure of 'experienced' employees, loss of knowledge and know how, experience, difficulty at passing on certain competences, discovery of latent talent, nourish exceptionally gifted and talented employees, need for better flow of young promising potential, need for managers with skills in the area of motivating people, gain faster results at employees who have difficulties to realize defined goals or requirements, support of new managers, training function insufficiently organized, management occupies himself insufficient with the development of employees, insufficient recognition and appreciation for competences, shortage of motivation at existing people, too low quality, resistance at change, insufficient response/reaction capacity, insufficient openness to outside, image of company must improve, instructions and goals are understood badly. (Portugal, SME)

Reasons for starting up a mentoring program: very much info which must be passed on, need to satisfy to legal provisions, the need for better flow of young, promising potential, need for managers with skills in the area of motivating people (SME,Belgium)

Lifelong Learning Programme

- What exists already to support the induction of new staff/ the growth and development of existing staff in your organization? (Use **checklist-2**)

Examples from the partner countries:

New staff goes to regular trainings, staff with promising future receive more support including mentoring (Turkish big company).

Many experienced member of staff (for induction of new staff) and Education engine team and external training bodies (for development of existing staff) (Big company, Slovakia).

New staff: we receive a support for 3 years that we are exempt from social securities because we are utilising state support program.(SME, Turkey)

All new employees pass through mentoring program, all mentors are searching good or bad aspects of the newcomers. (Slovakia, big company)

I have built up this business some almost 50 years ago. Since then I am growing my sons, my chief technicians in such a way that, they will take over one day. I am teaching them everything I knew and everything I have been learning on the job. The most important is the ethical approach to clients. I am teaching this seven days per week. My mentoring program would have been based on this. When I retire, I must have one or more persons to hand over this great business and great reputation. Such approach is ensuring/will ensure that this service will keep running. Maybe after I age a bit more, I can hire some professional mentoring company to assist us, build our own programmes and make professional internal training courses. (SME, turkey)

New staff

Induction including an introduction to practical aspects of work and a learning plan. I would like to develop a strengths and styles

Lifelong Learning Programme

development plan.

For existing staff

Personal Development Reviews are completed and there is also an informal mentoring process (British SME).

Exchanging of ideas and experiences, engaging the 'old' and 'young' staff for joint problem solving, intergenerational dialogue. (Polish SME)

Basic evaluation, periodic evaluation (Polish SME)

Unofficial mentoring (SME, Slovakia)

We know the concept of mentoring, but we name it "sharing of experiences" and usually managers and owners of companies do this to junior engineers.

It would be productive to establish such practice in more regulated form, but we do not have time for this at the moment. But it would definitively help young engineers and young managers more. (Turkey, SME)

New hires

We are currently extending our on boarding program. We already have a checklist for new hires to make sure everything is ready when they start working here. One week before the on boarding, we send our new hires an information brochure about our offices and at Panel Services they send their new hires flowers. On their first day new staff will get a document called 'the introduction program', which has been drawn up by their manager and HR Programs. In this document we describe the training and development initiatives necessary to on board the new hire. Next to this there is also a new hire lunch with the HR Manager and our Managing Director to learn about every new hires' first impressions. After one month of employment, the new hire has a feedback moment with the HR Manager. After three months the new hire has a conversation with our HR Consultant about the on

boarding and introduction program. (SME, Belgium)

Current staff

For existing staff we organise a number of activities such as:

- We have expert lunches; these are lunches for a small group of seniors in the company of the Managing Director and the HR manager. These allow us to learn about their well-being and their insights in management matters.

- Next to the lunches we also conduct an annual survey: Global Employee Survey (GES). This is an online questionnaire for employees in order to measure employee engagement and share perceptions about different subjects, for instance the GfK transformation. We encourage our employees to participate because only what has been addressed by employees can be heard and recognized, and only what has been recognized can be changed and improved.

- The management has appointed two change mentors who are available should the collaborators have worries or questions concerning the new organizational structure, the mergers etc.

