

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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Lecture 27: Mentoring (Contd.)

Welcome to the 2nd section of this mentoring 6 week of mentoring and here since we are discussing mentoring HRD introversion we have to see how we are going to implement their mentoring process so the beginning a we discussed about the various roles related to mentoring process I mean also try to conceptualize mentoring as such so that your able to understand it now the next in that we are going to discuss is related to the mentoring process or how we are going to implement the mentoring in an organization.

And when are going to discus about mentoring in an organization you have to see that what are the different up implementing a mentoring process in the organization.

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Session 2

Implementing the mentoring Process

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Mentoring Implementing Process



So in the if you look at this figure it makes you clear that yes you are trying to extend an helping hand for in the growth and development of the people in the organization right so from this figure basically we conclude that the idea is to see that what an how things need to be done in order to help people to grow and developed in the organization where we are going to use most cases and internal resource that is senior managers in the organization okay.

Here you cannot mentors or mostly senior people or professionals in the organization how are take responsibility for the growth and development provide that it is a formal mentoring program and in formal mentoring program you can have people from outside but in a formal mentoring program in most cases it is the senior phases from the same organization how take the responsibility for the growth and development.

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Okay now if you look at the mentors and mentees and the kind of stress that is to be taken here is so these are the different tasks basically like section of the mentors and the mentees at the first test so you go for application screening of the mentees always for the look at the qualification experience of the mentees then you go next is stage is the preparation basically you conduct certain test and see what needs to be done.

Te commitment for both then actually I active mentoring stats and finally you formula evaluation that closer and the get the feedback how the mentoring as fact in both the cases right so these are different activities and then accordingly for each of these steps you have to ensure that both the mentor and mentees must right so you are when you are going to select you have to see that the qualification experience matches booth of them are prepared and committed to this right.

Then you have to see that yes both actively participate in the process on ongoing bases otherwise it is not going to happen so these need to be very regular discussion and meeting with the metros and mentees for their growth and development right while keeping the line manages and they lope and sharing a breathing with them then you are going for evaluation finally revert the results of this mentoring process and see what has happened what are the benefits that have been arrived by both the mentors and the mentees and then get feedback about the process and the when you are going to offer this program next time see what kind of a improvement can be made right so going further with this mentoring process what you are going to discuss now us the process okay.

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That process okay so we are going to elaborate up ne each of these process in detail so the first stage basically are going to introduce the concept of mentoring in their organization right and when we are going to introduce this concept as you remember in the beginning that you need commitment based on sound principles whether we are going to have commitment from the organization in terms of resources.

Support and enabling environment and also ensure that the HRD department is able to do it properly right and he is going to introduce this mentoring concept in the organization so what is what does it mean to say when we say that okay where we going to introduce this concept of mentoring in the organization.

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INTRODUCING THE PROGRAMME

- **Someone had the vision that mentoring can accelerate the speed of empowerment**
- **Needs to be introduced as a way of supporting the process of empowering**
- **Support of Management is required**
- **Introduce as a mechanism to ensure the transfer of skills in the workplace**
- **Applied competence needs to be demonstrated in the workplace**
- **Specify the objectives of the mentoring program**



And that is how you are going to introduce the program right it means some body in the HR department had the idea that okay we it is going to empower people it is going to see the growth and development of the people and that is why we should form entering okay the basic idea is that somebody is thinking about it for the benefit of the people in the organization okay and then he is going to think that this kind of interval can help growth and development I had as an alternate if to other intermissions that is available to them right where is joiner people could be growth and developed to take up senior positions of this kind of intervention okay.

I at the same time it is going to benefit the organization in turns the empowerment growth and development carrier planning meant and also managing the talent within they organize, and that is why you have to introduce this kind of concept and that is where you go for justification right to support the process of empower and when you say that supporting the process is important that you giving them an effect economy and how to do this or how to decide about things that is to be done on the job.

But they do not know how to do it and that is where a senior professional comes into the picture in tell you that okay if you are able to develop yourself probably will be able to decide and when we say that yes the mid mean in support from the top management is required the even the idea anyone to go for it, the most thing for you is that you need support and commitment of because which is the management is going to provide your resources for this so this is also investment

new capital but if management is not going to support this kind of program then it may not be succeed right.

