

Enterprise Mentoring Discussion Paper

- Why have mentoring programs?
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- Program formats
.....
- What makes successful programs?
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- Measuring and realising value
.....
- Elements of a program
.....
- Mentoring, coaching & corporate culture
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AltusQ assists organisations in Australia and New Zealand to implement successful and sustainable mentoring programs.

The insights and knowledge gained from creating and maintaining long-running mentoring programs in corporations, the public sector and national industry associations are shared in this discussion paper.



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In a Nutshell...

Formalised Mentoring Programs On The Rise

71% of Fortune 500 companies have a mentoring program:¹

- 69% of surveyed companies representing a wide variety of industries, have formal mentoring programs, and of those, 74% have mentoring programs dedicated to women²
- 60% of UK business leaders have had a mentor, and of these, 97% said they had benefited from the advice given
- 47% of organisations recently surveyed have mentoring programs.³

Positive Outcomes:

- A recent meta-study of 151 studies on mentoring and found that over 90% reported evidence of positive outcomes from mentoring programs.⁴

Mentoring Increases: Salaries, Promotions, and Retention

A comprehensive study in 2006 by Gartner^{5,6} a Connecticut-based research firm of over 1,000 workers over a 5 year period, revealed the following benefits of mentoring:

- 25% of employees who enrolled in a mentoring program had a salary-grade change, while only 5% of workers who did not participate in a mentoring program had a change
- Mentors were promoted 6 times more often than those not in a mentoring program
- Mentees were promoted 5 times more often than those not in a mentoring program
- Retention rates also were higher for both mentees (72%) and mentors (69%) than for employees who did not participate in a mentoring program.

Earlier research, below, creates the foundation for the above findings.

- Mentees experience higher career satisfaction, career commitment, career mobility, and positive job attitudes⁷
- Mentoring also benefits the organisation by reducing turnover, increasing organisational commitment, promoting knowledge transfer, and making earlier identification of key talent.

Introduction

Mentoring is one of the oldest forms of influence. Its earliest reference dates back to the Greek storyteller Homer who tells of Odysseus, the King of Ithaca. In this tale, Odysseus asked his friend Mentor to watch over his son Telemachus while he fought in the Trojan War. Mentor was a faithful friend of Odysseus who was left behind on Ithaca as Telemachus' tutor; he was wise, sober, and loyal. Telemachus was just entering manhood and was very self-conscious about his duty and his father's reputation as a hero, which he felt he must live up to.

The first recorded modern usage of the term can be traced to a 1699 book entitled *Les Aventures de Telemaque*, by the French writer François Fénelon. This book was very popular during the 18th century and the modern application of the term can be traced to this publication.

This is the source of the modern use of the word mentor: a trusted friend, counsellor or teacher, usually a more experienced person.

Today many organisations are tapping into mentoring as a powerful tool for people to gain personal and professional skills and thereby grow the sustainability of their talent pool.

The more an organisation can demonstrate to candidates and new employees that it can help them achieve their original goal for becoming and growing as an employee, the more effectively it can recruit and retain those employees. The power of mentoring and development programs is to increase employee success and, thereby, to improve the ability of an organisation to attract and retain the best new employees.

Simply stated, a successful development program breeds employee success, which breeds organisation success in attracting and retaining successful employees, which increases the quality of work and results.

When designing and supporting mentoring programs for our clients, we notice the extraordinary passion and spirit that mentors and mentees contribute. Unlike mandatory training programs, a mentoring project draws heavily on the giving spirit of the mentors. This in turn inspires mentees to stretch themselves beyond what they had believed to be possible.

Read on to see that these benefits are not limited to the individual but have a significant impact on the organisation.

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What are the key aspects of a successful Enterprise Mentoring Program?

Sitting behind each aspect of a successful program are tools and processes designed to enable a fast start and quick wins along the way.

Strategically, organisations can view mentoring as a way to enhance their employees experience whilst also ensuring those with greater business maturity share their key learnings and philosophies.

Mentoring can be recognised as one of the key engagement and motivation tools of an organisation – what else can be better – those recognised as successful guiding others.

Another key aspect is the enterprise having a long term view of the program, that there is budget allocated to it, and that there is a clear articulation of value (measurable) along the way, with early plans for program innovation.

**Staff turnover
reductions of 20%
with mentoring**

Does a Mentoring Program need a Corporate Sponsor or Champion?

Yes – there is no doubt. Sponsors/champions lend their weight and energy to the program. They also provide a focal point of reference. Having personally experienced mentoring (both as mentor and mentee), they can speak from their experience about the many benefits mentoring brings.

