

**NPTEL**  
**NPTEL ONLINE CERTIFICATION COURSE**

**Course**  
**On**

**Human Resource Development**

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**Lecture 26: Mentoring**

Okay, so welcome to the sixth models, sixth week program and this program basically, we talk about in the HRD intervention that is, mentoring so mentoring is also kind of HRD intervention that is planned for the development of the employees. So in this we will discuss about how mentor is used, for the various issues, what is the process, how evaluation is done, so all the issues related to mentoring and the concern for mentoring will be taken up in this weeks discussion.

So we start with the first section here and what we are going to discuss here is about the basics are the fundamentals of this concept of mentoring. Now when we are going to talk about this mentoring concept.

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**Module 6**  
HRD interventions: Mentoring for  
employee development

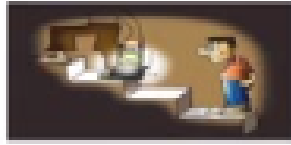
**Session 1**  
**Fundamentals of Mentoring**



The fundamental of mentoring you can see that we are going to talk about the basic issues of in order to conceptualize and define the concept of mentoring. Now when it comes to defining the concept of mentoring.

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## Mentoring



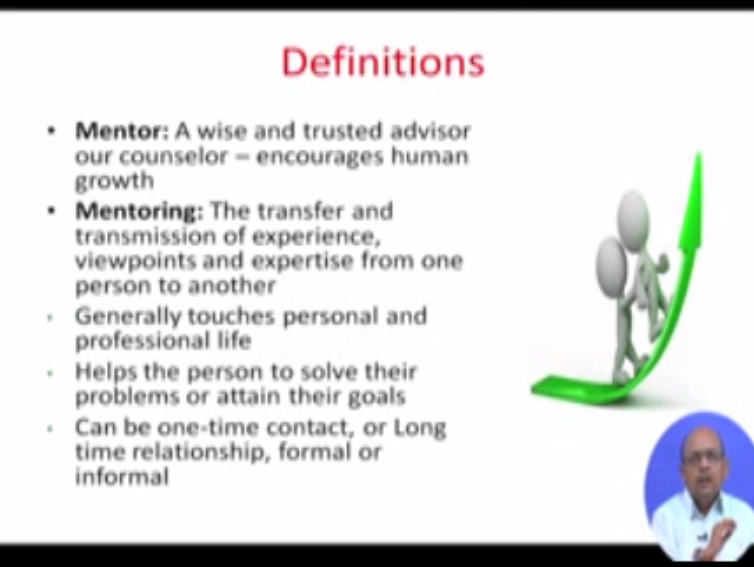
I would like to show you some pictures here okay, these pictures have been taken from where now if you look at these issues of these pictures what does come to your mind, now if you look at the 1<sup>st</sup> picture this one okay, this person is something who is to be mentored okay, so he has to grow and develop in the career and the light is shown by the mentor right.

Now here you will find in this picture the next picture that is the mentor and the mentee these are the terms that we are using mentored someone who is going to help to grow personally in professionally. And the mentee is the junior person in the organization who is to be developed right, so you can see here at these is the mentee or this is also called potency and this person is the mentor and he is trying to do something with the mentee for his growth and development.

Similarly if we look at this picture you will find that the two people mentor and the mentee in both of them are at the same level it means both of them are trying to develop relationship on the certain things so that the mentoring process can continue. And in this process you will find a different thing okay, here you will find two creatures one small one big the big creature is to dominate the small one and this not a good case of mentoring you can say thus he is a mentor and he is the mentee, So mentee has to come to that level so that he can understand and grow and develop maybe that he is trying to treat something for his growth and development both kind of interpretation can be done.

Now this pictures have been shown you to explain basically the concept of mentoring now if you look that mentoring concepts and if you look at.

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**Definitions**

- **Mentor:** A wise and trusted advisor or counselor – encourages human growth
- **Mentoring:** The transfer and transmission of experience, viewpoints and expertise from one person to another
- Generally touches personal and professional life
- Helps the person to solve their problems or attain their goals
- Can be one-time contact, or Long time relationship, formal or informal

The slide features a 3D illustration of a person climbing a large green arrow that points upwards and to the right. In the bottom right corner, there is a small circular inset photo of a man with glasses, wearing a white shirt, who appears to be the speaker.

