

# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

Michigan Public Employer Labor  
Relations Employer Association  
(MPELRA) Training Program

October 1, 2021

1:30 to 2:45 pm

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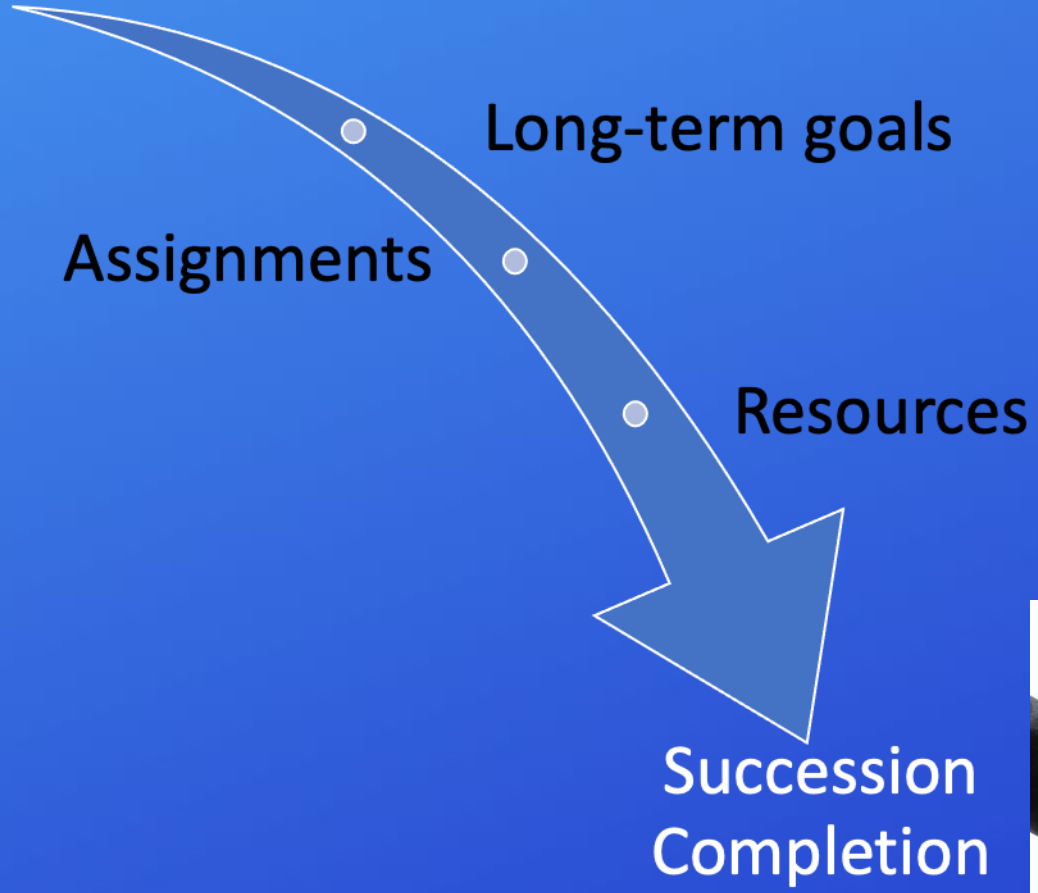
# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning



## Succession Plan



Mentees



# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## **SUCCESSION PLANNING - Are you ready for this?**



70% of companies say they do some form of succession planning, yet  
62% say they have too few internal candidates to meet their organizational needs.

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## **SUCCESSION PLANNING - Are you ready for this?**