A well respected Champion is your key to successful adoption throughout your organisation.

Many of the mentor programs we run have more than one champion or sponsor. Depending on the size of the enterprise, each division (and definitely each region) requires one. We provide Champions with toolkits and checklists to assist mentors and mentees to become the best that they can possibly be and to ensure all parties gain the most from the program.

What is the best approach to matching Mentors with Mentees?

The most effective way to match mentors and mentees is by identifying and linking the skills that each mentor can bring to the table, with the 'gaps' that appear in the mentee's development. Informal mentoring that relies solely on personal likes/dislikes in the matching process often takes away the opportunity for the mentee to be really challenged to grow.

The most successful matches generally involve some insight into the personalities involved. Giving the mentee a selection of potential mentors has been proven to increase the sustainability of mentoring programs.

Two key factors to consider are the hierarchy gap and the experience gap. It is generally the role of the internal program co-ordinator to determine the appropriate learning distance to ensure that the process has sufficient learning bite without creating a chasm of distance between the seniority and the experience of the mentor and the mentee.

Proven approaches include fast paced meet and greet sessions as well as online review of mentor bios. While important for the mentee to have some sense of control in this process it is also vital to avoid mentees going for the 'obvious' match and decreasing the opportunity to be challenged.

What training is required to successfully run an Enterprise Mentoring Program?

Both mentors and mentees require briefings on how to manage and participate in mentoring programs. Mentoring is NOT having a chat – it is a structured approach to exchanging information so that both parties can benefit. In fact, we believe it is a 'non-negotiable' when it comes to running a successful program.

In our experience, organisations that have been running informal mentoring programs find that when formal mentor training is offered the informal mentors 'come out of the woodwork' to attend these programs. The feedback from these mentors indicates that the formal training provides the structure previously missing in their informal approach.

Training ensures a level of consistency in a mentoring program. Mentors need training on the mentoring process itself, the toolsets, processes etc that set the standard within the organisation. Mentees need to be trained on how to get the most out of the program, and to understand that they must drive the process for it to work.

FAQ's (continued)

How do you monitor a mentoring program?

There are numerous ways to monitor a program. In essence the four key areas to monitor in a mentoring program are:

- Relationship process – eg. regularity of meetings, clear direction in relationships
- Relationship outcomes – tracking to goals set by mentees at the outset
- Program process – eg. attendance at training and effectiveness of regular update sessions
- Program outcomes – linking back to organisational ROI measures.

Mentors are monitored quarterly via the facilitated Mentor Meets. These sessions reinforce the process and allow mentors to be mentored by external mentors/coaches.

Mentees have quarterly meetings where they have access to HR and/or external mentors/coaches. This challenges them to drive more out the process by listening to the progress that others are experiencing.

Monitoring also occurs via pre-determined check points, generally performed by the HR/talent development department. These reviews often take the form of confidential conversations that can glean valuable feedback on the relationship process between mentors and mentees.

How can an organisation best support mentors and mentees?

Support can range from monthly updates and networking sessions for mentors and mentees through to midpoint check-ins for shorter programs. We have found that at least quarterly updates and skills reinforcement for mentors and mentees is optimal in most programs.

As well as using mentoring experts to facilitate these sessions, networking is also a vital support component. A skilled facilitator knows that the conversations that play out between the mentors/mentees in the room is equally valuable to the content provided to drive depth of skill in the process itself.



What attributes should an organisation look for if they are getting external providers to help them design and implement a mentoring program?

Initially, the most important thing to look for is proven ROI data from mentoring projects in similar organisations to your own. This provides the HR or L&D manager with a tangible benefit to help promote the program within the business. Other factors include:

- The range of tools, frameworks and program material available to fast track your program and take pressure off your people from 'reinventing the wheel'
- A cultural fit between your providers values and your own organisational vision and values
- The ability to challenge your assumptions and make you think 'bigger' about the potential that a mentoring program can deliver
- The ability to quantify the necessary time and energy investment in the program to create a cultural impact
- A clear understanding of program, process and organisational success factors
- A proven record in managing both the requirements of the HR department as well as building credibility with commercial sponsors and stakeholders (i.e. ability to speak the language of the business as well as the language of the HR department).

Unlike mandatory training programs, a mentoring project draws heavily on the giving spirit of the mentors. This in turn inspires mentees to stretch themselves beyond what they had believed to be possible.