Up until now, everything works fine, but the programs need to be aligned and rolled out in each 'entity'.

We could fill in the gaps that we might have in our current program.

Our first priority (before mentorship even) lies with teaching the managers to communicate well and often with their employees.

We would like our mentors to be proactive, but in reality they are mostly reactive. (SME, Belgium)

Un-official training is taking place within the factory especially in production department. We are also doing similar here in marketing and sales (SME, Turkey)

Young generation are not responsible as we are. Hence, we have to first teach them how to be responsible and think about their business

> *continuously. This is the key. Later stages, we must teach them all hidden facts and tricks of business and production (technical) details (SME, Turkey)*
>
> ***New staff***
>
> *There is a procedure for on boarding new staff. Technical aspects will be explained in the starting weeks and they are encouraged to set up exploratory talks with different colleagues and executive staff members of the company. However, there is not given succession to this meeting nor is there any control in if these conversations take place in the first place.*
>
> ***Existing staff***
>
> *For the existing staff there is no such support.*
> *We are thinking of reshaping the function of one of the production employees. This woman is about 45years old and recently been diagnosed with rheumatism what means she isn't able to work in production anymore. The company thinks about changing her function into a sort of mentor. Her task will be to give support to other colleagues, to give advice, to welcome new hires and help them getting properly integrated.*
> *This new function needs to be developed and the person needs to get training. Maybe this mentoring program can help us do that. (SME, Belgium).*

- ▪ What is already working well?

> **Examples from partner countries:**
>
> *We have about 1350 employees in retail, and mentoring is one of the most important effects in adaptation of new employees. (Slovakia, big company)*
>
> *Experienced staff answers detailed job related questions the new staff*

Lifelong Learning Programme

has, on one-on-one basis. (Big Company, Slovakia)

Exchanging of ideas and experiences, engaging the 'old' and 'young' staff for joint problem solving, responding to conflicts within the team, motivating and promoting of key employees. (Polish SME)

Basic evaluation, periodic evaluation should be replaced by evaluation after each project. (Polish SME)

Prepare regular training program (SME, Turkey)

- How will mentoring fit into other staff development initiatives?

Examples from partner countries:

'We want to make mentoring programs also for people who changed positions or department to keep them in our company.' (Slovakia, big company)

'Experienced staff could be trained on how to communicate the knowledge to the new staff in the simpler way. The mentoring program could provide guidelines on the approach to use in the mentoring process – such as communication or presentation approach' (Big company, Slovakia).

'Mentoring will fit into other staff development activities by supporting the initiative and creativity of employees, motivating young people, mentoring is consistent with other staff development initiatives' (Polish SME)

'By the reason of being a small organization, it's a basic way to transfer and improve skills and benchmarking the best practices' (Polish SME)

'We run already various trainings. Mentoring guidelines could help senior staff in better and more efficient training of new employees.' (SME, Slovakia).

Lifelong Learning Programme

'Technology is changing rapidly. We must train our people, we must teach them to follow technology day by day. This is the secret of our success, following ethical approach. A big part of a mentoring program must be ethical system and maintaining of. Then following the changing technology – how to follow it – and how to implement it by keeping cost effective operations. Our clients need cost effective quality service. We must maintain delivering it.' (SME, Turkey)

- What support would you need to set up a mentoring program?

Examples from partner countries:

'Expert lecturers giving some guidelines regarding mentoring approaches.' (Big Company, Slovakia)

'We are interested in receiving support from "Be a Mentor in the Workplace" to set up a mentoring program.' (Big Company, Slovakia)

'Funding (it would help with funding as we could show a formal process of personal development for staff), a package of how to do it, face to face trainings and the opportunity to sound things out would be useful. Also remote help, e-learning tools, a network of mentors in the city and feedback on the mentoring process so we could assess if it has been successful' (British SME).

'Specific goals and guidelines would encourage us to set up a mentoring program. We would need the support of more experienced person/colleague in this subject. We are interested in receiving support from "Be a Mentor in the Workplace" to set up a mentoring program.' (SME Slovakia).