And for that you need certain justifications that how it is going to help it to put grow and develop manager and these kinds of things right at the bottom level but at the micro level you have to see that yes you are going to introduce this concept to see that how people are going to perform more effectively how they are going to it se okay, for it is the mechanism to ensure that transform basically this for able to better transform your skills you will inter position to one right and the you can apply whatever competence that you have on the work place so that you can demonstrated more effectively right.

And then you need to specify the objectives of the mentoring because you are not able to specify the objectives or mentoring program then it is that going to help you so in order to get commitment based on town principles justify it tell the benefits and tell the management okay these are the specify objectives that could be met to distance learning program and if management commitment support and resources are available then probably could help you to go for this kind of program okay.

So in the beginning as I told you when you are going to introduce this program these are things that need to be kept in right, so once you introduce the program.

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The Mentoring Implementation Process



And you got the acceptance then the next stage you are going to create a mentoring implementation process that how to go about it right and whatever we are going to discuss now is that how to create a mentoring implementation structure it could be related to different things what are these things let us see.

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CREATE MENTORING IMPLEMENTATION STRUCTURES

- The support structures are needed to steer the implementation of the mentoring strategy
 - Policy Statement
 - Formulation of the Strategy
 - Appoint Mentoring co-ordinators
 - Allocate resources
 - Communication and marketing plan



So when we are going to talk about create a mentoring implement in structure means that what kind of structure is required right that supports so that you need to develop a strategy for mentoring just like a mentoring strategy you also need a strategy about it so first a fall what you need to do is from the HRD department you need document a policy statement justifying the requirement need and the benefits of this and why organization should go for mentoring programs right.

So your policies statement include these things and of that happens probably you will be able to convince the top management right then you, you ask for state for state over strategy that is related means that how mentoring would be carried off in the organize right what would be the process mentoring, how it is going to be carried out in the sense that how is going how are going to identify mentors, mentees, how they would be amazed all kind of things that is related you to develop our strategy and whether you are going to hide this mentoring from program for everybody or whether you are going to hide for select few which have identified as talented one so that when you are going to offer this program for them it is going to be helpful right.

Once you have device their strategy for a mentoring program then you have someone who is going to coordinate this activities, okay. So you need to point a separate person who is going to be coordinating their mentoring activity because you will have a number of mentors and mentees that is to be matched up, right. So if you are going to have a mentor and mentees who is going to coordinate this kind of activity.

So you need someone specifically to look after this okay, so a senior professionals are even their HRT professionals could be acting as mentoring coordination's it means they are going to coordinate this activity within the organization provided it is then formally in a nice structure manner, right. So the role of mentoring coordinators is to ensure that whatever resource system and support is available is provided he is going to see that how the mentors and mentees would be selected, how would they would be amazed, what kind of things they would be agreeing keeping the line mentors in their low and what is the objective formal the mentoring program is being done.

Individually in each mentor and mentee case, and how it would be achieved right, so in order to cosines, supervisor, supervise all these activities you need a person who is need to look after into their activity mentoring activity in the organizing so you need to appoint a mentoring coordinator. Then you also need to allocate resources things in terms of budgets and other things so that this program can be carried out, okay. So you require different kind of resources may be meeting rooms, maybe other things okay.

