MENTORING PROGRAMS: A CASE STUDY OF AN AUTOMATIVE COMPANY

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Abstract

The Company ran a mentoring program for the HIPOs(High Performers).As a part of its international development project aimed at leadership development, digital transformation and high performance culture need was felt that there should be a program for new employee mentoring to foster connects between the new employee and the company. This will help deal with the operational issues expeditiously, and quickly acquaint the new employee to the company. In order to attain its goal of leadership development and digital transformation Company X planned to implement a new concept of reverse mentoring wherein the younger employees mentor the leadership.For the purpose of developing a high performance culture the Company X was planning to implement peer-to-peer mentoring wherein high performers from different functions mentor each other to develop a cross-functional mentoring expertise.As a result of this research the framework for these programs was designed and implemented. The benefit of this research is to gain a perspective on the mentoring practices being followed in the automotive sector.

Keywords:
Mentoring;
Automotive Industry;
Learning;
Leadership Development.

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1. Introduction

Few common mentoring programs being implemented in the automotive sector are:

Traditional mentoring
Group mentoring
Peer-to-peer mentoring
Induction mentoring
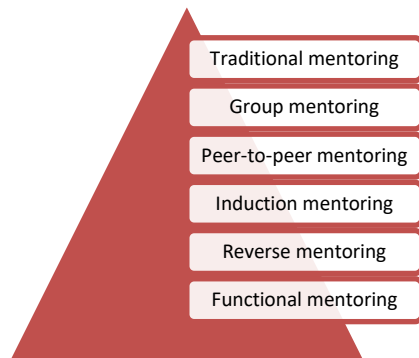Reverse mentoring
Functional mentoring

Figure 1. Mentoring-Types

Traditional mentoring

In 'traditional mentoring' the mentor is a senior employee of the organization who is more experienced and the mentee is a junior employee. The mentor helps the mentee to navigate through the levels in the organization and to successfully grow in the organization [3].

Group mentoring

A single mentor is associated with a group of mentees. In comparison to 1-on-1 mentoring, a whole group proceeds on their development journey with a single mentor.

Peer mentoring

'Peer mentoring' is mentoring by someone who is close in age and at a similar designation as the mentee. It has a disadvantage that sometimes it doesn't have the same impact as traditional mentoring because the mentor is not more experienced than the mentee. But, peer mentoring helps in networking and gaining a cross functional perspective.'Peer mentoring' becomes a viable option when there are not enough senior colleagues who are willing or available to mentor the juniors [2].

Induction mentoring

As a new employee joins the organization, he/she may experience certain roadblocks in dealing with the day-to-day operational issues. Induction mentoring is an effective way to deal with these

issues expeditiously. An induction mentor, mostly called a 'buddy' helps the employee know about the culture of the organization, helps in networking and makes it a comfortable journey for the new employee.

Reverse mentoring

It involves the pairing of a younger employee with a senior colleague. Here the younger employee shares expertise with the senior colleague [1].Reverse mentoring in the digital field is being seen in many organizations.

Functional mentoring

'Functional mentoring' is done for a specific project or technical expertise.

The mentoring programs designed and proposed are aligned with the following models:

"The 70:20:10 Model"

The model describes the percentage of learning from different sources.

'Morgan McCall', 'Michael Lombardo' and 'Robert Eichinger' from CCL developed the model.

At the Company X, the base of Learning & Development function rests on "the 70-20-10 principle".

According to the model knowledge is obtained by any individual from the following sources:

• 70 per cent of their knowledge from job-related experience
• 20 per cent from interactions with others
• 10 percent from formal training which is education based

