CHAPTER G – DEI Mentor Programs

What this is:
Building an effective and inclusive Mentor Program.

Why is matters:
A Mentorship Program is a key tool of engagement that helps to retain and support the career progression of diverse talent. Underrepresented employees can face greater challenges when it comes to inclusion and career progression. Mentoring can provide key opportunities for skill development and networking that can minimize these challenges. Mentorship is also a key tool for succession planning.

Example:
There are many different types of mentorship programs including New Hire Mentorship, Career Mentorship, Reverse Mentorship and Diversity Mentorship. Regardless of the type of mentorship program, the key characteristics of an effective formal mentorship program are the same across the board:

- Mentor to mentee matches are based on skills/development needs.
- Formal goals are outlined and tracked.
- Minimum time commitments are designated.
- A formal process for monitoring relationships is established.
- Both parties are accountable.
- Goals are linked to business strategy.
According to a study by Heidrick & Struggles, women and minorities are more likely to say mentoring was extremely important to their careers: 30% of women said their mentoring relationship was extremely important compared to 23% of men; and 32% of minorities found it extremely important, compared to 27% of the overall sample.\textsuperscript{16} This study also found that formalizing the mentorship experience can be a key tool in aiding underrepresented employees to accelerate their careers and achieve the career growth.

Different types of formal mentorship programs include the following:

- **Career Mentoring for Improved Career Development**
  Career mentoring is by far the most common mentoring program we see in the workplace. This traditional one-to-one mentoring relationship can last 6-12 months.

- **High Potential Mentoring for Leadership Development**
  High-potential mentoring connects rising stars with leaders, top performers, and each other. This one-to-one mentorship nurtures a company’s leadership chain.

- **Diversity Mentoring for an Inclusive Workplace**
  Diversity mentoring has grown in popularity for companies that want to attract and retain top talent. This model pairs mentors and mentees in a one-to-one mentorship aimed at engaging and developing specific subsets of employees. The goals around this program mainly focus on providing exposure of underrepresented groups to higher level teams and increasing inclusion of these groups into the larger company. The pairing can last 6-12 months.

- **Reverse Mentoring for Efficient Knowledge Sharing**
  Reverse mentoring is a modern twist on the traditional mentoring model. Reverse mentoring flips the model so that the traditional mentor is encouraged to listen and learn from someone who would traditionally serve as the mentee. Companies can implement reverse mentoring in a one-to-one or group setting. The less experienced employee serves as the mentor, providing more experienced members of the organization with up-to-date information on the latest business technologies, technical skills, and workplace trends.

\textsuperscript{16} Diversity, Equity, and Inclusion | Heidrick & Struggles | Services | Heidrick & Struggles
Mentoring for Collaborative Learning

A mentoring circle is a peer-to-peer format that enables employees to find peers who share common interests or learning objectives and to develop together as a group.

To track the effectiveness of your mentor program, you want to keep these top metrics in mind:

- Number of mentors, mentees; number of women, men, and other gender identities; differences among racial/ethnic backgrounds.
- Timing: When and how often mentors and mentees meet.
- How participants feel about the program and their pairing.
- Increased job satisfaction.
- Decreased biases toward others.
- Positive outcome comparisons of a group that has been mentored to those of a group that has not.

Links to Other Resources

https://ideas.ted.com/the-5-types-of-mentors-you-need-in-your-life/
https://www.inc.com/charu-sharma/how-to-build-a-mentorship-program-that-actually-works.html