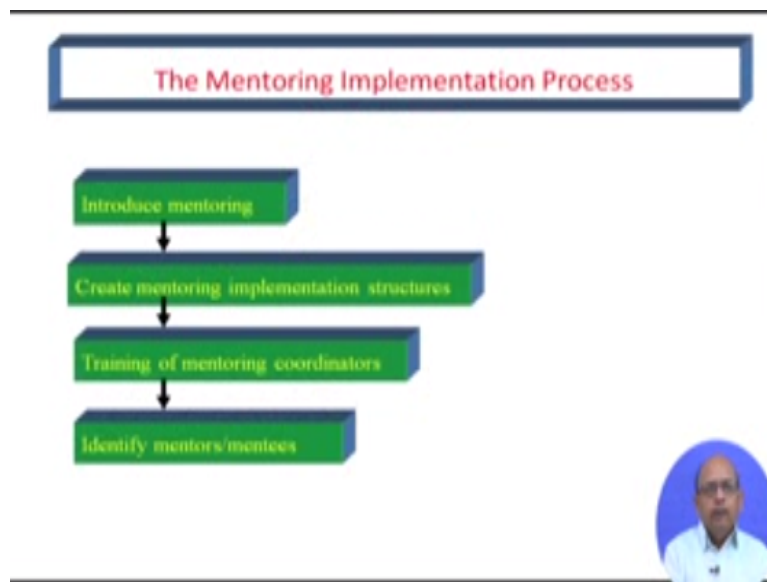
Where the mentors or mentees are going to meet maybe financial help okay, from the organizational side to create these kind of resources and support system okay, and then you also go for communicating and marketing needs it means once you have decide the case you are going to introduce a mentoring program and you have developed their structure and policy statement then you are going to make it formal.

It means that you are going to communicated to the in the organization that yes, we are going to introduce a marketing sorry, mentoring program in the organization and those of you who are interested to become a mentors and mentees are there sorry, they can apply for this program and then we will go for a structured mentoring.

And when you need to communicate you are going to tell what are the benefits, why we are going to do it, how we are going to benefit out of it for both the cost sorry the mentors and the mentees okay, and then you are going to discuss it with the all the line managers so that they can communicate the benefits of this kind of thing to everybody else in the organization, this would help in marketing the program to the people and then people may be interested to apply for this kind of things.

If you look at it from a different perspective you do not want to market it then you need to select a few people who would be, how you want to grow and developing the organization and for that reason again what you need to do is that you need to identify such people who need to mentor it, okay. So there are two different process that could be adopt either organization identified or the management identifies who is going to be mentor are you are going to offer a mentoring program for everybody and then people apply and their selected based one certain criteria, right. And that is how are going to create a implementation structure for the mentoring program.

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Now moving to the third stage is basically training of the mentoring coordinators okay, so once you have identify mentoring coordinators we are going to train them and you also need to identify the mentors in the mentees in the process.

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IDENTIFY MENTORS AND MENTEES

- Present info in brochures, newsletters, posters and E-mail notices
- Indicate the benefits /promote the programme in interactive sessions
- Encourage people to contact you in person if public forums makes them uncomfortable
- Could be controlled or based on volunteers or ask people to identify potential mentors (even potential mentees could be approached)



So look at identifying mentors and the mentees, okay so who is going to be selected as mentors and mentees so you are going to communicate and market this information to brochures, newsletters, posters and emails so that everybody come to know that yes, there is a mentoring program in the organization and how it is going to be helpful what are the things that is in offer right.

Indicate the benefits promote the program in an interactive session was so maybe with us single managers and chatted professionals can have meetings in different departments, they can communicate the benefits okay, and if people have some questions in interactive session that could be cleared so that they know the okay, this is what is going to be offered and what are the benefits that could be derived from this kind of program.

At the individual level as well as at the organizational level, right then next stage basically you make sure that case people are interested, they encourage them to apply okay, obliquely or in person whatever is possible okay, sometimes do you know people do not come forward in public and so you ask them to apply in person for these kind of program because you think that you have been select as a mentee because he was knowledge and skill bases is not good.

So who are not interested okay, the idea is not to improve your knowledge and skill based to perform your current job. But the idea is basically to ensure that you develop those knowledge and skills which would be required by you in the long term to grow and develop in the organization both personally and professionally, so they should be made clear, right.

Then other process that could be adopted that as I told you that could be control on based on volunteers either you select or ask for them to come out okay and then what you can do that either you identify mentors potential mentors are ask those mentees who have been screened out or selected who could be there mentors right so both relatives are possible like when you are going to select mentees or identify mentees there are two ways that either you allow them to come out so they would volunteer themselves to become mentors or you are going to select mentors sorry mentees.

Similarly when it comes to selection of mentors wither you are going to select mentors looking at the mentees requirement and expectations or you can ask even those mentees to select mentors which could be helpful them to them right and that is how through his process s probably you are going to identify the mentors and the mentees okay, see the mentors and mentees are both employees with potential or who are high performers it means most cases you will find that organizes select to mentors and mentees who have high capability in terms of their performance and growth right.

