

Reed
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Your complete
guide to **workplace**
mentoring

 **guider**



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Introduction

Mentoring is more than just a passing trend, it's a powerful tool for personal and organisational development. In today's dynamic and competitive business landscape, companies are recognising the critical role that mentoring plays in fostering professional growth, enhancing skills, and building resilient teams.

This guide offers insights, strategies, and practical advice for employers, from the different types of mentoring programmes you can offer to the benefits it can bring to your business, and a step-by-step guide on how to implement a successful mentoring programme from scratch. Whether you are a startup, scale up, or large corporation, use this guide as a comprehensive roadmap for harnessing the power of mentoring effectively.



Why is mentoring so crucial in the modern workplace?

The answer lies in its ability to foster a culture of continuous learning and development, which is essential in an era where innovation and adaptability are key. Through mentorship, individuals can tap into a wealth of knowledge, experience, and insights that transcend traditional L&D programmes, enabling them to navigate challenges, seize opportunities, and unlock their full potential.

Additionally, mentoring goes beyond acquiring new skills, it also nurtures the holistic development of employees, fostering confidence, resilience, and a sense of belonging. By providing guidance, support, and constructive feedback, mentors play a pivotal role in shaping the career trajectories of their mentees, instilling in them the values of integrity, empathy, and leadership.

About Guider

This guide has been created in collaboration with leading mentoring software provider, Guider.

Guider goes beyond traditional mentoring to offer a cross-functional, engagement-driven learning and development platform. Built with effective mentoring at its core, the platform guides users through their mentoring relationships, tracking progress, goals, and feedback. With integrated video chat, calendar scheduling and email messaging, Guider also streamlines the communication process between mentors and mentees, allowing them to focus on getting the most out of their relationship.

By blending human interaction with cutting-edge technology, they provide the world's best learning experience with engagement and impact at its core.

[Find out more about Guider](#)



What is **workplace mentoring**?

Typically, mentoring is an official, collaborative relationship between a senior employee and a junior member of staff with the purpose of helping guide the mentee's professional career, development, and personal growth. Of course, there are variations to this which we will cover within this guide, but this is the most common approach to mentoring.

It goes beyond just a mentor giving advice to the junior employee, the relationship is meant to empower the mentee to identify their professional goals and help them reach them by overcoming challenges and barriers. They can also help open doors for the mentee by utilising their network and introducing them to other senior members of staff, sharing their own experiences and wisdom, and helping them acquire new skills to support their aspirations.

Mentoring is not a one-size-fits-all approach. Each relationship will be different and will need to be adapted to each mentee's personal goals and unique needs – making it an invaluable tool for both personal and professional development.



Types of mentoring

Mentoring can be done in a number of different ways and each format has its own benefits and business cases.

Formal vs. informal mentoring

Firstly, it's important to distinguish between formal and informal mentoring as each will require its own processes and goals. While they are similar, each has distinct differences.

Formal mentoring is a structured relationship often used by businesses with a specific aim of supporting business goals. Mentors are assigned mentees based on business need, the relationship will consist of a set number of sessions, and the success/outcome will be measured against pre-agreed key performance indicators (KPIs).

Formal mentoring works really well for businesses, as they can measure the success of their efforts, highlight the benefits it brings to the business, control the process, and calculate its return on investment (ROI).

Informal mentoring by definition is an informal, unstructured or loosely structured relationship that encourages free-flowing conversation, relationship building, and can last for as long as both parties would like. While the sessions are not based on business goals that can be



measured, there are still many benefits for organisations – some report that mentees often build a more natural relationship with their mentor, resulting in better engagement.

One-on-one mentoring

Most mentoring relationships are one-on-one, with one senior mentor and one junior mentee. This is the most popular as it gives mentees the opportunity to discuss their personal goals and each session can be tailored to the specific needs of the mentee.

One of the main benefits of this format is it allows for a more meaningful relationship that can be difficult to build within a group setting. As the mentee has the full attention of their mentor, it gives them more time to discuss their progress and development without feeling rushed. It also gives the mentee space to discuss personal challenges that they may not wish to divulge in a group setting. By sharing these challenges and deeper thoughts and feelings, they can often build a more authentic, trusting relationship with their mentor which will ultimately increase engagement in the process and therefore improve outcomes and the success of the mentoring.



Peer mentoring

This involves pairing people up who are of a similar age and experience level, where they may take turns in the role of mentor and mentee. This style of mentoring tends to take a more informal, laid-back approach as it is more about building a support system where colleagues can learn from each other and hold each other accountable.

