

# MentorInk Newsletter™

the online monthly of Corporate Mentoring Solutions Volume 15 Issue 2 February 2001 *Passing the Torch™*



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(March 2001)
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## Benchmark 2000© results: Matching Compare your Program -- Part 2

Hands up everyone who knows why and how matching can be counter-intuitive?

*Easy, you say. Everyone knows how important it is to be well-matched.* Not so easy, in fact. There are many “mentoring programs” that either pay lip service to the matching concept or they force participants to find their own matches and hope for the best.

For these people, the concept of good matches, isn't clear. Then there are programs in which the protégé is matched with a boss. One moment the protégé is expected to share confidences with the boss -- reveal gaps, discuss those issues one ordinarily might share with a mentor (once the mentor has been tested for trustworthiness)...then the world turns upside down and the boss is expected to simply switch hats to evaluate this same person.

### Q: What is the Matching Component?

The quality of a mentoring program suffers if people are mismatched.  
The research shows that even in informal mentoring, people are NOT attracted to people like themselves.  
Our research and experience indicate careful matching is important otherwise those with extremely different styles will spend a large percentage of valuable time overcoming these

(con't on page 2)

## www.mentoring.ws

has been updated

- case studies
- navigation bar
- product descriptions

## Words that Matter™

Q: I've seen the word “*sponsor*” linked to mentoring. What does a sponsor do?

A: A sponsor is someone associated with informal mentoring, not mentoring programs.

Sponsors are people with power and influence. They choose someone, groom them then actively promote that person to a higher position in the organization.

This type of behavior is associated with “the old boy's network”, maintaining the *status quo*, or just plain keeping certain people out of the inner circle. ~~

From the Editor:

Welcome to *MentorInk Newsletter™*. Past issues have carried everything and anything mentoring-related with a focus on mentoring programs.  
Happy reading to all.  
Your editor:



*Marilynne Miles Gray*

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## Benchmark 2000© results:

### Compare your Program -- Part 2

(con't from page 1)

style differences instead of focusing on the real issues at hand -- reaching specific goals.

With our OMS Online Mentoring Solutions, matching can go in one of several directions according to the overall plan of the program (a) match based on compatibility factors or (b) match based on needs-expertise (c) both a and b. The OMS categorizes matches into strongly-recommended and "proceed with reservations". No matter which direction the matching takes, the Co-ordinator has the capacity to override any suggestions the electronic system makes.

As mentored earlier, clashing styles act as a drag on the relationship -- slowing it down and deflecting it from being productive and harmonious. The OMS takes into consideration scores from a number of different styles including mentoring style.

#### Q: What questions did we ask?

Questions on matching for the 35+ programs looked at (a) how important this component is (b) how difficult it was to carry out the associated tasks (c) how satisfactory the results were (d) how many people were involved in carrying out tasks and (e) how many hours were required.

Importance: rated on a scale of 1 to 9 (1= not important/ 9=very important); average rating = 8.1. The importance of matching is similar to that reported last issue for Selection.

How difficult is it to match participants? on a scale of 1 to 9 (with 1=difficult to do/ 9= easy), not a single program co-ordinator gave it a 9 (easy). Some 29.6% ranked it as difficult to do; 40.7% ranked it as moderately difficult. The remainder ranked it a 7 or 8 in terms of ease.

How satisfactory were the results? on a scale

of 1 to 9 (1=not satisfactory 9= satisfactory), only one program gave a score of 9 to this effort. Only 22.2% gave scores of 7-8-9. Clearly this is a challenging aspect of programs.

How many people were involved to carry out these tasks? 44.8% of programs used 1-2



people; the rest used from 3-11.

Number of hours required to do the tasks? 27.6% of

programs used 11-15 hours to carry out this task and 34.5% used 16+. The average for all programs was from a low of 10.3 hours to a high average of 13 hours. Nine programs used 3-6 people for 6-10 hours (e.g., 6X10=60 hours). With our Online Mentoring System this drops to an hour or two.



#### How to solve this challenge?

Having run programs, we know the need to increase the quality of matches, the objectivity of the matches while the number of people and hours needed to do this is cut back. Bulletin board systems won't help. If you call us, we can give you details about the ways the Online Mentoring System works. ~~

## The Mentoring Timeline

### 1490

Sir Thomas More, great author and influential English thinker of the Renaissance, works with professors Linacre and Grocyn and their protégé.

### 1730

Adam Smith, author of *The Wealth of Nations*, is protégé to Drs. Maclaine and Stewart



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## Mentor Answers FAQs™

Mentor, I just read a back issue of *Business Week* magazine, as follows:

“Data from the 1999 Emerging Workforce Study shows that 35% of employees who don’t receive regular mentoring plan to look for another job within 12 months. The survey pegs the cost of losing a typical worker at \$50,000.” (March 1999)

Mentor, what do you think? Is this a trend?  
Signed, Wondering

Dear Wondering.

Could be. I myself have seen mentoring programs described as “programs for employers of choice.” Here are 3 thoughts...

### Value Proposition # 1: regular mentoring is part of a good mentoring program

More and more as the value of staff Intellectual Capital increases, these people will ...

- demand high-quality results from their mentoring
- expect results on a regular basis; they will not accept intermittent and haphazard goal attainment
- expect to be involved in the design of their own learning including that which happens in mentoring programs
- need an ongoing, consistent positive series of mentoring-related experiences

### Value Proposition # 2: mentoring programs should assure staff that the organization

- are interested in sharing control of learning with staff (a trust and professionalism issue)
- is fulfilling its own mission statements

Coming together is a beginning  
Keeping together is progress  
Working together is success. - Henry Ford

- doesn’t operate by flavor-of-the-month or bandaid approaches to personnel development
- connects people to people (mentors to protégés) in the best possible way because the program is carefully put together

### Value Proposition #3: mentoring programs should be as professional as all the other programs in the organization

- more and more as time demands on staff increase so staff will reject / dislike unrealistic / time-consuming and unprofessional mentoring programs which ask participants to
- put their relationships together themselves
- figure out needs/ match needs with expertise
- develop their own “training”
- monitor their own relationships
- figure out how to make relationship work and grow
- evaluate their own relationship, etc.

In future employees will expect professional mentoring programs. Talk to Corporate Mentoring Solutions about programs for “employers of choice.”

## Mentoring Myth #4

In front of me sits my 1980s paper on 8 mentoring myths. Some of them have already appeared in abbreviated fashion in earlier issues of *MentorInk Newsletter*. It’s time to roll out another...

Most of us have had at least one mentor.

Wishful thinking on the part of some. Unfortunately, it is not true. Here’s a few facts: some 15% of the population, it is estimated by one researcher, don’t wish to have a mentor. Others, don’t find someone informally due to circumstance. Yet others are not fortunate enough to be in a mentoring program. ~~