Trends in Enterprise Mentoring Programs

Current trends

Key trends in businesses across the world that impact the success of mentoring programs include:

- ➔ Attraction and retention challenges. The International Mentoring Association has data that supports increased retention to around 15-20% per year. This organisation also cites that a comprehensive development (including Mentoring) approach can attain retention rates as high as 96% over five years. Examples of this include:
 - > Deloitte & Touche deployed a large scale career management program for its 30,000 partners and employees in the USA, incorporating a coaching program for 1,000 employees. Outcomes measured show they avoided an estimated US\$11 million in turnover-related costs ⁹
 - > One school board went from 25% loss of 1st year teachers to 90% retention after mentoring was introduced
 - > ROI on a mentoring program for high-potential employees in a manufacturing company after 12 months measured 1,200%. In other words, the mentoring program cost the company 1/12th of what they saved from reduced attrition.
- ➔ Disengagement of high potential employees as a growing trend NB. Generally based on emotional engagement rather than rational engagement (Corporate Leadership Council 2010)

- ➔ Skills shortage in fast growth industries
 - ➔ Loss of corporate and intellectual capability
 - ➔ Aging workforce
- Keeping the younger workforce engaged
- ➔ Addressing diversity in the workplace
 - ➔ Utilising skills of a growing mature workforce as we move into the next decade.

Emerging Trends in Mentoring

Alongside these organisational trends, mentoring as a leadership development strategy is going through its own evolution, often referred to as 'second wave' mentoring. Some of the developments in the mentoring arena include:

- ➔ Mentoring as an indirect strategy to lift leadership capability of mentors and mentees
- ➔ Re engaging the aging workforce through external mentoring utilising retired employees to address loss of corporate and intellectual capability
- ➔ Reverse mentoring
- ➔ Remote mentoring
- ➔ Mentoring for diversity
- ➔ Peer mentoring
- ➔ Distance mentoring
- ➔ The use of e-platforms in mentoring.

There are a number of ways to introduce innovation into a mentor program design. The decision to do this is best addressed alongside the question of what cultural messages you would like to send to the organisation.

Formal or Informal?

The most important consideration here is not 'formal or informal' but the quality of the mentoring program and the commitment of the organisation to a shift in the culture of talent development.

There is much debate over the advantages of formal versus informal mentoring programs. While informal programs have demonstrated results for both mentors and mentees and in many cases have been sustained for longer periods of time than formal mentoring programs, the consistency of this approach is difficult to influence.

Our experience indicates that some degree of formal, consistent approach to a tailored program is required to provide sustainable quality.

Having witnessed many mentors enter our formal programs after a period of informal/'unofficial' mentoring a frequent comment we hear is "so there is a bit more to this..... I didn't realise that having a structure could provide me with the support to improve my conversations".

The key things to consider when ensuring the quality of any mentoring program include:

- ➔ The criteria to select mentors
- ➔ Matching of mentors to mentees
- ➔ The role of the line manager in the success of the program
- ➔ The level of commitment that the organisation is able to demonstrate in the program
- ➔ The role of the commercial sponsor versus the role of HR
- ➔ Training and support for mentors and mentees
- ➔ Establishing the metrics to track and monitor the success of the program
- ➔ Setting and managing expectations between mentors and mentees
- ➔ Keeping abreast of the progress with quarterly meetings for both mentors and mentees as well as confidential phone-call follow-ups.
- ➔ Ensuring that line managers are also involved in the education process for the program objectives.

When formal mentor training is offered, the informal mentors 'come out of the woodwork' to attend these programs...these mentors indicate...the formal training provides the structure previously missing in their informal approach.

Pathway to Success

There seem to be more stories and factual evidence relating to mentor program 'flops' than successes. The unmet expectations of so many programs leave enterprises with a collective feeling of frustration, and disappointment.

This is not because mentoring as a concept is flawed or 'doesn't work around here.' More often than not the cause of a failed program is systemic. The best intentions of a program that could deliver incredible value to an organisation and its people are often thwarted by not paying attention to some basic fundamentals.

What we see as the Pathway to Success - the 'must dos' for any enterprise mentoring program - are the requirements for a program to include the five steps noted in the diagram opposite, and explained in the following.

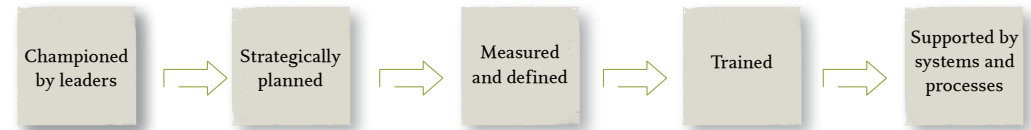
1. Championed by the leaders

Successful mentoring programs are championed 'from the top'. In these programs, the CEO, their executive teams, and those around them fully endorse – and embrace – mentoring.