Now if you look at the mentoring concepts and if you look at these picture you can see that he has this person is the mentee or the potency and this is the mentor and this mentor is trying to help me to grow and develop further right and that is the idea of when we are talking about this definition from mentor. Mentee now if you look at the definition of the mentor which will read to find again at later stages, it suggest that the mentee is someone who is wise and trusted and action the wiser or councilor to encourage the growth and development of the people.

This is the general term that we are talking about now apart from the mentor we also called mentoring, so the mentoring is the process through which the mentee learns the transfer and transmission of experience, perspectives, and the expertise from one person to another person's so now if we look at this picture so this show this mentoring process this person who has experience perspectives and expertise is trying to help this person to grow and develop right, so this is what the mentoring process is, so it basically includes both personal and professional growth of the individual in the ,organization context.

And if the person is mentored well probably the outcome is that he is able to solve his own problems to achieve the goals and objectives, here we are not going to train him how to do it, and that is how you differentiate it from coaching or training and mentoring. In coaching basically it is a kind of on the job training basically it quit them or skill them on how to do a job, here

basically only facilitated in the process of his growth and development right, so that is why it is different from training or coaching and mentoring has a different conversation all together basically where the senior person is trying to help you to grow and develop right.

So it could be one time or long time relationship, long time it could be form a line formal both ways so it is either a formal mentor is aligned by the organization or you can also have any formal mentor that is arranged by the yourself you will find out the mentor for yourself and probably he takes the responsibility for the growth and development but if you look at to this context to find that many organizations identify mentors for young talented peoples so that the could be groomed and developed and this what we call a formal mentoring program in the organizations.

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**Mentor and Mentee**

Usually more personal, with someone who has gone where you want to go...and wants to help you!

The slide features a central photograph of a man in a white shirt and a woman in a green and white striped sweater sitting at a table, engaged in conversation. The woman is holding a yellow cup. In the bottom right corner, there is a small circular inset image of a man with glasses wearing a white shirt. The slide is framed by black bars at the top and bottom.

So both the mentor and the mentee if we look at this figure you can see that they actually want to help you to grow okay, and develop further It means where you are and where you want to go and in the process he tells you that what needs to be done how this to be done so that you can grow and develop, so basically he access the facility have maltreated at as the guide other advisor sometimes the coacher also to help you in the process you to grow and develop okay,

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Now look at this picture which tells us the different and the story it means were the mentors going to dominate on the mentee okay, isn't it. So this kind of relationship is not accepted in this cartoon images is taken from else were from the SPR is says that yes I can be mentor but okay, why don't you get a coffee for me, so it means that you are trying to dominate you mean the kind of relationship that we are going to develop is going to be different so may be in the beginning it may be possible but later on you make sure that you are not going to develop this

kinds of things because it is going to spoil your relationship because in mentoring the relationship between the mentor and the mentee is very important.

So he is organizing to dominate what power okay, these kind of things is not going to help you to develop this relationship further.

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So this is what mentoring is if we look at the definition and the kind of things that the mentors are right it's time to unlock a potentials your trying to develop your skills, you are going to provide guidance, he is going to motivate you, he is going to advise you, he is going to ensure that is your succeed in your life right, so these are the different kind of roles like mentor can take at a prime right. Or a different point of time, so if you look at the definition which says.

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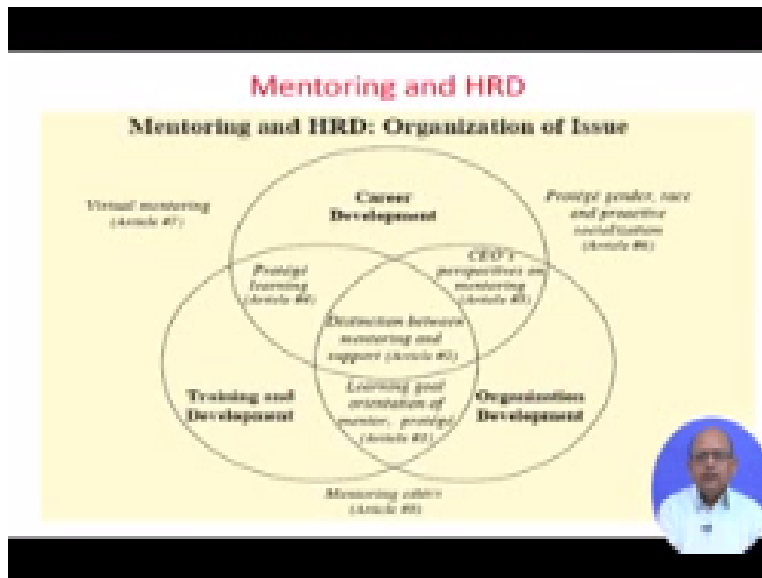
It dynamic and reciprocal relationship okay, so the relationship between the mentor and mentee is dynamic not a static which he changes the difference phases of the mentoring process in a work environment at the work place okay, between and advance career in combined a very senior experience professionally In the organization. Who is going to act as a mentor and the beginner is very junior person who needs to be grown and developed right.

