

Mentoring system: ***How to ensure sustainable motivation?***

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Arnauld de Nadaillac: 24 years of experience in learning systems with 16 years in Asia

Country and company projects

1. Training systems
2. Job and Competencies at work: Description of skills, knowledge, attributes
3. Assessment and Certification of staff and Competencies at work

Design or improvement of training processes

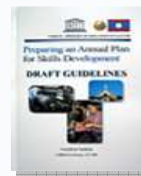
1. Competency and project based training
2. Learner centered method for trainers, mentors
3. Calculation of the Return On Investment for training at 5 levels:

TM Philips ROI Methodology, USA

Sole Certified
ROI Evaluator

Sole representant of CEGOS European leader in training:
83 e-learning and 26 blended learning packages mixing
e-learning and group learning

Sole distributor
in Thailand

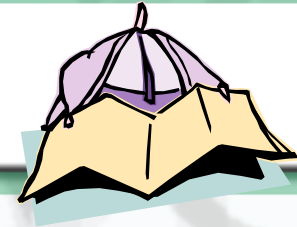


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Objectives of part 1



- ✓ Assess how to set up and maintain a mentoring system
- ✓ Clarify the necessary support and the critical steps
- ✓ Assess the readiness of your organization

Definition



A simplified definition of mentoring

- A “learning relationship between two individuals who share mutual responsibilities to reach learning goals of the mentored.” *

* *Adjusted from the definition in Lois J. Zachary, Creating a mentoring culture, 2005*

- The mentor is the person transferring competencies at work to the mentee

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- **“Coaching”** focuses on the performance and the behavior of the person for quick improvement through direct, intensive, occasionally difficult sessions lead by an external person within a set time-frame
- **“On the Job Training”** is more intensive, shorter duration and often linked to technical skills

Definition

In some cases, **Mentoring is more efficient than training** because it is.....

1. Individualized
2. Focused on motivation and experience of mentee
3. Integrated within the Company goal

Conditions to succeed

We need three components...

1. **Readiness** of the organization (culture)
2. Planned **support** for mentoring
3. **Opportunities** to link mentoring to company goals

The structure of the Mentoring System

Components of the mentoring systems to guarantee motivation and sustainability



1. Purpose of mentoring system
2. Goal for the organization
3. Conditions to implement mentoring
4. The components of the mentoring system
5. The mentoring process
6. Qualification, recruitment and rewards of mentors
7. Qualification, recruitment, rewards of the mentees
8. Communication on mentoring: before, during, after mentoring plans
9. Education, training program and information
10. Formal and informal mentoring methods
11. Monitoring and evaluation of the mentoring system
12. Challenges
13. Cross cultural mentoring (if needed)
14. International benchmark to support the system

The structure of the Mentoring System

Principles for implementation

- ✓ **Competency-based learning**
Learning is linked to identified competency-needs of the mentoree
- ✓ **Learner-centered**
Starts from mentee's needs, experience, motivation;
not from the content to be taught
- ✓ **Action learning**
All learning is brought to support real situations

The structure of the Mentoring System

Possible reasons for failure

- ✓ Management not interested by staff development
- ✓ Bad atmosphere in the company
- ✓ People too busy
- ✓ Too high expectation, pressure on mentor and mentee
- ✓ People are motivated but no system then... “Cheese soufflé” concept (very big at first, then disappears gradually)
- ✓ System not clear
- ✓ Bad matching: no fit mentor/mentee, mentor or mentee manipulator, jealousy, mentor delegates his work to mentee,...
- ✓ Organization problem: trips, different sites,....
- ✓ No confidentiality

Examples of processes (1)



Steps	Outputs	
1	Mentors identified	Mentees identified
2	Mentors screened	Mentees screened
3	Mentors trained	Mentees informed
4	Matching	
5	Mentoring contract	
6	Meeting every month with report	
7	Lunch HR every 2 months	
8	Final meeting after 6 months with report	

Examples of processes (2)

Steps	Outputs
1	Mentors identified
2	Mentors screened = Pool of mentors
3	Mentors trained
4	Mentees identified
5	Mentees screened
6	Matching of some mentors
7	Mentoring contract
8	Meeting every week with journal
9	Separate meeting HR every 2 months
10	Final meeting when finished

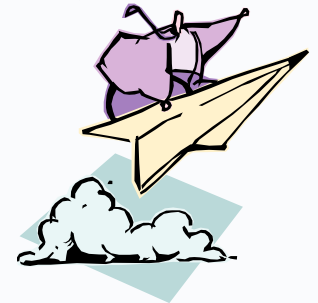
Examples of processes (3)

Steps	Outputs
1	Mentees identified
2	Mentees screened = Pool of mentees
3	Mentors identified
4	Mentors screened
5	Matching of some mentors
6	Mentoring contract
7	Flexible mentoring (informal)
8	Separate meeting HR every 2 months
9	Assessment within annual appraisal

Conclusion

All depends on the readiness, support, opportunities

**No system can succeed if no good mentoring relations...
No mentoring relations can be sustainable if no system...**



Thank you.....Merci

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Key references:

Jossey – Bass, *Beyond the myths and magic of mentoring – How to facilitate an effective mentoring process*, 2001
Lois J. Zachary, *Creating a mentoring culture*, 2005