They have mentors and they mentor others. In some cases even the Board members are mentors and are mentored. They believe that mentoring is a personal and professional development lever.

Champions fulfil a vital role in any enterprise mentoring program, lending their weight to:

- ➔ Position the program as a priority. As recipients of mentoring guidance, they know the benefits and are willing to share this knowledge with their colleagues.
- ➔ Legitimise the program. As senior executives, they will lend the program a sense of respect and 'gravitas.' Their role is to send a clear message that the organisation takes its commitment to building capability, and engaging its employees seriously.
- ➔ Be available for the key milestone events in the program such as the launch, training and regular mentor and mentee meetings. They are vocal in broadcasting the return on investment from the program.



2. Planned Strategically

Successful enterprise mentoring programs are not just good initiatives by chance. They are planned out projects with specific and measurable outcomes. The program needs a robust planning process to ensure that the energy and effort is maintained year-on-year rather than dwindling to nothing within six months.

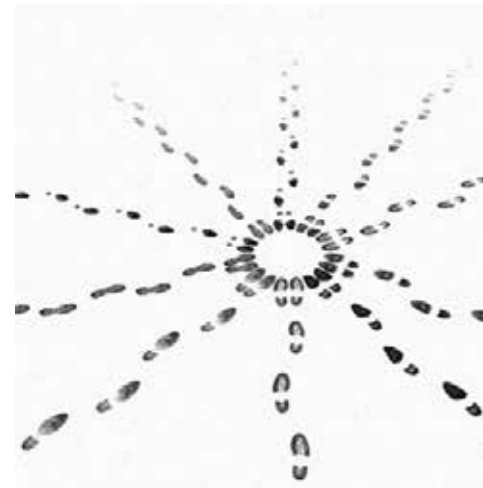
The planning must take into consideration the seamless running of the program across the organisation.

A planned-out program provides a point of control from which key outcomes can be measured, and tactical changes can be managed.

3. Measured & Defined

What are the 'measures that matter' for the organisation? Are the outcomes clearly articulated so that the full return on investment (ROI) can be measured and communicated across the organisation?

Some of the measures will be empirical and calculable (eg. employee engagement levels, retention rates etc), while some measures will be anecdotal in nature. Having a system or process to capture and report on these measures helps to refine the process with every new intake of participants. It also allows key success factors to be regularly reviewed.



77% of surveyed companies reporting increased retention attributable to mentoring programs.

Pathway to Success (continued)

4. Trained

A downfall for many-a-doomed mentoring program is the notion that all that is required is to pair up a mentor with a mentee, and they'll do the rest. The alternative approach – and a factor of successful programs - lies in providing introductory and ongoing skills development for both mentors and mentees.

Properly training the participants provides, among other things:

- **A message of commitment** - formal programs of mentor training, mentee briefings etc sends a clear message that the program is serious, defined and focussed.
- **Consistency of approach** – mentees may have multiple mentors in their careers. Having those mentors run to a similar methodology/process (not to be confused with 'mentoring style') provides a common platform across the business.
- **Quality of delivery** – provided through a common framework (or mentoring process) that enables the mentor to overlay their personal style and experiences to ensure powerful outcomes.

- **Enhanced Capability** – experience and evidence indicates that trained mentors use their newly acquired mentoring skills in their primary roles, with their own teams as well as in other aspects of their careers. Indeed many take their learned skills into aspects of their lives outside of work (refer to the research done in the ROI section of this paper). This leverages the investment made in the program and often provides a multiplier effect across the organisation.
- **Expectation Setting** – Mentee briefings are offered to set the basic expectations on what they are required to do, how they need to 'drive' the process etc. The training clearly sets out the expectations of both mentor and mentee and the role of the organisation in the process.

Successful matches generally involve some insight into the personalities involved.

5. Supported by systems and processes

Many organisations with an HR Department have frameworks, tools and processes to capture and support the developmental needs of employees. These tools need to be leveraged within the mentoring program to avoid isolation of this endeavour and to enable efficient processing of candidates and deployment of the program.

The appropriate policies, procedures and tools help to reduce the time and cost of the program, and enhance the overall experience of mentors and mentees whilst on the program.

In addition, having the right support systems ensures the quality of delivery. Some of the support systems we commonly see as being needed for a program to run smoothly include:

- Accountability and evaluation measures
- Communication tools such as intranets, internal social networking (eg. Yammer) to create communities for mentors and mentees.
- Matching processes, to help reduce the incidence of mismatching or non matching of candidates
- Internal marketing and promotion
- Real-time feedback process
- Codes of conduct, agreements and escalation procedures.



