

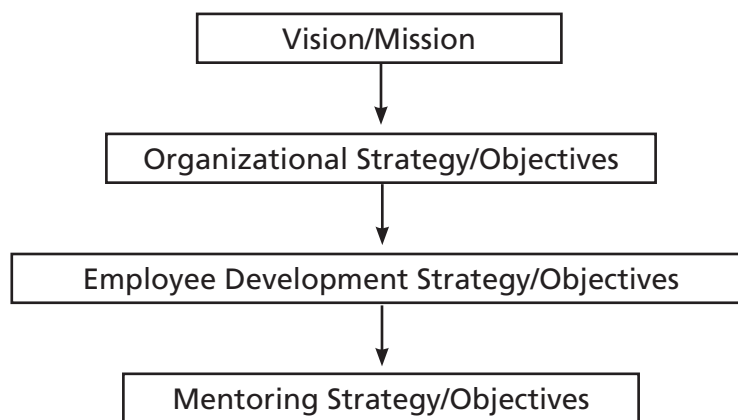


Build the Business Case for Mentoring

“Companies with superior human capital practices can create more than double the shareholder value of companies with average human capital practices.” Watson Wyatt Human Capital Index

Since 1991, Menttium has collaborated with organizations to design strategic mentoring initiatives that advance business goals. Experience teaches us that mentoring is a critical strategy that helps companies to develop and retain their key talent.

Menttium helps clients build their business case for mentoring and aligns mentoring strategy with organizational goals and objectives.



SAMPLE Business Case

XYZ Corporation’s vision is to be the world’s foremost global information and solutions company in the business marketplace. Its mission is to achieve superior shareholder value, empowering its people to help customers become more successful by providing them with indispensable information, insight and solutions.

XYZ Corporation’s organizational strategies and objectives for each market group are to grow faster than its marketplace and to achieve a net earnings growth rate above that of its principal competitors. The corporation aims to achieve this goal by continuing to implement a strategy with the following components:

- *Investing for growth* – pursue organic product development and tactical acquisitions. Strategic acquisition opportunities will be evaluated as they arise.
- *Leveraging resources* – leverage tangible and intangible assets to improve operating margins.
- *Sharpening market focus* – focus even more clearly on the current markets.
- *Optimizing international opportunities* – pursue international expansion opportunities.



- *Investing in people* – continue to invest heavily in retaining and attracting key talent. Pay particular attention to retaining talented individuals who might be lured away by internet start-ups and technology companies.

This will be achieved by:

- Retaining, attracting and developing the best and brightest people;
- Continually sharing knowledge;
- Developing and sustaining an unparalleled spirit of innovation, teamwork, measured risk-taking, fun, respect and the will to win;
- Maintaining the highest standards of integrity;
- Developing and sustaining a customer-centric focus;
- Sustaining an appropriate level of investment in quality new products and services; and,
- Consistently optimizing all resources.

Based on the organizations business strategies and objectives, XYZ Corporation's employee development strategy will focus on: a) leveraging resources, b) optimizing international opportunities, and c) enhancing the corporation's position as *employer of choice*.

Mentoring fits as a strategy that can achieve specific and directed outcomes. It fortifies a larger human capital strategy to retain, attract, develop, and maximize the productive capacity of the best and brightest in an organization. Mentoring increases knowledge sharing and cultural alignment. It improves relationships between different employee populations and the organization by enabling more structure, sanctioned, and continuous dialogue between and among employees. It increases employees' affinity and engagement through the open channels of communication.

XYZ Company is interested in building an inclusive mentoring strategy that will be integrated with the following complementary strategies:

- Leadership development programs;
- Diversity initiatives;
- Employer of Choice initiatives;
- Succession planning; and,
- Job rotations.

A structured mentoring initiative starting with key talent is seen as a critical leadership development focus.

The goals of the mentoring initiative are to:

- Demonstrate the organization's commitment to developing employees;
- Develop leaders across business units;
- Support cross-functional communication and learning;
- Help the organization attract and retain valuable employees; and,
- Strengthen the organization's reputation as an "Employer of Choice."



The sample business case provides a framework to develop a business case for mentoring within organizations. It is only one approach.

When companies develop their business case for mentoring, most organizations are not looking for a mentoring program but instead are looking to develop a culture that values and demonstrates mentoring behaviors.

A mentoring culture can serve an organization's corporate mission by:

- Creating a feeling of inclusiveness and fostering a collaborative environment;
- Unifying work teams and employees; and,
- Demonstrating commitment to people's personal and professional growth.

Following are examples of goals for implementing a mentoring culture. Every organization is different and, therefore, the factors that drive mentoring and the identified program goals may be different.

Mentoring develops leaders.

Mentoring and leadership development directly affect an employee's ability to succeed as a leader. Both mentees and mentors benefit from the mentoring partnership and increase their leadership skills.

- "66% of companies using mentoring programs found that they created new leaders and fostered new career development." (Goldstein, Seth. "Company Finds Working Together Helps Productivity.")
- "95% of Menttium 100® mentees indicated that their participation in the program better equipped them to take on leadership roles. (Menttium program survey)

Mentoring retains key talent.

Mentoring, when associated with other strategies meant to improve retention, has a long-term and significant positive impact on retention.

- "The loss of a single professional employee can cost a company between \$50,000 and \$100,000. Losing key talent often costs significantly more, since these employees contribute a disproportionate amount of the organization's intellectual capital." (*Fortune Magazine*)
- "77% of all companies surveyed state that mentoring is an effective tool to increase the retention of valued employees." (*Best Practice Resources*)

Mentoring supports diversity strategy.

Critical to an organization's success is its ability to retain, attract and develop a highly skilled and diverse workforce. Incorporating mentoring into the culture and systems of an organization can help proactively advance its diversity vision.

Mentoring allows opportunities for diverse views to be discussed and understood. Mentoring across gender, ethnicity, culture, sexuality, and generation provides opportunities for individuals to learn from the



other's perspectives. It encourages managers to value and engage employees, improving performance and increasing motivation.

- Results from a study conducted by sociologists from Harvard, UC-Berkeley and the University of Minnesota concluded that “diversity training has little to no effect on the racial and gender mix of a company’s top ranks....Networking didn’t do much either. Mentorships did.” (*Time Magazine*)
- “47% of Women of Color report that their top barrier to advancement is not having a mentor/ sponsor.” (Catalyst. www.catalystwomen.org)
- “87% of Menttium 100 mentors believed their participation broadened their perspective on the challenges women deal with in the workplace.”

Mentoring teaches and encourages knowledge sharing.

Mentoring, when broadly deployed, builds a learning environment, encourages knowledge sharing and helps build productive internal networks. This reality has become more acute when we consider the labor market demographics over the next ten years.

- The fastest growing age group in the labor force is 45+. (*Fortune Magazine*)
- According to a study conducted by McKinsey and Company, the supply of key talent will decline by 15% over the next 15 years, while demand will increase by 25%. (*Denver Business Journal*)
- “96% of Menttium consulting clients implementing internal 1-to-1 mentoring programs state that that their programs have resulted in increased cross-functional communications.” (Menttium program survey)

Menttium partners with organizations to develop the business case for mentoring which results in the design and execution of a strategic and successful mentoring solution.