'Examples of other companies, best practices.., we are interested to get support from "Be a Mentor in the Workplace" to set up a mentoring program.' (SME, Belgium)

'Financial support from chamber or government programmes.' (SME,

Turkey).

'Owners of the company should invest more in such issues as mentoring. Because our motivation is towards increasing revenues endlessly, secondary and auxiliary efforts are pit in second place.' (SME, Turkey)

'To have a model which is applicable to our factory.' (SME, Turkey)

'We must be able to reserve some finance for this. Competition is too high and it is not easy to reserve finance for such activities.' (SME, Turkey).

'Extern knowledge, directions, coaching and certain objectives to achieve such a program.' (SME, Belgium)

'Support from the leaders and line managers, foremen, etc, and other people with certain level of responsibility in the company; availability of the collaborators that will be involved in a mentoring program, more information about what is mentoring and what are the aims of a mentoring programme and how does it work (suggestion: info sessions to inform and debate this issue with the companies). (Portugal, SME)

To set up a mentoring program, we need to have outside help. We do not have the necessary know how. If there is a way of implementing mentorship on the workplace and this can be a win-win situation, we are certainly encouraged to set up such a program (SME, Belgium)

- What could be your next step?
- How could you use the strengths of the organisation to get there?

Lifelong
Learning
Programme

Checklist-2: Formal and less formal learning activities

Learning activities	**From formal to ....informal**		
Workplace learning	▪ *Introduction program for newcomers*	▪ *Mentoring*	▪ *Discussions with colleagues, customers and suppliers.*
	▪ *Computer-based training, web-based training, E--learning*	▪ *Coaching by the Line Manager*	▪ *Brainstorming*

	▪ *On-the-job training by a colleague*	▪ *Learning through evaluation and feedback:*
		   - *competence- assessment,*
		   - *functional conversations,*
		   - *evaluation conversations, development conversations*
			▪ *Exchanging work experiences*

	▪ *(Stage) trainee period*	▪ *Learning by consulting knowledge databases*	▪ *Solving problems at work*
	▪ *Re-education program*	▪ *Sharing 'Lessons learned' at the end of a project or after solving a work problem*	▪ *Teamwork, team learning*

	▪ *Work instructions*	▪ *Looking at Case-studies*	▪ *Special projects, difficult assignments (with aid)*
	▪ *Didactical aids*	▪ *Learning by giving training to colleagues*	▪ *Job rotation*
	▪ *Formal guidelines*	▪ *Benchmarking*	▪ *Personal networking*
	▪ *Supported practice*	▪ *Reading the manuals*	▪ *Sharing of knowledge and experience via learning networks/ Communities of Practice*
	▪ *Personal development reviews*	▪ *Workshops*	▪ *Working together with an experienced colleague*
	▪ *Basic and periodic evaluation*	*…………*	▪ *Ask for advice*
	…	*…*	▪ *Searching for information in manuals*
	…	*…*	▪ *Looking how colleagues or manager performs an assignment*
Learning outside the	▪ *Training at school*	▪ *Company visits*	▪ *Professionel associations*

Lifelong
Learning
Programme

workplace			
	▪ *Professional updates*	▪ *Learning through self analysis and reflection:* *by using personal and professional diaries or* *records of realisations and portfolios.*	▪ *Learning networks*
	▪ *Short courses, seminars*	*…………..*	▪ *Advice groups*
	▪ *Books, magazines, video's, multimedia, weblinks*	*…*	▪ *Interest groups*
	▪ *Projectgroups*	*...*	▪ *Alumni-associations*
	………	*……*	▪ *Management*

Defining terms

- ▪ *"There are so many different terms (Buddy, tutor, coach,, mentor, ..) What term should we use?"*

- ▪ A better question is: "What do we, in our organization, understand by the term 'mentor'? What is expected from the mentor, in order to realize the mentoring project goal?"

Lifelong Learning Programme