“I didn’t realise that having a structure could provide me with the support to improve my conversations”.

Realising Value – the ‘Measures that Matter’

A combination of qualitative and quantitative data generally yields the most useful information when measuring mentor program outcomes. While the ‘softer’ cultural measures such as engagement and improved leadership capability may provide useful indicators of success, it is also important to consider the more tangible indicators such as profitability and improvements in customer service.

A snapshot of measures includes:

- Engagement levels of mentors and mentees
- Leadership capability enhancements
- Management capability enhancements
- Attraction and retention of talent
- Succession throughout the organisation (measuring the speed of succession and/or salary uplifts)
- Cross departmental collaboration & communication improvements
- Absenteeism
- Productivity
- Profitability
- Customer retention.

Trained mentors use their newly acquired mentoring skills...
with their own teams...and in their lives outside of work

Measured effects on Mentors, Mentees and the Organisation

WHAT is chosen to be measured and HOW those measures are calculated will vary by organisation. What is consistent, however, is the growing body of evidence and research into the value derived from mentoring programs. Longitudinal and short term studies illustrate the positive impact of mentoring.

One of the most referenced studies of the ROI of Mentoring is that undertaken at Sun Microsystems ⁶. This study, published in 2006 showed how mentoring can positively impact mentors AND mentees in measures including retention and productivity. The study, conducted over 5 years used workforce analytics to measure the quantifiable impact of mentoring. Interestingly, mentoring was used specifically as it was perceived as “the hardest HR program to measure.” ^{6, 10}

Using a controlled pool of 1000 employees, the study compared the impact of those participating in a mentoring program compared with their non participating peers.

Measure	Mentor Group	Mentor Control	Mentee Group	Mentee Control
Change in Salary Grade	28%	5%	25%	5.3%
Retention Rates	69%	49% (across both control groups)	72%	
Promotion Rates	6 x more likely to receive promotion than control group		5 x more likely to receive promotion than control group	

In other studies ^{5, 6, 11, 12} the ROI measures show:

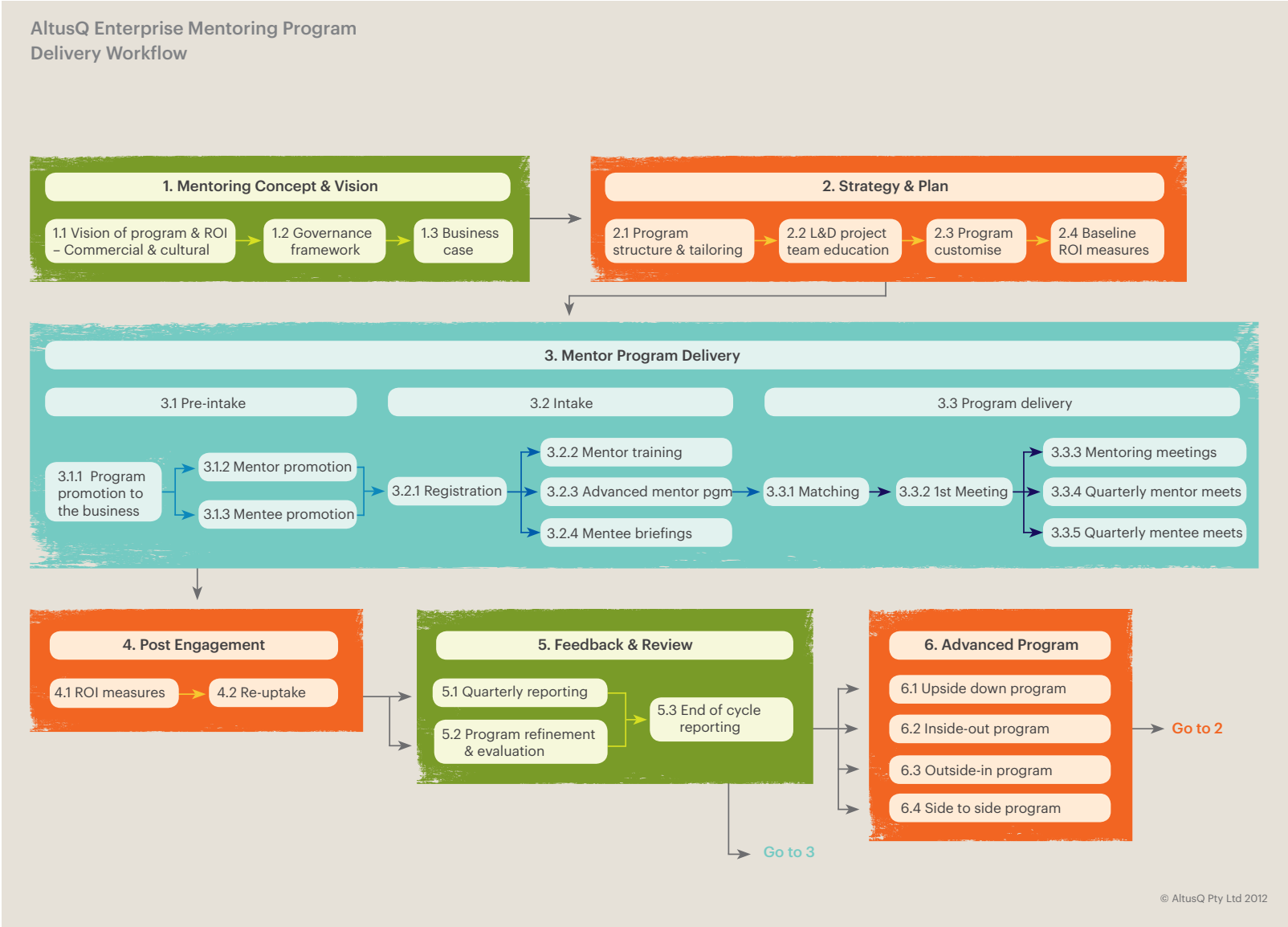
- 77% of surveyed companies reporting increased retention attributable to mentoring programs.
- Staff turnover reductions of 20% with mentoring.
- 35% of employees not receiving mentoring look for another job within 12 months.
- 75% of executives point to mentoring as playing a key role in their careers.
- Managerial productivity increased by 88% when training was combined with mentoring, versus only a 24% increase with training alone.
- Mentoring attracts new recruits, especially new graduates.
- Significant Industry Sector benefits when programs are implemented within industry bodies or groups. Benefits included leveraged knowledge across the sector/ industry, greater communication across the sector, and improved attraction and retention rates within sector.



