



# How to run a successful mentoring programme

Congratulations on investing time and energy to developing your people.

Learning from other people's experiences and building networks are invaluable in enabling success.

Global Women's research shows that mentors have the most impact when they are **relatable**.

This means mentors and role models who are genuine, authentic and vulnerable when sharing.

When running a successful formal mentoring programme, it is important that you are clear about the challenge that you hope to address and what success will look like for your people.

## 1. Set measurable objectives:

Be clear about why you are investing in mentoring. It could be to:

- Encourage and accelerate key talent
- Address a particular need within the organisation
- Create connections and networks

The programme should be clearly connected to the organisation's values and purpose.

**You could track and measure both the financial and non-financial benefits by looking at:**

- Number of job expansions or promotions
- Increased engagement scores
- Increased performance effectiveness

## 2. How to select relatable mentors

Being purposeful about choosing people to become mentors will allow you to maximise trust, rapport and encourage the type of leaders you wish to see in your organisation.

Understanding the common challenges and potential derailers allows you to select people that have relevant experience. Hearing stories of when things didn't work are just as valuable as celebrating success.

### Qualities of a relatable mentor

- Warmth and empathy
- Emotionally intelligent
- Genuine and authentic
- Values driven
- Vulnerable and willing to share

### Common challenges and potential derailers

- Having a family **and** a career
- Returning from parental leave
- Making flexibility work
- Being authentic and values-driven at work



### 3. Structure

Consider whether your organisation would prefer to run a structured programme of events as part of the mentoring programme or simply do the matching and allow people to get on with it.

**Whichever way you choose, there should be an understanding that:**

- Conversations are confidential, open and honest
- Both mentors and mentees are open to new perspectives
- The mentors won't have all the answers but can share some useful experiences

Regular check-ins with both mentors and mentees are recommended to provide feedback and assess value.

Reflecting on, acknowledging and celebrating success at the end of the programme is a great way to enhance the learnings and connections.



## Mentoring circles

Another way to run successful mentoring programmes is through mentoring circles. These are a combination of group mentoring and peer coaching and include up to 10 participants at a similar level in a circle.

### **Additional benefits:**

Mentoring circles have additional benefits including increasing people's influencing ability as they need to speak up in a group. Participants learn from their peers who bring a broader perspective. It is also an opportunity to develop relationships and build a trusted network. The higher level of support brings an increased accountability to participate when more people are involved and deepens the level of trust.

### **Additional things to consider:**

Mentoring circles require a facilitator as well as a mentor, this may or may not be the same person. One way to maximise value is to have a consistent facilitator and bring in different mentors to cover particular topics.

To maximise the value from these sessions, they should include the same people each time and be held regularly, ideally every 4 – 6 weeks.



## What does success look like?

This is really down to the individual organisation but it should be **clear, measurable and – most of all – celebrated.**