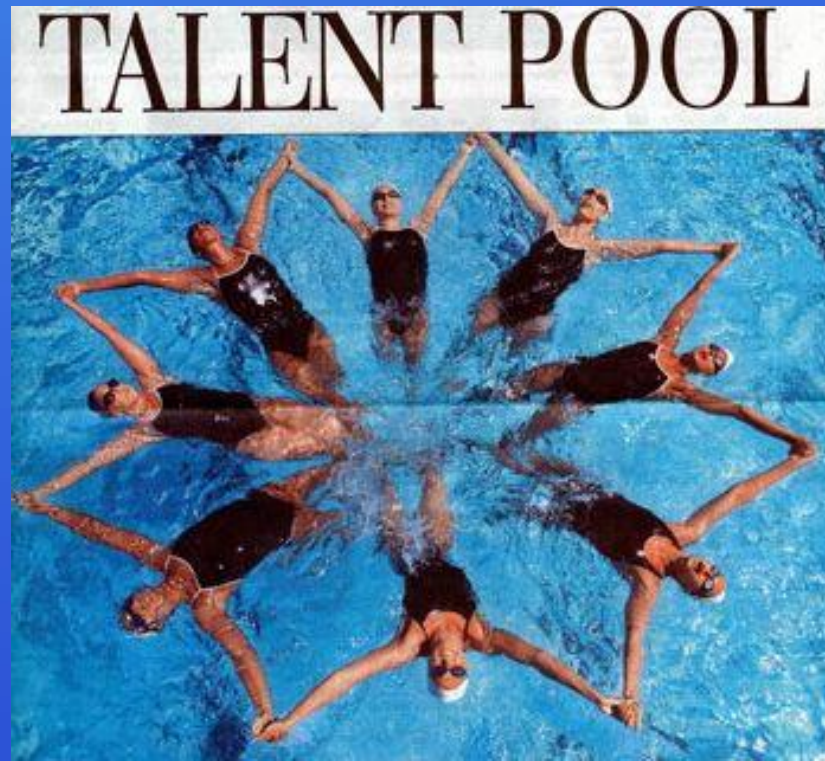
### Knowledge Transfer

- **Explicit knowledge** - Knowledge that has been articulated, captured, or codified –“Written down”.
- **Implicit knowledge** - Knowledge that can be articulated or captured but has not been codified.
- **Tacit Knowledge** is inside of peoples' heads or in the “Brains of Employees”. It has not been captured, so it has not been formalized or organized. This knowledge can not be easily accessed by other employees.



# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

Succession Planning: Knowing where you're heading and developing the talent pool to get you there.





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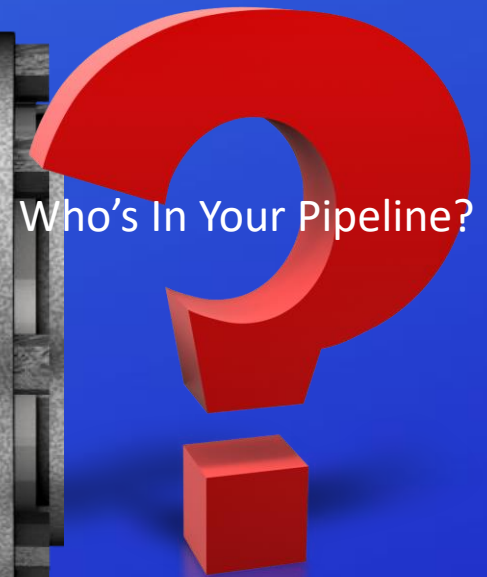
## **SUCCESSION PLANNING - Are you ready for this?**



