



Coaching, Mentoring, and Management

Lesson 4: Why Should Managers Also be Mentors?

The Big Idea:

“Mentoring is a strategic tool that when done right, can attract and retain high-potential talent and accelerate leadership development and readiness.”

-Hppy Editor

Many companies are starting to recognize the need to seriously think through succession planning as the market is quickly turning into an employee’s one where they will have the ability to pick and choose where they want to be and to change their minds when they want to. Doug Lawrence says in an article that this reality will make “recruiting and retaining two of the biggest challenges facing the majority of organizations worldwide.” Mentoring programs are strategic tool that when properly implemented can attract and retain high-potential talent and accelerate leadership development and readiness. Mentoring is also an effective tool for shaping organizational culture and closing engagement and generational gaps.

This lesson will discuss why managers should also be mentors. Further, this aid will share important trends and statistic on turn over and the impact of Millennials in the marketplace.

◆ *Leader’s Notes* ◆
PRAY! PRAY! PRAY!

A Question to Consider:

What are the direct links between effective mentoring programs in the workplace and the prevention of turnover of employees?



Important Trends in Turnover:

A report by the Hay Group stated that the turnover rate from the time period of 2013 to 2018 is anticipated to be 23% globally. That is a total of 192 million of people who will be headed out of someone’s corporate door in 2018. According to the Harvard Business Review, there are three pressing reasons why individuals exit organizations: (1) Perceived lack of career development; (2) Their manager; and (3) A better job.

Millennials in the Marketplace:

The employee’s market shift is being driven largely by the Millennial population that now makes up a large percentage of the workforce now. According to Deloitte’s 2016 Millennial Survey, millennials now occupy the largest share in the labor market (32%). This makes the absence of millennial company loyalty, engagement, and retention a pressing and important business concern. Of millennials surveyed, Deloitte reports that almost 2/3 are not happy with the leadership development opportunities offered, and a shocking 66% expect to exit their organizations within the next few years.

Changes in Mentoring:

It is important to note that partly due to young professionals in the workplace, modern day mentoring emphasizes a mutual sharing of information between the mentor and mentee as opposed to the traditional mentor being the only dispenser of knowledge. This is important because in order for mentoring programs to work there must be proper planning and implementation. The study from Cornell suggests that there are at least 3 key factors in the success of diversity-focused mentoring programs: (1) the seniority of the mentor, (2) whether the mentor or protégé match in certain key personality attributes, and (3) whether a mentee’s direct supervisor is involved in the program. Young professionals like to work with a mentor to develop both their professional and personal relationships. While the professional relationship may seem to be an obvious factor in mentoring, the personal may not be. New and younger employees want to build a trusting

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A Thought to Ponder:

Many organizations are engaging in what is called Reverse Mentoring where mentees are partnering with mentors for a mutual exchange of information. Mentors are exposed to new ideas, technologies and perspectives through their relationship with mentees while mentees receive guidance and support in their new career.

A Thought: In what ways have you been strengthened as a mentor by the interaction with your mentee?

What Difference Would It Make:

DOP Mentoring Model for Workplace Mentoring

“Workplace mentoring is a learning partnership between employees for purposes of sharing technical information, institutional knowledge and insight with respect to a particular occupation, profession, organization or endeavor. Mentoring is perhaps best described as a developmental process - dynamic and unique to each person. Informal mentoring relationships may develop in the work setting when a

Suggested Resource:

Cornell University ILR School Report on Mentoring in the Workplace

<https://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1120&context=student>

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