Who is known as mentee or potency also with the objective to promote the career of both male or female have been misunderstood the concept of mentoring in the same that the senior professional is responsible for the growth and the development of the junior in the process the senior professionals are the experience professionals also learn and develop themselves right.

So it is aimed at the growth and development of both and that is how the mentoring process is to be understood, so in and outside you can say that yes its very dynamic process that goes to different phases, based on the relationship on trust and respect with each other and both of them have clear expectation from each other at the work place and both are matched in such a way so that their able to help each other okay, but in the process definitely the beginner is going to gain more compare to the senior person right, so now we have to find this mentoring process.

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So why it is important from human resource development okay, so mentoring has three basic objectives if you look at it, that is the career development, training development, and the organization development. So mentoring is mostly related what you call with career development okay, now if you look at this these three says you will find that it could be done through different perspectives right, learning up the porticoes what the management thing about the mentoring process okay, mentoring is not priding support, training to differentiate between mentoring and support okay.

And this learning is goal oriented right so the mentor has to learn certain things and this could be related to career development or training also at the same time with the organization development and then you need to follow certain ethical behavior and practices in the process when you are going to deal with each other in relationship right, so that is how it is know as charity intervention because it helps you in these kind of things which we have talked in the beginning itself. Now with this we proceed further

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## Origin

- In Greek mythology, a friend and counselor of the hero Odysseus and tutor of his son Telemachus.
- Lord Krishna- The greatest known Indian mentor and the proponent of Bhagvad Gita.
- The Gurukulas in the ancient India- Gurus as mentors



And decide let how this concept of mentoring has developed okay, for a period of time now if we look at origin the first instance of a formal mentoring it comes from the Greek mythology okay, when a friend and counselor of the hero Odysseus and tutor of his son telemachus basically with the mentor and the mentees, okay so this is the first formal example that is given regarding the mentoring now in Indian context also will find lot of examples metrological examples of mentoring like Krishna who was the greatest mentor okay, for whom Arjuna okay.

And he proponed basically talked about Gita and in his actually ceremony of Gita he tried to teach certain things to Krishna so that he could do those things which are required by him right so lord Krishna is known as the oldest Indian mentor in Indian mythology right, similarly we also find in ancient India the Gurukulas the guru used to be mentors for the mentees because we did not have a formal system of education and the guru is were no only teaching them are providing or importing knowledge and skill but also importing verify skills.

All kind of skills is that was required while the individual to grow and develop themselves as a good human being right if u look at the origin it came from the Greek mythology and the Indian context and also we have lot of examples to explain that how mentoring use to help people to grow and develop.

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## Mentoring Functions

- **Career Functions:** Help the mentee learn the ropes and prepare for career advancement.
  - Coaching
  - Challenging assignments
  - Exposure and visibility
  - Protection



Now if you look at the mentoring functions okay what does mentoring does okay so the first one is that the carrier function it helps the mentees to grow in the carrier right, so helps the mentee to learn the ropes and prepare for a career, so that he can grow and develop in the career within the organization all right he reach to the higher levels all right, because he requires certain skills which cannot be imported to training and development activities all through coaching okay, he need to understand those things which is going to help him and once he has understood it probably he will do it in order to grow and develop right.

So it is not training basically its we are going to help into see that how he can got it in the process you can go for certain things like when coaching giving challenging assignments, you make sure that he is exposed and visible through assignments okay, and mentees also provides some kind of production to help them to grow and develop right so, this is the career function apart from career function.

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## Mentoring Functions

- **Psychosocial Functions:** Help the mentee develop a sense of competence and clarity of identity.
  - Role-Modeling
  - Acceptance and confirmation
  - Counseling
  - Friendship



It has also physiological functions by the way taking about physiological functions basically how it is going to help the mentee physiologically so he knows that their someone is there to help and support doing the time of crises, emergency, or he is going to ensure that his growth and development that has not happen right, so he is going to help you to develop a sense of competence and clarity. Which is going to help you to develop yourself right for example the mentermide act as a role model for you okay, you are going to accept and conform certain things based on the activities that is proposed by him he is going to sometimes council you sometimes you are going to act as a friend also.

