

7 Tips For Implementing An Effective Internal Mentoring Programme



1. Adequate Resourcing

- To run an effective mentoring programme, the teams overseeing its implementation – often overburdened HR Teams or DE&I Committees - must be adequately resourced and supported.
- Many firms have mentoring programmes in place, but they often lack the time and incentives necessary to maximise their effectiveness.
- Successfully matching mentors and mentees takes time, as does establishing continuous feedback and review mechanisms to ensure the programme delivers maximum benefit.
- Mentoring should be viewed as a long-term investment: the benefits take time to materialise, but that doesn't mean it should be deprioritised in favour of quick wins.

2. Training For Participants

- New mentors should receive training on how to be a great mentor.
- Mentees who haven't received training may have unclear or misaligned expectations.
- Effective mentoring requires multiple skills, in particular active listening, asking open questions, clarifying, provision of empathy and constructive feedback.
- Potentially great mentors may not sign up fearing they aren't qualified or don't know enough. This can be overcome with training, empowerment and encouragement.

3. Senior Management Endorsement

- Mentoring Programmes should be promoted and supported by Senior Management.
- Senior Managers should be aware of and recognise the benefits of a well-run mentoring programme for both their staff and the firm.
- Periodic internal communications from Senior Management referencing and endorsing the mentoring programme will go a long way to embedding it within the firm's culture and achieving positive outcomes.
- Senior Management should also actively engage in mentoring programmes.

4. Continuous Feedback & Review

- Gathering feedback from participants allows measurement of the effectiveness of the mentoring programme and provides the opportunity to continuously enhance and improve it.
- Senior Management should periodically request and receive feedback on the effectiveness of the programme.

5. Recognised In Annual Appraisals

- Participation in a firm's mentoring programme and the associated benefits received by the firm, should be positively recognised in review processes.
- Mentors carry out mentoring in addition to their main responsibilities and this positive contribution to the firm should be rewarded.
- However, care needs to be taken to ensure that employees don't participate purely as a box-ticking exercise.

6. Existence Widely Known Throughout the Firm

- The existence of the mentoring programme should be well known throughout the firm so that it's accessible to all employees and the firm can achieve maximum benefit.
- It should be regularly referenced as a learning and development tool which in turn fosters a culture of learning and growth.

7. Line Manager Support

- Mentoring should be seen by line managers as an opportunity for improvement and career advancement.
- Line Managers should encourage team members to participate in mentoring programmes, whether as a mentee, mentor, or both.
- Periodic employee reviews should consider whether the employee has participated and positively recognise it.