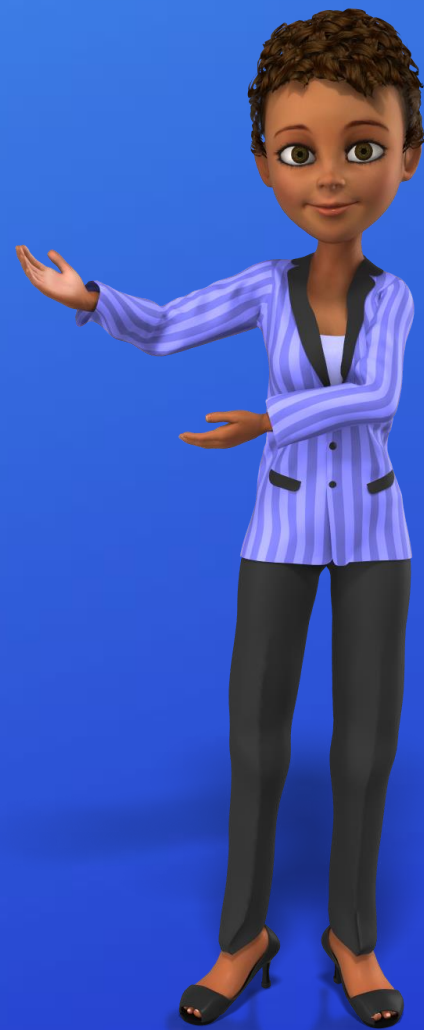
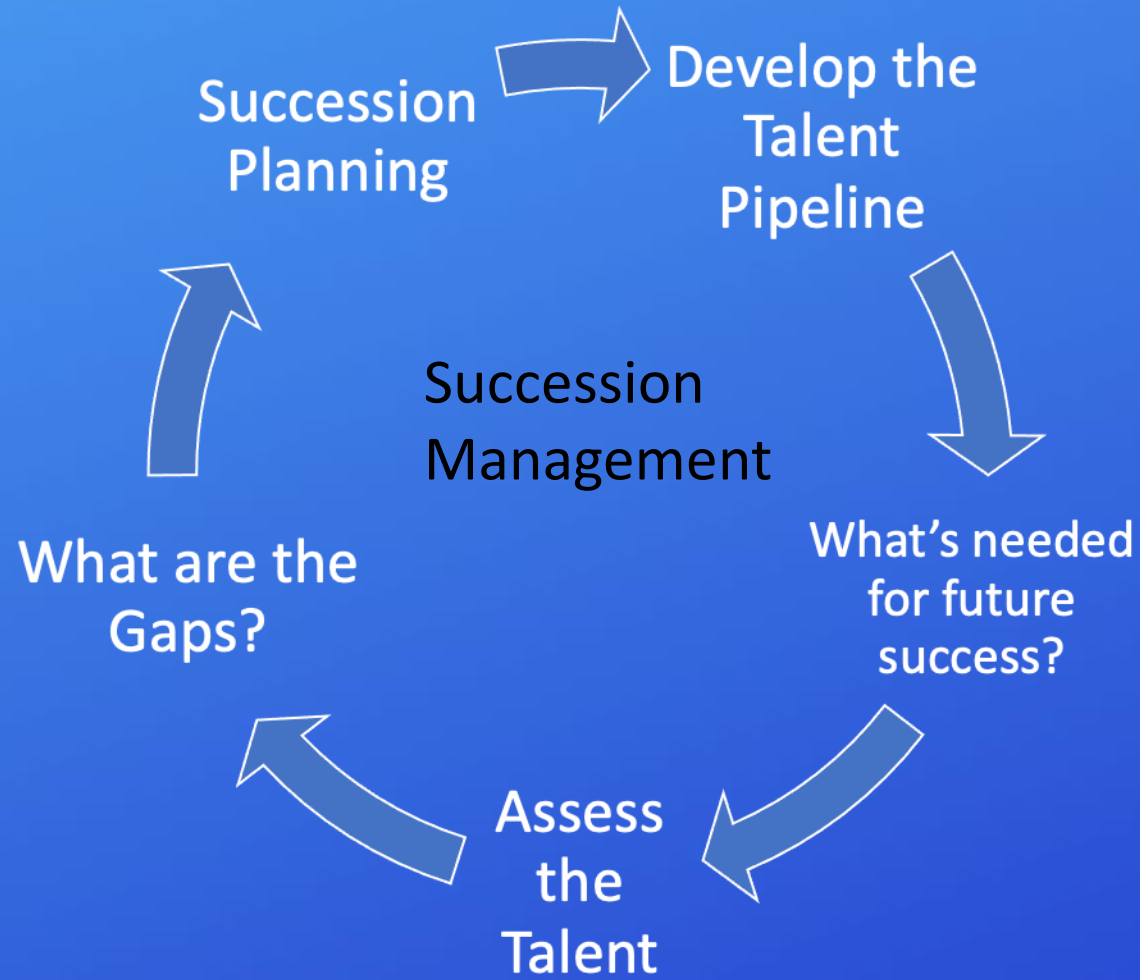
### Succession Planning:

Developing the bench strength throughout the organization so when a vacancy occurs, qualified candidates are available within the organization.