The idea is to support you to ensure that you develop those competencies and confidence which is required for your growth and development right, so these are the two major functions that he is required and that is basically the basic objective for a mentoring functions.

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### Commitment based on sound principles

- Clearly identify the need
- Base program on solid reasons
- Benefits should be highlighted
- Get buy-in from Senior Management
- Obtain visible support and involvement from top



Now, any kind of mentoring activities has to be based on certain principles that could be related to organization and the process right it means the commitments has to come from where, the commitment for the mentoring programs has to come from the organization right, and then when we are talking about commitment for the mentoring process you have to identify the need. If you remember they start the process model again we are going to use the same model for mentoring process as well.

It means first of all you have to identify who needs to be mentored okay, and then you design and develop a formal mentoring program is structured mentoring program in the organization then the mentoring starts the process starts and finally we are going for reevaluating the mentor right, so at the first stage the most important thing is that you need to identify who needs to be mentored right, or what is the need of the young people and both might can be so the idea is that at the same kind of analysis relate to the organization ask and the person okay.

When it comes to formal mentoring program will find that most of the organization go for the structure mentoring program and the objective of these mentoring program is to grow and develop those people who are really talented who needs to go head in the career right, so both kind of perspectives can be taken up either your identify all the juniors and then you decide about the mentoring are you identifying only those who things need to be developed because they needs to takes inner positions so they need to be groomed and developed.

So that they can texting their positions okay, so when it comes to identify the need we have to need that who need to be mentored and why that is, if this question is answered probably you will be in better position to understand why mentoring is required. Then the program has to be based on solid reasons, that why mentoring is required, what is the need for the mentoring okay, so when you are going to identify the need for the mentoring then you at the same time also find out that oaky.

We are using this perspectives to find out why these peoples led to remanded the reason could be they need to develop everyone need to grow and develop, we need to manage or return our talent okay, we need to have fast track to go through for talented people so they need to b groomed and development and developed, they could be a position where you will have vacuumed the middle level so you need to groom and develop junior people so that they can take up senior positions right.

So all these reasons could be identified to come out with the need for enduring program, Then we are moving from that you have to identify the benefits it means that you need to find out what are the benefits that you are going to drive out of this program okay, and this benefits had to been in concrete terms and that is you can also identify the criteria for evaluation okay, so the first stage we have to identify the need you justify why you do it then what could be the benefits that could be arrived and if you are able to do all these okay, and then we get commitment from the top management right, otherwise why senior management should commit to a formal mentoring program which is again is going to weak investment in the human capital right.


So the commitment has two ways on these kind of principles so that you can get into better commitment and then you make sure that there is the support and involvement from the top management when it comes to mentor because you know that mentors are going to be the senior managers, top managers in the organization because they take the responsibility for the growth and development of the employees.

Because they have already grown and develop themselves from the career right, now they think that there is responsibility to ensure the growth and development of the young people in the organization.

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## Mentoring models

<b>Sponsorship</b>	<b>Developmental</b>
<ol style="list-style-type: none"> <li>1. The mentor is more influential and hierarchically senior</li> <li>2. The mentor gives, the protégé receives, the organization benefits</li> <li>3. The mentor actively champions and promotes the cause of the protégé</li> <li>4. The mentor gives the protégé the benefit of their wisdom</li> <li>5. mentor steers the protégé through the acquisition of experience and resources</li> <li>6. The primary objective is career success</li> </ol>	<ol style="list-style-type: none"> <li>1. The mentor is more experienced in issues relevant to mentee's learning needs</li> <li>2. A process of mutual growth</li> <li>3. The mentor helps the mentee to things for themselves</li> <li>4. The mentor helps the mentee develop their own wisdom</li> <li>5. The mentor helps the mentee towards personal insights from which they can steer their own development</li> <li>6. The primary objective is personal development</li> </ol>



Now we will discuss about the mentoring models which are very important that two models that is there one is sponsorship model, first we will discuss that one so the sponsorship models are used that is there is someone who is senior in the organization in the harder key who is more than influential more experience had more expertise okay, and then he is going to mentor a young person for his growth and development right, so the mentor the is going to make what is the other mentor okay, provide certain benefits which is related to the organization, because it is going to help them in the process and he is going to actually champion and promote the cost of them protest.