This may be particularly useful in cross-departmental mentoring, where one employee may wish to gain more skills in a different area of the business, so you would match them up with someone at a similar seniority level from a different department.

Additionally, employees may be more inclined to share their concerns with a peer rather than a senior leader, so the relationship can help boost wellbeing and openness.



Group mentoring

Moving away from the traditional mentoring format, group mentoring is when one senior mentor oversees multiple mentees in a group setting. The mentor will often have a specific area of expertise that they will share with a group who all have similar development goals. This format can be highly beneficial to mentees as they can share their knowledge and support each other as they learn new skills. It can also bring a range of different viewpoints and experiences that mentees may not get in a one-on-one session.

This type of mentoring is particularly useful when it comes to onboarding and offboarding. When you have a group of new hires, it can be useful to have one senior member of staff mentor the new employees in a group setting. The new starters can get to know each other and get to grips with the business and its culture. Also, when a long-serving employee retires or leaves the business, group mentoring can be a great way to share their knowledge and expertise and avoid further skills gaps and knowledge attrition.

Reverse mentoring

Reverse mentoring has become more popular in recent years. It is where a senior leader is mentored by a junior member of staff – essentially the roles are reversed. This format flips traditional mentoring on its head and challenges the idea that only junior employees need to learn new skills. It focuses instead on how senior leaders can learn new skills from their junior peers that can bring a fresh perspective and help develop them to be better leaders.

There are many ways that reverse mentoring can benefit organisations that are not just for career development. For KPMG, one of the Big Four accounting firms, it helped improve their diverse and inclusive culture across the firm. Its Black Heritage Reverse Mentoring Programme enabled senior leaders to learn from black employees so they can better understand the challenges that those from diverse backgrounds face in the workplace. Its success led to the creation of their Cross Company Allyship Programme, a reciprocal mentoring scheme for all members but with a focus on supporting those from black heritage and ethnic minority backgrounds.





Virtual mentoring

Having a largely remote or hybrid workforce, as many organisations have now, doesn't mean you can't implement a mentoring programme. Virtual mentoring is a great way to give people access to a wide range of mentors that they may not have been able to match with previously. It removes geographical barriers, is efficient and easy to organise, and when using a dedicated mentoring software, like [Guider](#), you can connect people no matter where they are, making the process much easier for businesses. Guider's software suggests smart mentor matches based on data, allows mentors and mentees to communicate via the platform, schedule their sessions, and track goals and other KPIs to help programme managers measure success and prove ROI.

Each of these types of mentoring offer real benefits to organisations and which one is best for your company depends on your specific business needs and the reason why you are looking to implement a mentoring programme. In fact, you may have multiple reasons for launching a mentoring scheme, so you may decide to introduce different programmes. For example, you may introduce a formal one-on-one mentoring programme across the business to gather insights into skills gaps, tracking goal attainment and gain a deeper understanding of the programme's impact on professional development. And you may also implement a reverse mentoring scheme to help empower junior employees, giving them a voice and improve their engagement, as well as improving skills of more senior leaders who may previously have been 'stuck in their ways'.

Benefits of mentoring in the workplace

The benefits of mentoring in the workplace go far beyond the personal and professional development of employees. While these are hugely impactful on an individual level, mentoring can have many perks for the organisation as a whole. Guider suggests that mentoring improves:

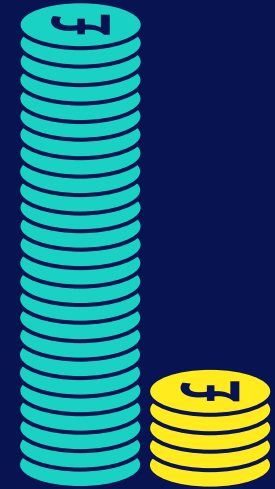
 Employee engagement Employee satisfaction Skill development Diversity in leadership Knowledge sharing Talent pipeline Company culture Inclusion Social learning Retention rates Advancement rates Company reputation

Did you know?