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**The heart of Succession Planning is the evaluation of your employees' performance and potential!**

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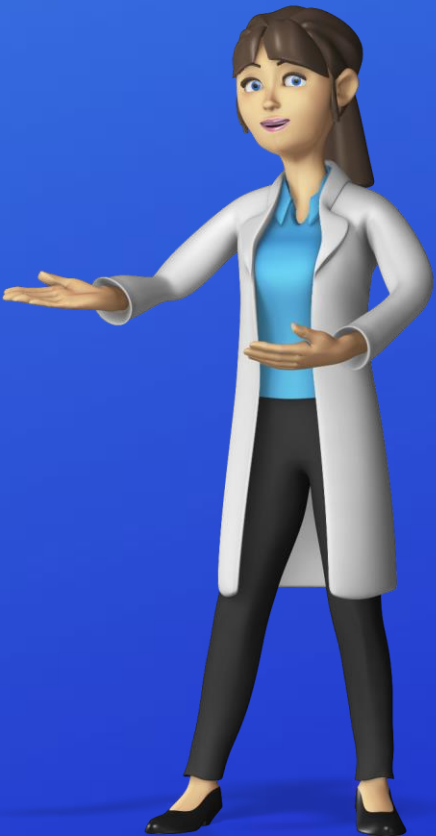
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Performance  
↑  
High  
Low

<u>Valued Specialist</u> Continue in current role	<u>Emerging Potential</u>	<u>STAR – Top Talent</u>
<u>Emerging Specialist / Consistent Contributor</u> Improve in current role	<u>Valued Contributor</u>	<u>Rising Star</u>
<u>Underperformer - Questionable fit</u> New role or end employment in 3 – 6 months	<u>Misspent talent / At-risk</u> Improve in current role	<u>New to Role/Unrated</u> Anticipate high performance and potential

Prepare for future role / promotion

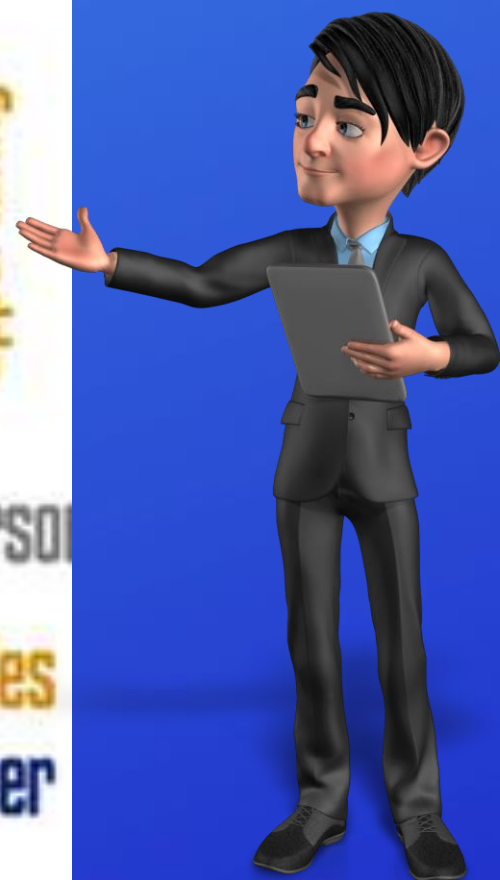
Low → High  
Potential for future success in more senior role