On the job experience enables employees to hone their job-related skills, make decisions and address challenges the day-to-day work life.
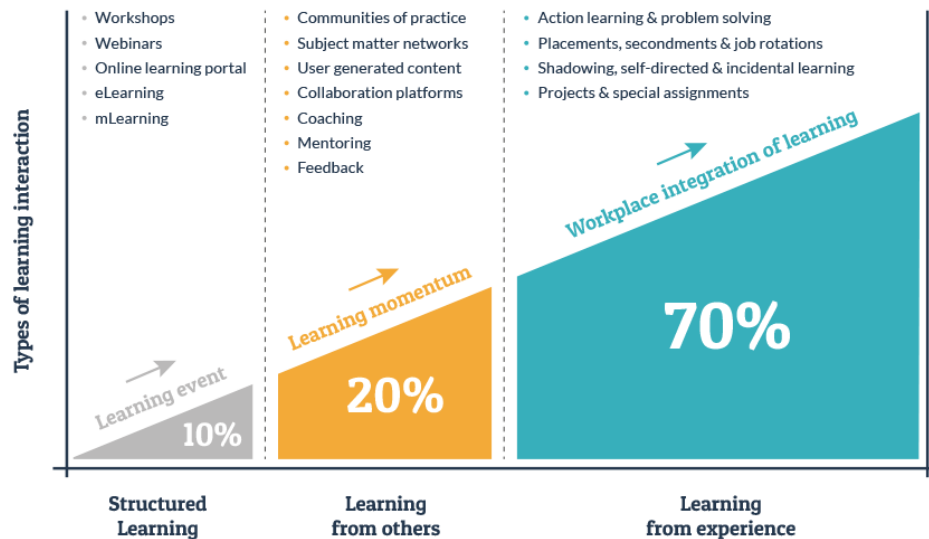
Figure 2. "The 70:20:10 Model"

"The Kirk-Patrick Model"

'Dr Kirk Patrick' created this model in the 1950s. It can be applied:

• Before

• During

• After training

This maximizes and demonstrates the training's value to the organization.

"The Kirk Patrick model" is a model to evaluate trainings. It has four levels- reaction, learning, behavior and result.

The Kirk Patrick model is a model to evaluate trainings. It has four levels- reaction, learning, behavior and result.The Kirk Patrick Model till Level 3 is being followed at Company X.

Figure 3. "The Kirk-Patrick model"

"Ram Charan's Leadership Pipeline Model"

'Ram Charan's leadership pipeline model' lists 6 passages for an employee to navigate through the levels in the organization. The employee has to make these six shifts to be a successful manager.

Mapping the challenges (or phases) that he/she goes through, helps build a culture of 'leadership' in the organization.

The initial years of the employee with the organization are spent in being an individual contributor; the gradual shift from being an individual contributor to managing others is imbibing the leadership skills.
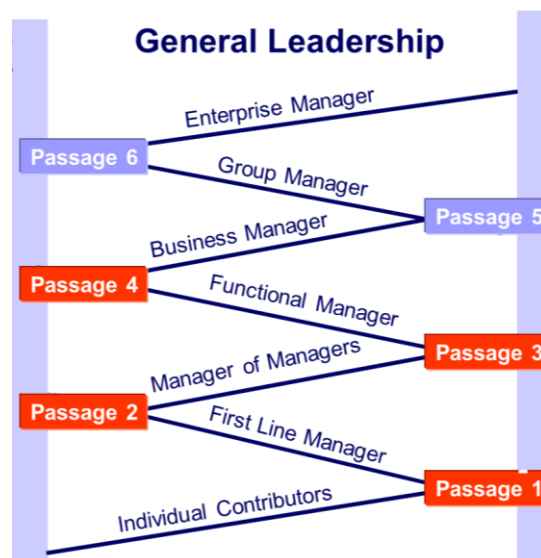

Figure 4. "Ram Charan's Leadership Pipeline"

"Reverse Mentoring Relationship Model"