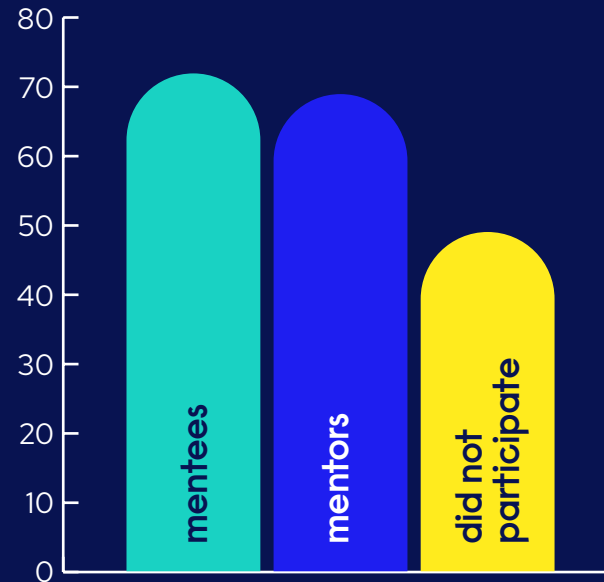


76%
of people think mentors are important, but only **37%** have one.

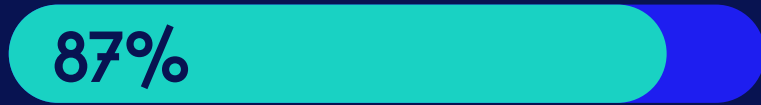
People who served as mentors experienced lower levels of anxiety and described their job as more meaningful than those who did not mentor.



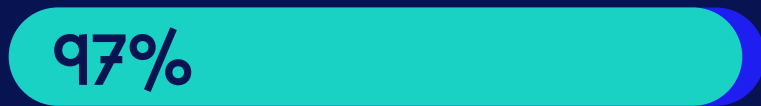
25%
of employees in a test group who took part in a mentoring program had a salary grade change, compared with **5%** of employees in a control group who did not participate.



Retention rates were much higher for mentees (72%) and mentors (69%) than for employees who did not participate in the mentoring program (49%).



87%
of mentors and mentees feel empowered by their mentoring relationships and have developed greater confidence.



97%
of individuals with a mentor say they find the experience to be a valuable one.

How mentoring supports diversity and inclusion

Diversity and inclusion are not often heard without each other, but the two terms are not mutually exclusive. Having a diverse workforce means your organisation is made up of a broad variety of people from different cultural and socioeconomic backgrounds, genders, age, and religions etc. Inclusion is where everybody feels included, seen, and heard, and are supported equally at work. It's possible to have a diverse group of people without being inclusive, but by prioritising both, employers can gain the full benefits of both initiatives.





Having a diverse workforce is critical for businesses to get a range of perspectives and ideas, leading to better problem solving and greater innovation and creativity. By having different perspectives, you can avoid 'groupthink' - where people tend to agree with the group perspective and don't challenge the status quo, which can stifle growth. An inclusive workplace is essential for employee morale, company culture, and employer brand. When people feel included - or even better - celebrated, they are more engaged and find greater satisfaction at work.

When you consider the differences between diversity and inclusion, it's near impossible to create just one mentoring programme that addresses both of these at the same time. For example, if you wanted to introduce a mentoring scheme that improves racial diversity in leadership, you may pair junior black employees with senior mentors to inspire and advocate for them. However, as this will only be available to a certain group of people, it's exclusive in nature, not inclusive.

But don't worry, it is possible to create a mentoring programme that addresses both - it just requires a two-pronged approach.

Firstly, you need to establish a mentoring culture in your business that encourages peer-to-peer learning and development. This can be through a business-wide structured one-on-one scheme. Mentors do not necessarily need to be matched up with mentees that are similar to them, in fact, by pairing people from different backgrounds and experiences, you can gain new perspectives, learn new skills, and by learning from those who are different, build a more inclusive mindset.

Once you have established a mentoring culture across the business, you can introduce specific programmes aimed to advocate for minority groups, supporting diversity. For example, you could introduce a mentoring programme supporting LGBTQ+ employees, women in leadership roles, or empowering disabled employees.

When combined, mentoring can be a powerful tool for supporting diversity and inclusion. Having multiple types of mentoring available means everyone in the business can benefit from the scheme. This also promotes equity in the workplace.

Definition: Equity embodies the principles of fairness and justice, setting it apart from equality. While equality aims to treat everyone the same, equity acknowledges that our starting points differ and necessitates addressing imbalances through deliberate adjustments.

By having multiple mentoring programmes, you are showing that your business understands that a one-size-approach doesn't fit all. By running separate programmes for underrepresented groups, you are adopting the principles of equity and ensuring everyone receives the same benefits from mentoring, regardless of where they are starting from.