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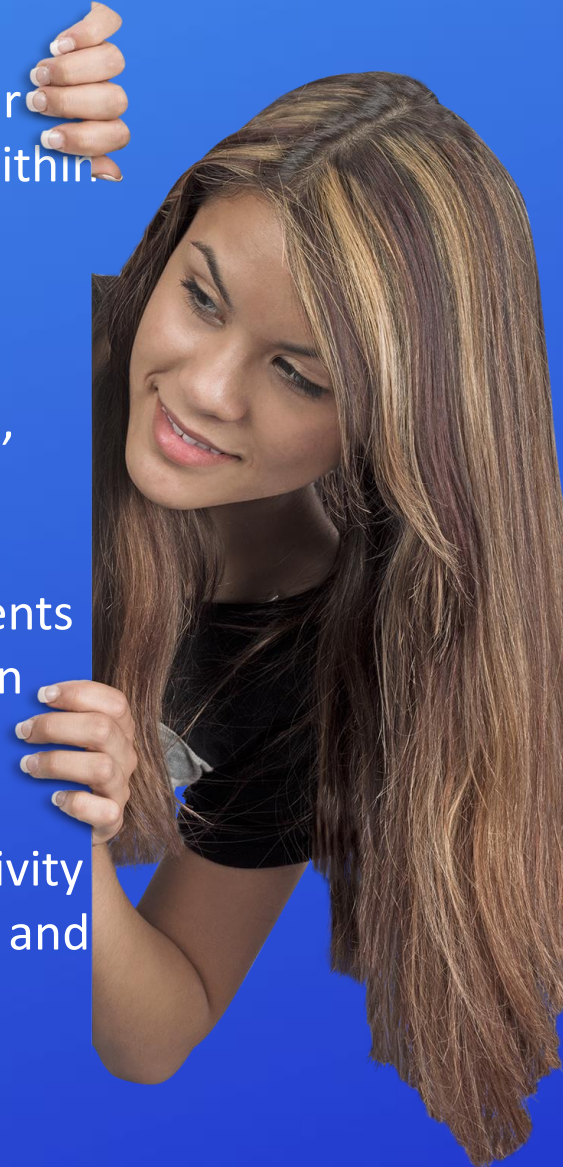
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# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## The Business Case for Mentoring

- 35% of employees who do not receive regular mentoring plan to seek other employment within a year
- Only 16% of employees with good mentors planned to leave their companies (Lockwood, 2004)
- More than 60% of college and graduate students listed mentoring as a criterion for selecting an employer after graduation
- Training alone increased managerial productivity by 24%, but jumped to 88% when mentoring and coaching combined