The idea is that you can further go and develop them so that they can take higher positions and that would result in better talent development and management in the organization and that is one of the basic objectives for which mentoring program is organized.

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Structure mentoring program now the next one is training up the mentors and mentees that is also important because simply matching the requirement of the mentor and mentee is not enough you also need to ensure that they are train through that they can carry or forward this relationship for the growth and development right.

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Train mentors and Mentees

- They are orientated and trained as per their role and responsibilities in the relationship
- Joint induction training provides valuable opportunities to become acquainted and reach agreement about expectations



So you have to train both the trains mentors and train mentees how they need to go about it okay in this relationship mentoring relationship basically both of them have to understand there also responsibility right the role of the mentor is to ensure their growth and development the role of the mentee is to see that they are interested in motivated enough to learn and to grow and develop themselves right.


So it is very important that both of them the mentor is as well as the mentees both understand they are also as well a responsibility in this relationship otherwise it is not going to be successful. So there could be joint induction okay where they are going to be a pointed with each other whether they are going to interact and relate with each other where they can clear about their expectations about each other so that they can be match or club together right so it is very important for the organization to organize this kind of induction programs.

Where they both potential mentors and mentees come together talk to each other interact with each other and try to develop a find out the expectations from each other so that it would help them to decide who is going to be mentor right.

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Train mentors and Mentees

- They are orientated and trained as per their role and responsibilities in the relationship
- Joint induction training provides valuable opportunities to become acquainted and reach agreement about expectations
- Even those that know each other well can set parameters for the existing relationship to encompass the roles of mentor/mentee




The next point is that when if we do not know each other very well they can said certain parameters for the relationship which is going to be with their right and if they are going to ensure that theses parameters are followed towards this relationship of mentor and mentee so that it could be successful.

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**Induction programme
to TRAIN MENTORS AND MENTEEES**

- Programme overview
- Familiarisation
- Establishing the mentoring relationship
- Clarifying expectations
- Setting clear parameters
- Phases of the relationship
- Giving feedback
- Ethical issues
- Establishing goals, timelines and meetings



Then you are going to have when you are going to have induction programme to mentors and mentees basically you go for a structured program you have an overview okay you start with familiarized these are the people who can activate their potential mentors it can disclose all the information relate to the senior may people in the organization who is going to act as mentors.

Similarly tell about this mentors about the potential mentis okay these are the mentis and in terms of knowledge skill experience this is what they have which can develop right so that they know who are the mentors and mentees and they come to know about each other then you move towards matching it means that you start the mentoring relationship.

Then you match who is which mentor is going with sp based upon the familiarization process meeting the expectations and the parameters for the relationship you can decide who is going to be mentor and who is going to be mentee and that is how you are able to have number of mentis and mantras matched and so that they can develop the relationship for the work it out then the next stage is of course I told you it is very, very important for mentors and mentees before they get into this relationship is clarifying expectation.

So that they would be able to reach other expectations or not they also said clear parameters again switch they are going to be evaluated in the future going to acting as a criteria for this relationship as well so that if they are not meeting this parameters their relationship might end between up right.

I will give you an example for say a student and the teacher for a teacher and he takes the responsibility for the growth and development and both of them are work with certain expectations with each other right if one is not able to meet the expectations then this relationship will not continue okay so both of them have more or less a clear expectations about each other what they expect from other.