It means that the mentored takes the responsibilities of the growth and development of the junior person okay, and he also provide the benefits of his wisdom based upon his experience existent in tuition, he tells him what to do what not to do how to evaluate it how to grow and develop himself into knowledge skill and institute how to grow in the career how to deal with the various issues and consults in the organizations in order to grow and develop, so the kind of wisdom that he has he has going to make use of it and transfer that to the potency of the mentee so that it helps he is developed right

And he is going to steal the potency through the acquires of the expertise and resources and that is very facilitates the process okay, now the idea Is that the mentor helps you to succeed you on career and he takes the owners of the responsibilities and he does whatever is required for your

growth and development right, assuring experience is wisdom, fighting for you , and doing everything that is required for the mentor right, now another model is development model.

This model suggest that you though you are suppose to take the responsibility of the growth and development but you act as the facilitator, you don't think you take the responsibility for the growth and development, you are going to enable all kind of conditions for him so that he himself is able to grow and develop himself and that is what the developmental model is right, so the mentor is other someone who is experienced so he is going to see what is the learning needs of the mentees and then he is going to see that what process need to be adopted for his growth and development okay but here the mentee is going to learn on himself.


With okay and mentor facilitates the process right but he is going to develop on their own it is not that you are going to save or experience that is one thing but you are going to ask him to do and then get the experience and make use of the experience to grow and develop and the approach here is more development so you allow him to experience it and then go for growth and development.

Which is as little different from the first model that is they sponsored the model right so he is going to ensure that you get your own personal insides experiences developed and develop yourselfers alright, so these are the two important model are related to the mentoring process. Now what we are going to discuss further is who are the.

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**Keep Line Managers in the Loop**

- Triangular relationship
- Managers must be confident that the program will not undermine their abilities
- Communicate, share responsibilities and recognize benefits for all
- Mentee must share development plans with their manager
- Invite manager to certain sessions



The diagram illustrates a triangular relationship between three roles: Mentor, Mentee, and Supervisor. The Mentor is represented by a blue circle, the Mentee by a purple circle, and the Supervisor by a light blue circle. All three circles overlap in a central area, indicating a shared space or interaction. A small circular inset photo of a man is located in the bottom right corner of the slide.




State holders in the process mentor and mentee, senior person or junior person and also the line managers or the supervisors sometimes supervisor also act as mentors but in many cases if you are based in formal structured mentoring programmed it could be somebody else in the some other departments who is very qualified experience senior person who is going to act as the mentor okay and all of them have to co-ordinate their activities with each other okay, so you cannot ignore the responsibility of the supervisors in the process ok and that is why line managers have to be kept in the loop, loop in the so far as the process is concerned.

So it is a kind of what to call a triangle relationship who are the mentors and mentees and supervisors keep on communicating with each other about the growth and the process, development that is happening right, so that is provide just known what is going on in this relationship and whether supervisor sorry mentee has really developed himself or not and whether he is going to do something that is important, so you have to communicate share responsibilities, recognize and benefit also, so that everybody the mentee, mentor and the supervisor is in the loop right.

And he should also share his development plan with the managers not only with the mentors so that the supervisor get feedback that how mentees going to be developed by the mentor right.

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DEVELOPMENT ROLES OF LINE MANAGER AND MENTOR		
Line Manager	Shared	Mentor
Performance appraisal	Encouragement, motivation to learn	Help learner develop insights into causes of poor performance
Agreed developmental goals within learner's current job	Shape goals beyond current job	Help learner manage the integration of job, career & personal goals
Help learner build relationships within the team	Help learner build relationships outside team	Help learner build relationships with line manager
Find opportunities to stretch learner's performance	Find opportunities to stretch learner's thinking	Challenge learners' thinking and assumptions
Give constructive feedback through observation	Help learner develop skills of intrinsic observation	Help learner accept and manage feedback constructively
Role model for task fulfillment	Role model of general behaviour	Role model for personal achievement and growth



Now if you took at the different roles that people have line managers with their responsibility and the mentors each one has an different roles because line manager know the responsible for evaluating the performance he I going to agree on the developments goal out of the mentoring process right, he is going to see that you are able to develop good relationship within the team okay.