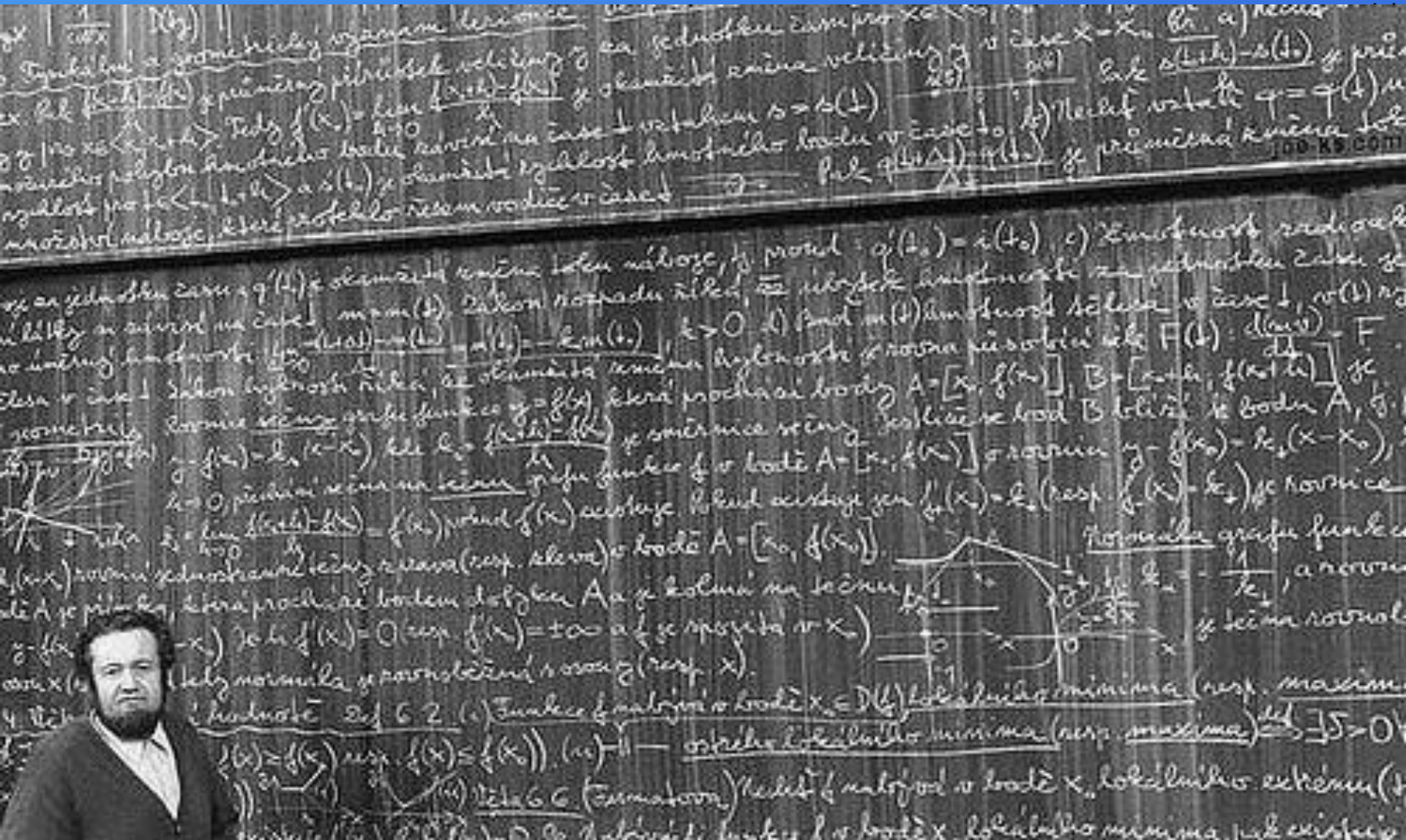


# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

There is no formula for the perfect mentor

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# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

**Mentoring** is a collaborative, mutually beneficial partnership between a mentor, who possesses greater skill, knowledge and experience and a Protégé, who is looking to increase his or her Skills, knowledge and experience.

**Mentoring** is widely recognized as an extremely beneficial career development tool. Studies have shown that mentored employees:

- Perform better on the job
- Advance more rapidly within the organization
- Express lower turnover intentions than their non-mentored counterparts
- Report more job and career satisfaction



# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Defining a Mentoring Relationship

- Goal vs Topic/Task Driven
- Frequent vs Infrequent Meetings
- Degree/Level of Guidance
- Accountability (both sides)
- What does the Mentee want out of it?
- The Mentor?





# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Types of Mentoring

### Formal Mentoring

- Established Goals
- Measured Outcomes
- Strategic pairing of mentors and mentees
- Expert training and support

### Informal Mentoring

- Self-selection of mentors and mentees
- No expert training or support





# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Formal Mentoring Programs

Formal Mentoring is a system for encouraging development using a structured approach  
To enhancing employee talents and abilities



# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## How Does a Formal Mentoring Program Help MPELRA?



# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

**A formal mentoring program is a structured, often one-to-one relationship in a work, organization or academic setting.** A well-functioning mentoring program requires strategic planning and organization to connect people, increase knowledge and build skills for future goals and milestones.