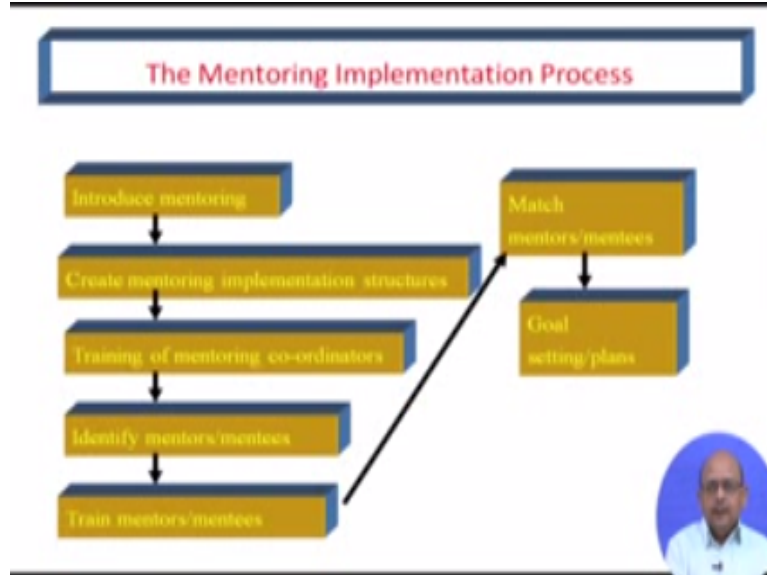
And they work of certain parameters and criteria against which they are going to continue this relationship right so it is very, very important clear parameters for this relationship and they can be different phases of this relationship for example as a student sometimes you failed at encourage the motivated by sometimes not doing anything sometimes you feel that you are not doing anything growth and development is not happening.

So there could be different phases of the relationship okay and then you have to see that how you can evaluate yourself to different stages to grow and developments so that is very, very important will discuss it then each other you should provide feedback oaky to similarly you also get feedback from them mentee that what is happening about yourself whether.

The pattern is on the right track whether as the mentor you are doing is required or not okay so that you get feedback from your performance as well as. And the all the suggestion ship as to be certain parameters that is very important. In need to respect each other okay, trust each other and maintain integrity that is very important for both.

The mentees and the mentors and that is more important is that mentor and mentees are in good relationship they are going to establish goals and objectives which is need to be achieved in the time frame and then they also decide where and how are they going to meet? Frequently or on the regular basis or not and how they are going to communicate. See to each other discuss things so that they are able to achieve the objectives right. Now after the induction programme is over we will move to.

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Next stage matching of the mentoring segments as I told you for a good relationship it is very important that you are going to see that mentor and the mentees are must.

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RELATIONSHIP GOAL-SETTING (Cont)

- **S M A R T**
- **S = specific/stretched**
- **M= measurable**
- **A = achievable**
- **R = relevant**
- **T = time framed**



So this starts with goal setting okay, the relationship goal setting and I want to goal setting is that we go for this smart as I only talked about it which SMART stands for S specific or it could be stretched also depending on the requirement and M is measurable and A that could be achieved with in the given timeframe. R which is relevant or realistic, T for time framed. So when you develop the selection ship it should be based on a specific goal setting.

It means we are going to set goals for a time frame and you get into the mentoring relationship and you can try to define what are goal setting the goals and objectives in the process then you adopt this formula to set your goals. You make sure that this is very specific that could be achieved, if it is required then it could be measured probably even if it is not. And you are going to set goals which could achieve, not setting the high goal. And you think there is something wrong with you.

So these kinds of should not come and that is why when you set the goal make sure that it is based upon you strength and weakness and how far you can stretch yourselves okay and then make sure that it is relevant. Relevant in the sense that it could be achieved within the time frame and that is how you are going to set goals in the relationship.

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Implementation

- Flexibility - adapt the mentoring process to suit the needs, however, role players must keep to deadlines and action plans
- View mentee as capable, help them to explore



Then we are going to move to the next stage that is implementation, and when we are talking about implementing that means you are starting the process okay. Once you have decided you clarify the expectations set the parameters of the evolution, now the mentors and the mentees are then you have set the goals okay. so once all these are done the next stage is that you are starting the mentoring process.

That is you are going to see that how you are going to help him, so what kind of roles you have in the process as a mentor as well as the mentee both, so make sure that when ever to play your role make sure that the people are the mentee is going to do those things which is required in a given time so it develop maximum time for different activities have deadlines for each things so that mentee is mean to us and whenever mentee comes to you have frequent discussion with that you going to help so make sure that you treat our consider mentees someone who is capable okay and to allow him to explore it this capability otherwise if able to are good because for everything it goes to you.