Mentoring for enhanced **employee engagement**

Employee engagement refers to the level of enthusiasm and dedication employee's feel towards their work, team, and company. Obviously, being engaged at work is hugely important for workers as they feel happier, healthier, more fulfilled, and more motivated. This will ultimately benefit your business by retaining employees longer and seeing increased productivity.

Data from Gallup's 2023 State of the Global Workplace report shows disengaged employees cost businesses around the world at least \$8.8 trillion in lost productivity, or nine per cent of the global gross domestic product.

A structured mentoring programme can contribute greatly to improving employee engagement. Here are some of the ways mentoring can lead to more engaged employees.

Builds trust and connection among employees

Trust is important for team building. When employees trust they will be supported by their manager or employer, they are more likely to try new things, be creative, and share their honest feedback. This is essential for growth and development. The phrase "comfort is the enemy of progress" comes to mind here. Change is often uncomfortable but it's essential if businesses want to remain relevant in a highly competitive environment.

Additionally, trust among peers helps boost employee engagement - building meaningful connections at your workplace is highly correlated to satisfaction and happiness at work.

Aids knowledge sharing and skills transference

Fostering a culture of knowledge sharing and skills transfer not only enhances individual capabilities but also strengthens the fabric of an engaged workforce.

As employees develop professionally and gain confidence in their abilities, they become more engaged with their work. Feeling competent and well-prepared contributes to a positive work experience.

Supports career growth and development

When seasoned employees pass on their expertise, they empower others to develop new competencies - and when they acquire new skills, they become more engaged, motivated, and committed to their roles.

Additionally, employees who appreciate the investment in their development and through mentoring schemes are more likely to view their organisation as a place where they can learn, grow, evolve, and thrive. This fosters a greater sense of purpose and belonging, where all employees take pride in being part of a collaborative community.



Individuals with mentors are
5× more likely to be promoted



Mentoring for female empowerment and leadership

While the proportion of women in senior management positions globally has reached an all-time high, it still remains at just 28.2%. And yes, we have come a long way towards gender pay equality - the global gender pay gap has been closed by 68.4% - but there is still a long way to go.

Addressing gender equality and diversity in leadership is crucial for social progress as well as economic prosperity, making it a priority for business leaders. Having a diversity of genders in senior positions ensures varied points of view are heard, resulting in smarter, well-rounded, innovative, and more impactful decision making.

Mentoring is a great way to empower more women into leadership roles, which is something we know many women actively want. Since the pandemic, women's professional ambitions have grown and roughly 80% of women want to be promoted to the next level, compared with 70% in 2019. So, if the majority of women want to be promoted - why aren't they? This highlights why it's essential for organisations to actively promote women into leadership positions and empower them to achieve their professional goals.



Lack of role models

The reason mentoring is so important when it comes to facilitating female leadership is because there is a significant lack of female role models the further up the career ladder you go.

Without role models, aspiring female leaders lack available mentors, a visible path to those positions, and the opportunity for knowledge sharing on how to tackle shared barriers.

Women experience several challenges as they progress in their careers, such as:

- **Discrimination and bias:** historically, women have faced workplace discrimination, limiting their chances of promotion or leadership roles.
- **Work-life balance:** balancing work and home responsibilities can lead to stress and exhaustion.
- **High expectations:** women leaders are often held to higher standards than their male counterparts, leading to burnout and imposter syndrome.
- **Gender pay gap:** unequal pay affects women's quality of life and work efficiency.

Female mentors serve as powerful role models for aspiring female leaders. Seeing successful women in leadership positions inspires mentees to envision their own career possibilities. However, it's not just female mentors that could, and should, mentor women.



Should aspiring female leaders be mentored by men?

Firstly, it is a choice that should ultimately be made by the mentee and what they feel comfortable with. Guider believes that women involved in a mentoring programme must feel psychologically safe in order for the programme to be effective and this should be key in all mentoring relationships.

However, you may be wondering if it's appropriate for an employer to suggest a male mentor to a female employee. The answer is yes, absolutely! It's important to alter our gendered perceptions of



mentoring – it’s not about the male being the hero and rescuing the woman in this scenario, but everyone needs strong mentors and role models in their careers, and we need men to sponsor and help advance women as much as we need women to do the same for one another.

Kevin Dainty, Client Relationship Manager and Founder of [Reed Technology’s Women in Mentoring Programme](#), says:



“Men and women think differently so only seeking out female mentors is limiting the diversity of thought that you have access to. Regardless of if you are male or female, it is always good to get a different perspective on a situation.”