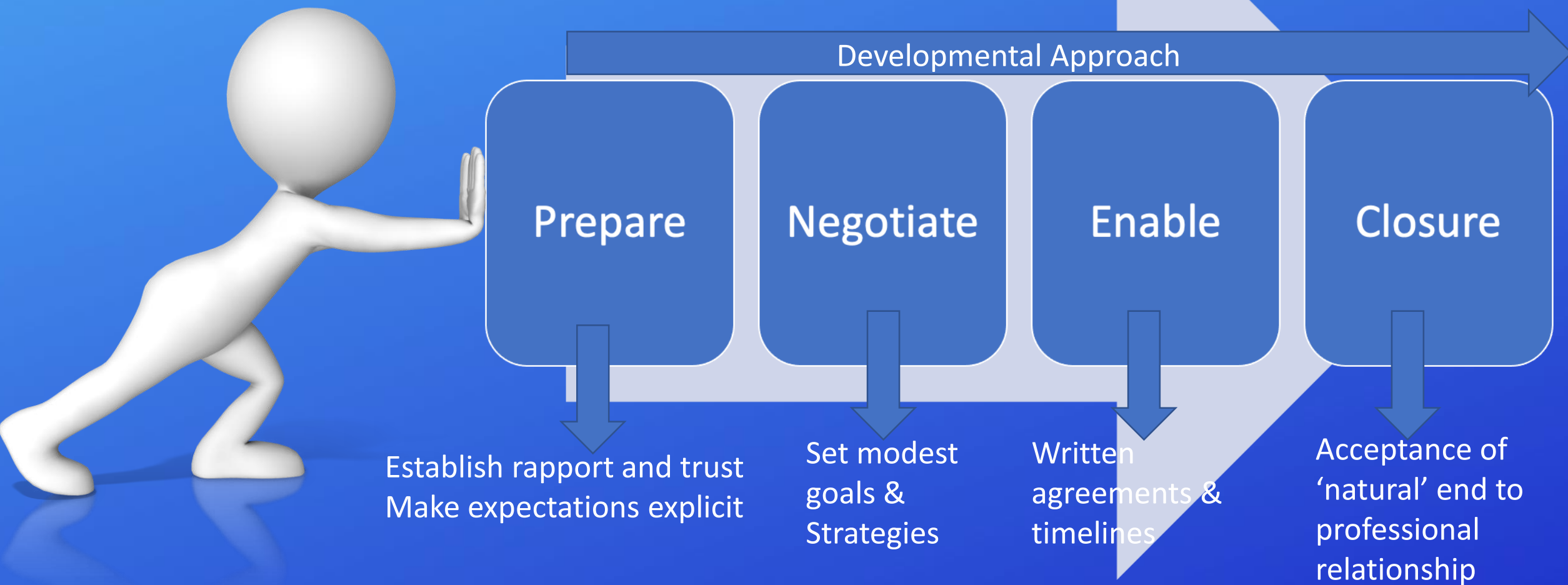


<https://chronus.com/how-to-start-a-mentoring-program>

# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning



## Formal Mentoring Model





# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Developing Your Pipeline



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### Best Practices of Formal Mentoring Programs

1. Identify a Strategic Purpose

2. Train a Program Manager

3. Don't pair mentees with supervisors

4. Differentiate between mentoring & coaching

5. Provide training to new mentors & mentees

6. Foster a safe environment

7. Provide easy access to mentoring resources

8. Evaluate Results

9. Keep it Dynamic!



# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Critical Elements of a Formal Mentoring Program

- Tied to business objectives
- Goal established
- Strategies for achieving goals
- Results measured
- Mentoring time-bound
- Open to all
- Mentors & mentees are paired – compatibility
- Mentee Manager involved
- Training provided
- Mentoring Coordinator
- Supporting diversity & inclusion efforts
- Span business units and geographic areas
- Continuity in formal mentoring
- Write down what has been agreed upon



# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Outcomes for successful formal mentoring programs

### • **For Mentors and Mentees**

- Enhances professional development
- Gain from exposure to other organizational cultures
- Creating a mentoring culture promotes individual employee growth and development
- Breaks down the "silo" mentality
- Elevates knowledge transfer
- Enhances strategic business initiatives
- Encourages staff retention and reduces turnover costs



# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Potential Pitfalls of Formal Mentoring Programs

- Mentor and Mentee not a good match
- Unrealistic expectations of the part of either party
- Trust and rapport never established
- Lack of skills, time, or commitment on one of the parties
- Mentee's supervisor sabotages the relationship
- Resentment on the part of other employees





# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

- Goals unspecified
- Access limited
- Mentors and Mentees self-select-chemistry
- Mentee Manager not involved
- No training
- Mentoring may last for years
- Process feels more 'natural'
- Mentee – driven
- More flexible