He is going to explore a opportunity for your growth and development after the sharing and mentor program okay he will provide you feedback and how will you and sometime acting a role model further means right so line manage must be kept into loop if you want the benefit order right then they certain shade is responsibilities in related to the empty okay. So the idea is that you need to encourage and see that he is motivated the last right and he is going to said his wholes beyond the current job descriptions okay he must set his goals high so that he able to grow and develop himself right similarly he is also going to see that he is able to develop his good relationship not only with his team but how somebody outside well maintained may be from outside.

And he is going to see that his able to develop right skills that is required okay right then why come to mentors basically the idea is mentored is going to help the or the mentee to develop certain sides that how he is doing in case of poor performance and if he is talented what stood and grow and development right both his possible and he is going to that how is job carrier and personal goals are integrated means what is doing is slides possible at the same time he is helping into grow on the job also right.

He is also helping building relationship he is also going to see that how he can take up challenges right how he is going to help that it is done he is going to act as a role model for his personal achievement as well.

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### Proper identification of mentors

- Determine who will participate as mentors
- Encourage management strongly
- Commitment to growth, ability to listen, trustworthiness and objectivity
- Advertise the opportunity and invite potential mentors to apply
- Inform staff of potential benefits
- Screen mentors

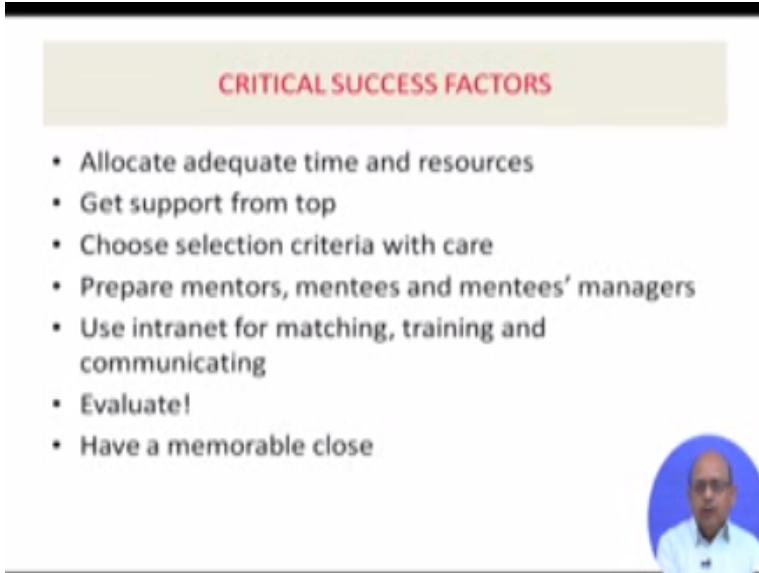


Moving further so the most important thing that I told you is identifications of the mentors that is the 1<sup>st</sup> stage okay because here you are not going to identify only the mentees need to be trained but also the mentors so proper identification of mentors is very important a you know that mentors are the senior experience professional in the organization who are willing to go for this kind of things right.

When it comes to identify mentors for the job you have to see that yes the top management must incurs senior people and tell them communicate that yes now it is your responsibility to see that your juniors grow and develop right, so the commitment to the growth is very important for their subordinates right pulse he should have certain characteristics as we disused in case of coaching also being trust worthy having integrity objectivity ability to listen and good communication skills.


So these are some of the skills that would be required from the mentors right, and then you are in a formal mentoring program what happens we are going to advertise the opportunity as invite potation mentors to apply so that mentor apply for the job okay. Then inform people about the benefits that could be derive from mentoring program and then once you receive application you find out who could be good mentors right.

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**CRITICAL SUCCESS FACTORS**

- Allocate adequate time and resources
- Get support from top
- Choose selection criteria with care
- Prepare mentors, mentees and mentees' managers
- Use intranet for matching, training and communicating
- Evaluate!
- Have a memorable close



So 1<sup>st</sup> stage and then successful become a monitories that that internment process that is you need to commit time and resources getting time and resource getting support from the top management I interfere criteria of selecting mentors as well as mentees right, then you have to mice the mentors in the mentees and also keep the line managements.

Then for matching you can see that what are the knowledge skill base and what are the knowledge skill base of the mentors and weather this mentor is going to help mentee or not in growth and developments and finally evaluate the process so that the mending program is successful and once this formal mentoring or structuring, structuring program is over you go for closing down the thing, so that the entire mentoring is going to be successful, thank you.