Elements of a Program

Like any program undertaken within an organisation, an enterprise mentoring program must be broken down and managed by milestones/delivery points. This diagram illustrates the typical milestones we use when co-developing and implementing a program with our clients.

Behind each step are a suite of tools and documentation that we have developed over time to support the rapid development and deployment of the program. The documentation includes training guides, drafted mentoring policy and procedures, work papers and submissions (for example, ROI and business case submission), mentor and mentee training manuals, articles for internal publication, Sponsor/Champion toolkit, and so forth.



Elements of a Program (continued)



The key project elements include:

1. Concept and Vision

The Business Case where the overall purpose of the program, the concept and thumbnail plan is defined and developed. This includes understanding and agreeing on how the program will be governed, and defining the commercial and cultural ROI (expectations), how they will be measured and monitored.

2. Strategy and Plan

Once the business case is agreed too, the program can be planned out in detail and customised to fit the enterprise. At the end of this stage, an initial, baseline measure is taken of the ROI indicators so that future measures can be compared.

3. Program Delivery

This is commonly broken down into the:

- a. **Pre-delivery period:** where internal marketing of the program is designed to build the momentum and interest to develop a pipeline of mentor and mentee interest. There is an aspect of education in the pre-delivery component to ensure that the correct management tiers within the enterprise understand the impacts and the outcomes that the program will have.

- b. **Intake:** where mentor and mentee registrations occur, and training is delivered. In programs that have been running for over 18 months, mentors are offered 'Advanced Mentoring' training to enable them to deepen their mentoring skills. For some organisations where mentors and mentees may not reside in the same locations, specific and specialised 'Distance Mentoring Skills' training is provided to enable effective mentoring to occur when face to face mentoring is unavailable.

- c. **Program delivery:** where the mentoring begins and mentees and mentors meet regularly. Within this delivery phase, mentors and mentees attend quarterly (or more regularly if desired) 'Meets' where ongoing training and development occurs, as well as informal networking can be undertaken. The power of these 'Meets' cannot be underestimated as this is where mentors are mentored, and any 'trending issues' within the organisation can be identified. It also provides the L&D team with a vital Quality Assurance process.

In addition to these regular mentor / mentee 'meets' a program administrator is also encouraged to provide phone call follow-up to both mentors and mentees to capture the confidential / one on one feedback on the program and relationship experiences. To plan the necessary resourcing for this component a commonly published benchmark is to allow one day per week for an internal administrator for every 20 mentor/mentee pairs (Clutterbuck 2004).¹⁵

4. Post Engagement

At the completion of the first intake program, the ROI is re-measured to gauge the program effectiveness. Re-uptake of existing and new mentors and mentees commences for the next round of the program.