The Reverse Mentoring relationship model has different characteristics than the mentoring model. There is a whole new play of role reversal in the relationship characteristics. Trust and interpersonal comfort have to be there between the mentor and mentee for reverse mentoring [1].
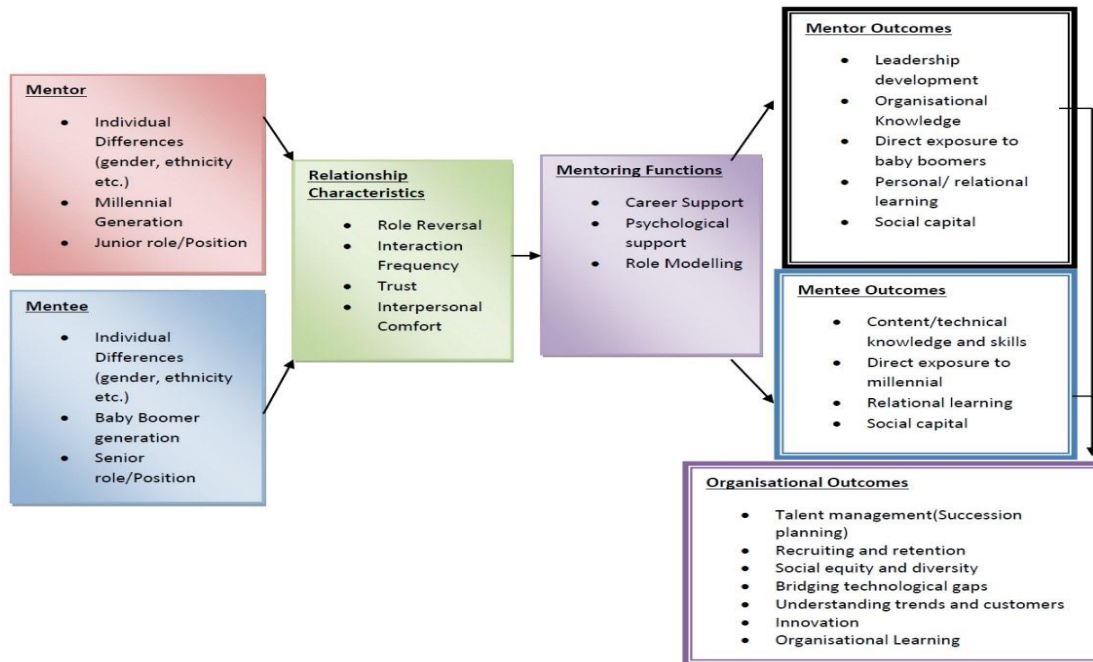
Figure 5. "Reverse Mentoring Relationship Model"

"The ADKAR Model"

The Reverse Mentoring is aligned with ADKAR model of change.

Figure 6. "The ADKAR Model"

ADKAR outlines the individual's successful journey through change. Each step of the model also naturally fits into the typical activities associated with change management.

✓ **Awareness** of the reasons for change. It is the outcome of the communications related to an organizational change

✓ **Desire** to engage in the change. It is the outcome of sponsorship

✓ **Knowledge** about how to change. It is the outcome of coaching

✓   <u>Ability</u> to implement the change at the required performance level. It is the outcome of additional coaching, practice and time

✓   <u>Reinforcement</u> to ensure that the change sticks. It is the outcome of recognition of change.

2. Research Method

The various approaches involved in data collection are:

Primary Research- Data was collected from discussion with a Deputy General Manager in Company X.

Secondary Research-Research papers related to mentoring were read and few ideas were incorporated in the framework of the mentoring programs.Various documents and presentations of Company X were read

This was done to understand the culture of the company. These documents were related to all the existing programs in the company. Theoretical analysis was done, and it includes the detailed comparison of theories in terms of their applicability was done.Internet research of the various theories and models was carried out.

3. Results and Analysis

3.1 HIPO mentoring (Existing mentoring)

Table 1. Mentoring Pair in the HIPO mentoring Program

Mentor	A member of the leadership team
Mentee	HIPOs

The talents are identified through assessment center.

"Assessment center":A method applied to a group of participants to assess their leadership & managerial capabilities by trained assessors using diagnostic processes and business simulations in order to obtain information about the employee's development potential.The process being followed at Company X:

1.   Matching

2.	Communication

3.	"Kick-Off"

4.	Mentoring

5.	Closing

6.	Feedback

3.2	New employee mentoring(Designed and implemented as a part of the project)

Table 2. Mentoring Pair in New employee mentoring

Mentor	An employee with 3 years of work experience(buddy)
Mentee	New employee

The Concept of a 'Buddy'

A 'buddy' is someone who participates in a new employee's "on-boarding" process ,"shares knowledge" and gives guidance to the new employee from time-to-time and has an informal and friendly contact with the new employees [4],[5].

Objectives of the Program

The 'Buddy' will endeavor that the new employee -

•	feels comfortable during his/her initial days at Company X

•	understands our organization's culture and policies

•	is able to deal with basic operational issues

•	gets integrated into the company's work/value system

Duration of the Program

3 months, unless mutually agreed for an extended timeframe.

3.3 Reverse Mentoring(Proposed Program)

Reverse Mentoring

•	Also known as upward mentoring, it involves the pairing of a younger, a gen Y employee acting as a mentor to share expertise with a senior colleague, a member of the leadership team as a mentee [1],[6],[7],[8].