And you tell him this is how it is to be done probably mentee would be able to double of himself as confidence capable person so the ideas is mentees that you give some idea you give and then you allow him to experiences it so the go for both developmental model not a response model when you going to take the responsibilities so in the process of this what will happen the person would be able to experience it to self and try to develop right which is more important to treat

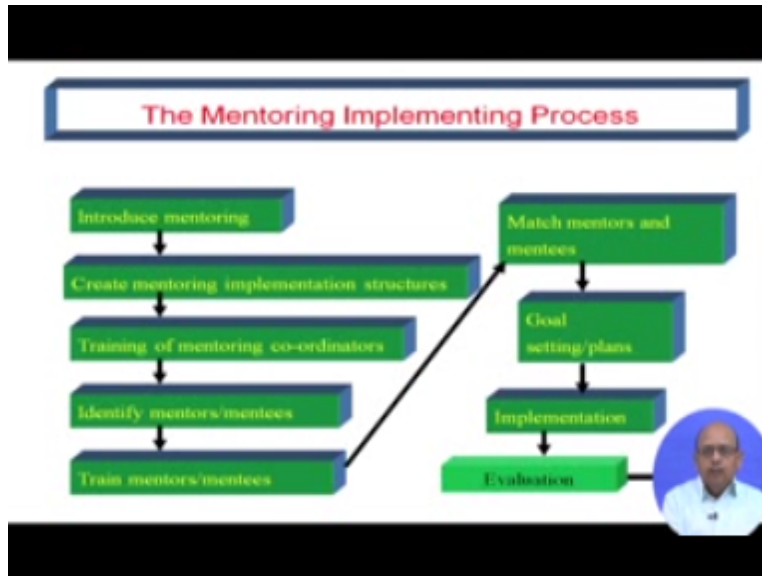
mentee as a capable person who is going to score himself experience himself to go or something that is but in the process also have own experiences.

Okay see this is how I have done because that would give him an idea or input that what needs to be done okay so you need to share her own experiences in the mentee for his growth and development and you know the relationship is subject to re negotiation what does it mean it means suppose you are not able to continue in the relationship as you are not doing as per expectations it is too capable for both of them then you really re negotiation relationship you want to continue it with defined guild lines terms.

And conditions or if you want to quit this relationships or you want to goes on with this relationship you can go ahead provided this mentoring process is not going as usual then you think of re negotiation either quieting or closing or continuing with a revised guild lines or certain terms and conditions right and whatever is happening during this process please keep a record because it is very important so keep record of all the mentees whatever is happened keep record all the conversations that is happened placed in brief.

So that when you are going re negotiation that relationship it could be used either to quit the relationship or to continue into the relationship it is very important and as a mentor it is your responsibility to give a regular feedback I have frequent discussion with the mentor for his growth and development right and you allow him to also express as much as possible so that you come to know what is there and that is why you need certain skills like listening the skills communication skills all this.

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And finally we go for revaluation last files basically everyone is part of the team the revaluation team which is the mentor mentee or the line managers because each one of them have different perspective so it is better to go for a more systematic evaluation.

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Systematic Evaluation

Three levels-

<u>Relationship Process</u>	<u>Relationship Outputs</u>	<u>Program Outputs</u>
Has close rapport been established?	How many learning objectives were reached?	Any decrease in employee turnover
Are meetings sufficiently frequent?	Has the mentee improved?	Achievement of performance appraisal scores on key competencies
Do mentor/mentee value them?	Is the line manager satisfied with the progress	How many mentees are suitable for promotion after set period
Are both mentor/mentee learning		



So what we are going to evaluate in the processes relationship process relationship outcome and outcome of program output okay so when we able to evaluate the relationship process you are going to see whether you have able to good report to meet regularly or not okay with the mentor with value each other in terms of respect and dignity or not and with both of them are learning in the process or not so that is also evaluate the process when it comes to relationship output you have to see that whether learning objectives are met or not.

Okay whether the mentee has improve all the mentor has improved okay with the line manager satisfied with your progress or not and if you want to look at the program output you have to say that what is implied and over absentees improvement in the performance right are the compendious and then you can also see that whether the mentees could be grown up or whether they can grow in their career or not in terms of the growth promotion and development right so that is how we complete mentoring implementation process thank you very much.