5. Feedback & Review

Feedback from the ROI measures and other processes are fed into the program for evaluation and refinement. The program is changed accordingly prior to the next intake.

6. Innovation using Advanced Programs

Once the initial program has achieved traction within the organisation, there is the opportunity to explore how to leverage the growing mentoring skill base. In some instances, program extensions can be developed quickly. Some of these extensions include (but are in no way limited to):

- a. **Upside-Down Mentoring:** where, for example, current Gen-Y staff take on Gen-X and Baby Boomers as their mentees to provide valuable customer feedback from the coal face or to guide them through the new world of social media, the application of technology within the business etc.
- b. **Inside-Out Mentoring:** where the internal mentors can use their skills with external organisations, such as a charity that the enterprise may be sponsoring or supporting.

- c. **Outside-In Mentoring:** to utilise the value and wisdom of previously employed and now retired staff.
- d. **Side-to-side Mentoring:** where peers mentor each other which is particularly useful in overcoming silo cultures within an organisation

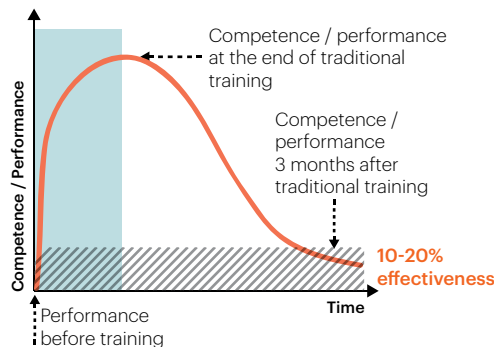
Mentoring attracts new recruits, especially new graduates

Mentoring, Coaching & Culture

The ultimate aim of any mentoring program is to create a positive cultural shift within the organisation that will translate into irrefutable commercial uplift. This is also the most challenging outcome as it requires that the mentoring program is truly 'enterprise' embedded.

Recent research⁸ findings have highlighted that many popular interventions aimed at achieving precisely this result have fallen short. For instance training managers in coaching skills has limited impact if only the manager is being trained. In fact it has been reported that "it took 3 days for their staff to knock that coaching approach out of them after the training."

Problem with traditional training models



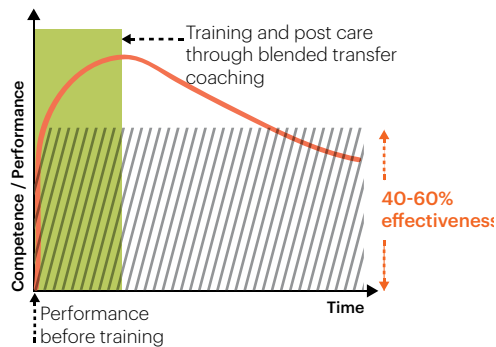
Effectiveness of Training and a Coaching Support Programme compared to Training only¹⁶

A two pronged approach

The most comprehensive approach to creating cultural impact is to combine both internal coaching skills development with a mentoring program in parallel. This two pronged approach has the distinct advantage of capturing senior executives often less willing to engage in 'coaching skills development' via the mentoring aspects and line managers via coaching skills development, ideally delivered into their teams rather than as an isolated training workshop. The objective here is to achieve systemic change by focussing not just on individuals but the relationships that drive the success of the organisation.

In addition to this, the mentoring program itself utilises blended learning with a combination of training and then coaching/ mentoring the mentors and mentees to drive a sustained uplift in skills development. This is clearly indicated in the research summaries in the graphs below.

Blended transfer coaching – provision of benefits



Coaching

The most effective coaching programs adopt a blended learning approach to reinforce what is effectively a change in one of our most habitual behaviours – our communication.

Traditional approaches such as training managers in coaching skills for isolated interventions are of limited value unless substantial reinforcement is provided. Follow-up coaching from external and/or internal coaches, peer coaching circles and team coaching are some options to consider.

For instance, coaching skills workshops delivered directly into teams address not just the skills of coaching but any performance and leadership issues being played out within the team. The manager learns the skills with the support of the team and the team dynamic is put under the microscope so that new choices can be made to shift any blocks within the team and leverage the strength of its many relationships.

Mentoring

Running a parallel mentoring program, while developing internal coaching capability, is more likely to create sustainable cultural change. One simple reason is that mentors gain the opportunity to practice new communication skills in a less threatening environment. The mentee is not part of their departments' political and reporting structures and therefore it is safer to take risks and try a new communication style outside of the pressures of the day-to-day roles of leader and manager.

