

## STEP 2 – “WHAT IS THE CONCRETE GOAL OF THE MENTORING PROGRAM?” WHAT IS THE TARGET GROUP?

### PROJECT DEFINITION

#### DEFINING THE GOAL OF THE MENTORING PROJECT



*Possible goals of a mentoring project might be in the field of:*

- Adequate induction of new employees.
- Personal and professional development of the mentee (Longer term development goals of existing employees)
  - For mentees it is possible to profit from a mentor when they:
    - Want a sound board.
    - Want to get access to the rich experience, knowledge and networking of the mentor.
    - Are looking for someone who will challenge their way of thinking.
    - Want a better vision of their personal aims and values, e.g. who am I, why am I here?
    - Are looking for advice concerning career possibilities.
    - Settle into a new culture, role or place in the organization.
    - Wish to understand unwritten rules or political sensitivities.
    - Want to acquire insights in how leaders think concerning the priorities and direction of the organization.

- Want to follow a successful role model.
- Are looking for support at pursuing a good balance between life and work.
- Giving individual support to new leaders.
- Enrichment of leadership skills in the organization.
- Motivating and offering new opportunities to experienced leaders.
- Increasing gender diversity in the organization.

#### Goal of the Mentoring Program

##### **Examples from the partner countries:**

*‘To set up good guidance for new/young employees. This SME has several offices with different team leaders. It happens that team leaders and members of that team spent their working days in different offices/location. Team leaders do not have daily contact with their team members. To give the members of the team a proper support, mentors were indicated for a daily contact, particularly with new employees. (Belgian SME)*

*‘Continuous flow of managerial personnel and filling the gap if some skills and experiences are missing in individuals’ (Turkish big company)*

*‘Good integration of new drivers. Mentors are the contact persons in between drivers and management.’ (SME, Belgium)*

*‘Adaptation for our new employees to the new organizational culture and working environment’ (Slovakia, big company)*

*‘To train new staff so that they could start working independently as quickly and accurately as possible’ (Big Company, Slovakia)*

*‘Development of the potential of employees, searching for talent, transfer of knowledge, strengthening of relationships within the*

*organization.’ (Polish SME)*

*‘Benchmarking the best practices’ (Polish SME)*

*‘Supporting and improving negotiating skills’ (SME, Slovakia)*

*‘To have a big picture view and to get new insights. Support to improve potential of new or less experienced employees’ (SME, Slovakia)*

*‘As a Mentor in education: about self esteem ultimately, behavioural reason or learning assistance, as a Mentor in business: practical advice on how to grow for SME’s, during Mentoring for dinner ladies and nursery nurses: learn confidence and self-esteem in order to learn about communication.’ (Brass Bands, UK)*

*‘The well-being of our employees is crucial to us. We want them to be happy and to feel good. Our staff are our human capital.’ (SME, Belgium)*

*Monitoring the work of a mentee, accompanying the development of their career, giving them tools that allow them to get through difficulties that can appear, and providing the development of competences needed to succeed in their job. (Portugal, SME)*

## DEFINING THE TARGET GROUP



*Possible target groups for mentoring:*

- New employees, seasonal workers, interim workers, isolated workers, high potentials, potential leaders from minority or under-represented groups, employees moving to a new function, existing employees (talent development), candidate new leaders, experienced leaders..

## Target group of mentoring program

### **Examples of partner countries:**

*All new recruited employees receive education and guidance. This project is called 'New entry project'. The project leaders are being designated by a mentor. Beside the team leader, mentors help by familiarizing the new and young employees with the company and other staff members.*

*Future managers (assistant managers) (Turkish big company)*

*Newcomers in retail branches – salesmen (Slovakia, big company)*

*New staff in the department (Big company, Slovakia)*

*Young employees, particularly student assistants (Polish SME)*

*Middle level management (Polish SME)*

*Colleagues working in the same field (SME, Slovakia)*

*New or less experienced employees (SME, Slovakia)*

*Children and youth with behavioural issues, adults with low confidence and low self esteem, small business and community groups: low confidence but mainly lack of knowledge in areas they needed (Brass Bands, UK)*

*The target groups are new employees and existing staff (SME, Belgium)*

*For the new drivers to integrate well, for the other drivers, the mentors are the colleagues who they can talk to in case of overall issues. (SME, Belgium).*