Table 3. Mentoring Pair in Reverse Mentoring

Mentor	A digitally savvy GenY employee
Mentee	The members of the leadership

Objectives of the Program

The endeavor of the reverse mentoring program is to:

- foster "Digital Fluency"

- strengthen "Intergenerational Connect". [7]

The Process to be followed by the Human Resources(HR) Department:

1. Making a list of mentees.

2. Finding out the mentor requirements.

3. Selecting these mentors.

4. Match pairs- Selection process so that mentees and mentors so that best diversity mix is achieved in terms of background.

5. The mentor and the mentee sign an agreement to keep the discussions confidential.

6. "Kick-off event"- HR executive has to conduct a meeting with all participants go over the program guidelines and give the people the overview.

7. The mentoring program runs for 6 months.

8. Wrapping up with feedbacks from mentors and mentees.

Duration of the mentoring

6 months

Approach

- 1-to-1 sessions between the mentor and the mentee.

- Meeting once a month

Mentor Selection Criteria

A mentor is someone who:

- is Gen Y

- has good communication skills

- technically proficient

Selection Process of the mentor

1. Only people who are gen Y

2. People who we select based on reference

3. Skill assessment survey(online)

4. Elevator pitch of 1 minute

Table 4. Reverse Mentoring Relationship Model

	Key Variables	Benefits	Outcomes
		Reverse Mentoring-	As an outcome of Reverse Mentoring-
Mentor	• Selection from amongst the Gen Y	• Opens the channels of communication	• A direct exposure to the leadership team is established
Mentee	• Members of the Leadership team	• Imparts technological know-how • Facilitates the understanding of changing work culture, and increasing diversity.	• Digital fluency is developed.
Company X		• Aids organizational learning • Increases level of expertise and productivity	• Offers different, fresh, and young perspectives

3.4 Peer-to-peer mentoring (Proposed Program)

Peer-to-peer mentoring is a form of mentorship that takes place between two people who are close in age and similar in designation.

Definition

"Peer-to-peer mentoring" is a type of mentoring that occurs between people who are:

• age is close and whose,

• designation is similar. [9],[10]

A 'Peer mentor'

A 'peer mentor' is a…

- Advisor

- Companion

- Coach

- Resource for new ideas

Why "peer-to-peer mentoring"?

- A peers' view is taken extremely seriously by people generally.

- The similarity in the age adds on to the value of 'peer-to-peer mentoring'. The mentee feels more affable with the mentor and the mentoring relationship can add a lot of value to the mentee.

Objectives

The endeavor of "peer-to-peer mentoring" is that to enable the mentoring pair to-

- For both the mentor and the mentee to gain "cross- functional expertise".

- Building stronger networks in the organization.

- Learning more about people with "diverse personalities".

- Different perspectivesare explored.

Duration

The duration of "peer mentoring" is suggested to be 6 months.

Eligibility Criteria to be a part of the mentoring-"Accessment center" cleared employees of the company X.

The Process to be followed by the Human Resources(HR) Department:

1. Making a list of mentees.

2. Finding out the mentor requirements.

3. Selecting these mentors.

4. Match pairs- Selection process so that mentees and mentors so that best diversity mix is achieved in terms of background.

5. The mentor and the mentee sign an agreement to keep the discussions confidential.

6. "Kick-off event"- HR executive has to conduct a meeting with all participants go over the program guidelines and give the people the overview.

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Peer mentor's Roles & Responsibilities

A peer mentor has to:

- Promote learning and positive development in your mentee.

- Create a learning experience for the mentee.

- Approach challenges with optimism.

Benefits of peer-to-peer mentoring

As a result of peer mentoring a mentoring pair is able to get:

- Good and improved communication skills

- Increased sense of empathy

- Greater amount of patience

- Improved conflict resolution skills

- An enlarged network within the organization

4. Conclusion

Mentoring usually involves a more experienced person guiding a less experienced person. The mentor and the mentee are usually from the same organization. But, mentoring programs like 'reverse mentoring', 'peer-to-peer mentoring' and 'buddy mentoring' are equally effective and essential for the organizations.70% of the learning is on the job, only 10% of the learning can be imparted through classroom sessions and training.Mentoring serves the combined purpose of teaching, supervising, encouraging, sponsoring, counselling and building networks.

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