## Informal Mentoring Process



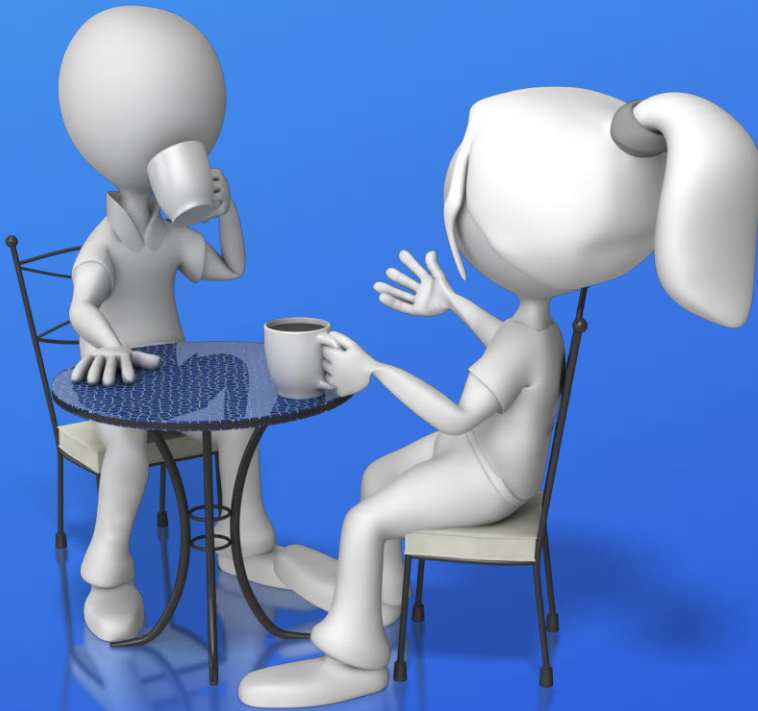
- May not be tied to organizational objectives
- May not have specific goal success metrics
- Matches are many times made based on similarity and attraction
- May not have a program manager
- May not have defined timelines for participants
- May not have training for participants
- Does not normally involve managers

**Cotton and Ragins (1999)** found that informal organizational mentoring is more beneficial than formal mentoring. ... Informal mentoring relationships develop **because protégés and mentors readily identify with each other**. The mentor may see one's self in the protégé and the protégé may wish to emulate the mentor's qualities.

# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Informal Mentoring Relationships:

- Provides just-in-time and immediate learning
- Promotes self-driven learning
- Offers fast and immediate networking
- Allows anyone to participate as there are no specific requirements of participants
- Requires minimal maintenance from the organization
- Gives the option of changing to a long-term more formal mentoring relationship



# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Potential Pitfalls of an informal Mentoring process



- Difficult to implement
- Cannot be easily monitored
- Minimum accountability
- Lack formal support of resources
- No predictable schedule
- Goals not formalized

# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## ***Benefits of combining formal and informal mentoring programs:***

- It will allow all the individuals to participate.
- It will provide instant skill development.
- Through this, you can promote self-driven learning among the employees.
- When implemented correctly, there will be minimal maintenance by the company.
- You will enjoy the option of both long-term and short-term meetings.
- The combination will promote better knowledge transfer to everyone.







MENTORING



## Questions for Mentees

- What do you want out of a mentoring relationship?
- What goals have you set for yourself?
  - Long term? Short term? Where do you want to focus now?
- How do you learn best?
- How do you like to be challenged?
- How frequently do you want to meet?
  - What happens if one of us needs to cancel? If one of us does not show up for an appointment?
- Etc...?

# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Types of Mentoring

- Formal: Some degree of prescribed structure
- Informal/natural: Mentoring partners accountable for their own participation
- Supervisory mentoring
- Group: Limited supply of mentors
- Tele-mentoring: Global Mentoring
- Situational mentoring
- Reverse mentoring
- Peer: Orients and supports new employees



# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning

## Mentees Want Different Things

- Help
- Guidance
- Insights
- To be challenged
- To learn the secrets
- Brainstorming partner
- Oral presentation skills
- ...



- Introductions to others
- Someone to help identify opportunities to present
- Grant writing skills
- Collaboration skills
- To be directed
- ...



## Mentoring Plan

- Consider having your Mentee develop a mentoring plan based on your questions and the discussion about how you will work together
- Plan can include:
  - Setting professional goals
  - How they will achieve the goals
  - Role of the mentor in their career development
  - What they expect from mentor – what mentor can expect of them

# The Benefits of Implementing an Informal or Formal Mentoring Program to Enhance Succession Planning



## What is mentoring and how is it different to coaching?

### **Mentoring**

- Guiding and assisting by giving advice based on the mentors' experience
- Usually provided by someone more senior who knows the organisation/role
- A more informal approach
- Objectives and outcomes desirable but not essential

### **Coaching**

- Helping someone to find solutions through the 'coachee's' own experiences
- Advice is not given but problems are solved by the 'coachee'
- A structured approach with defined outcomes