35% of employees not receiving mentoring look for another job within 12 months

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About AltusQ

AltusQ

AltusQ has assisted many national and global organisations to plan and implement effective mentoring programs in their workplace. We have also worked with industry bodies to implement cross-industry mentoring programs to enhance the professionalism and capability across those industries.

AltusQ is a firm of expert leadership and business coaches who work with organisations to help drive transformational change, grow the business and improve leadership skills.

We offer executive coaching, mentoring programs, leadership skill development and team coaching programs focused on strategy, revenue, structure, and people.

With a highly experienced team of business coaches throughout Australia and New Zealand, most with more than 12 years experience and 10,000 hours of coaching, AltusQ has the scale and capability to help businesses of all sizes to stimulate and sustain lasting results.

Our focus is on creating significant commercial improvements such as building profit, cash flow and business value – as well as cultural benefits such as increased employee engagement and enhanced communication.

Our values reflect the view that businesses can – and should – inspire their people to love being part of the company, it should empower and energise them to contribute to the realisation of cultural and commercial goals. By providing an engaging and interactive coaching experience, we support our clients to attain this objective.



About the Authors



Vanessa Fudge

Vanessa is a Director and leadership coach with AltusQ.

Vanessa's clients include BankWest, Baulderstone, the ATO, Lloyds International, CBA and the NSW Institute of Sport. She loves working directly with CEO's, executive teams, managers, partnerships and boards to fulfil their love for business.

Together with fellow AltusQ Partner Akram Sabbagh she has developed an Enterprise Mentoring 'White Label' program which is currently being run in a number of corporations and industry bodies across Australia and New Zealand seeking to leverage their senior talent.

Vanessa was recently the author and lecturer in the Sydney Business School 'Applied Coaching Skills' module for the Masters of Business Coaching degree offered by Wollongong University. Vanessa is passionate about quality coaching and trains AltusQ coaches nationally as well as supporting a team of coaches in a mentoring role.

Prior to joining AltusQ, Vanessa ran a Change Management Consulting Firm advising corporations on their strategic change processes in the fields of finance, banking and insurance and federal and local government.

Vanessa has a strong commercial background with an emphasis on relationship management and business development in a range of corporate leadership roles across a number of different industries, including information technology, finance and consulting.

Vanessa is a registered organisational psychologist; an Accredited Certified Meta Coach (ACMC) through the Institute of Neuro-Semantics; Organisational Development Resources (ODR) Practitioner and Train the Trainer; holds a Certificate IV in Workplace Training and a Bachelor of Science (Honours) Psychology from UNSW.

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Akram Sabbagh

Akram (Ak) is a Partner and a Senior Coach with AltusQ. He was also a Director and Deputy Chairman from 2008 to 2010. With over 14 years of coaching experience behind him, Ak works with corporate boards, senior executives, teams and business units as well as owners of mid-tier businesses on their growth. Based in Western Australia, his clients include a diverse range of resource industry (hard rock & oil and gas) businesses as well as businesses servicing that industry.

Ak also coaches across a variety of industry sectors including banking, financial planning, accounting, property development, legal, biotechnology, real estate, engineering and construction, advertising, hospitality, IT and manufacturing.

Together with fellow AltusQ Partner Vanessa Fudge, Ak has developed the AltusQ Enterprise Mentoring 'White Label' program which is currently being implemented within a number of corporations and industry bodies across Australia and New Zealand.

Ak is a skilled presenter and has been a guest speaker at conferences and events for organisations including the Commonwealth Bank, ANZ Bank, St George Bank, BankWest, BT Financial Group, Infocus, AMP, Integrated Group Ltd, MLC-Aviva Navigator, National Strata Titles Institute, RSM Bird Cameron, and others.

Prior to AltusQ, Ak held roles with corporations like IBM Australia, Ernst & Young, and PMP Ltd, as well as with a number of small and medium sized businesses in the IT&T industry. He has also held the position of National Sales & Marketing Manager for a telecommunications company.

Ak holds a Bachelor of Arts - Communication, Canberra University, is a Graduate of the Australian Institute of Company Directors and had undertaken the Creative Business Development Program, Macquarie GSM, and Certificate III in Financial Markets - Securities Institute of Australia.

He is a past guest lecturer for Curtin University of Technology's offshore MBA program in Singapore.

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For an accelerated approach to implementing a mentoring program, contact AltusQ to discuss how your organisation can leverage off our 'White Label' platform.

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