Male mentors have the power to actively challenge gender stereotypes. They can confront biases, expose misconceptions, and champion a culture that recognises and celebrates women in leadership roles. Remember, effective mentorship is based on mutual respect, active listening, and a commitment to growth, and both men and women can play crucial roles in supporting aspiring female leaders.

Mentoring for **early talent**

With millions of university students and school leavers joining the workforce annually, employers can gain substantial long-term competitive benefits by recruiting promising individuals at the start of their careers.

The term 'early talent' encompasses those who are embarking on their professional journey and have less than five years' work experience - mostly graduates and apprentices - and investing in this demographic has a wide range of benefits for employers.

Why mentoring is particularly important for early talent

Investing in early talent is essential if you want to reap the full benefits of what these professionals bring to the table. But it's also hugely beneficial for individuals and their future careers.

Entering the workforce for the first time can be intimidating, especially when full-time education is all you have known. Being able to turn to experienced mentors to gain advice and insight is an invaluable resource for early talent and one that is essential to their satisfaction and engagement levels. Research conducted by [Workplace Intelligence](#), in

partnership with Amazon, found that most of the younger generation are highly motivated to improve their skills and progress their careers, and many who don't receive this, plan to leave their company for a more supportive employer.

74% of millennial and gen z employees are likely to quit within a year due to a lack of skills development opportunities.

Therefore, if you want to not only attract early talent, but retain them, mentoring is crucial.

How to implement a **successful mentoring programme**

Implementing a successful mentoring programme is more than just matching up mentors with mentees, leaving them to it and hoping for the best. To get the most out of your scheme, be able to track the return on investment, and monitor the effectiveness, you will need to take the time to carefully plan and prepare a structured programme that works for your business.

This step-by-step approach to implementing a mentoring programme can be tailored and adapted to meet the specific needs of your business and the type of mentoring scheme you want to create. So, whether you are launching a one-on-one scheme, reverse mentoring programme, or a virtual scheme, this structure is useful for all.



STEP 1

Define your goals →



STEP 2

Design your programme →



STEP 3

Attract participants →



STEP 4

Match mentors and mentees →



STEP 5

Provide training →



STEP 6

Measure progress and success →



Define your goals

Before you even begin to map out and create your mentoring programme, you need to understand what it is that you want to get out of it. Why have you decided to create one? Who is it intended for? What problems is your company facing that you want to solve? Once you have answered these questions, you can set goals that you want to achieve through the programme. For example, here are some goals you could set:

Improve employee satisfaction survey scores by 15% in one year

Reduce attrition by five per cent companywide within two years

Increase the number of people from underrepresented groups in leadership positions within five years

See an improved employee engagement self-assessment score for those involved in mentoring schemes when compared to those not included

These are all SMART goals, which means they are specific, measurable, actionable, realistic, and time bound. This is important when setting goals or targets for your mentoring programme as it allows you to track and measure their success. Of course, you will have many goals for your mentoring programme, some that are not so easy to track, but a great way to assess the success of these is to create feedback forms or surveys to send to mentees and mentors after they have completed the programme. Here you can ask questions such as 'do you feel more motivated to apply for senior positions when they arise?' or 'do you feel like you have gained a better understanding of different areas of the business?'

Once you have decided what your goals are, it should then be quite clear what type of mentoring scheme is right for your business. For example, if your goal is to increase the number of people from underrepresented groups in leadership positions then you may want to consider running a mentoring programme for a specific underrepresented group, pairing them up with members of the leadership team. Or if you want to improve overall employee satisfaction survey scores then a one-on-one mentoring scheme open to all employees is the best way to go.



Design your programme

Now you have set your goals and decided on the type of mentoring scheme you want to introduce, it's time to iron out all the details of how your scheme will work. There are many things you will need to consider.

Before you move on to the next stage, have you answered all the points in this list?

How long your mentoring relationships will last?

How participants will sign up for the scheme?

The qualities you are looking for in the participants?

The number of mentors and mentees there will be?

How the mentoring relationships will be formed?

Whether the programme is open to all employees or for a specific group?

How you will promote your programme across the business?

Any resources/software you may need?

What you expect from mentors and mentees?

How you plan to determine the success of the programme?

What policies and procedures you need to have in place to assist the programme?

Who will manage the scheme?

How and who will train the participants?



Attract participants

If you don't attract people to take part in your scheme, both as mentors and mentees, even the most well-thought-out mentoring programmes will fail.

Firstly, it's essential your programme has a clear goal and that this is effectively portrayed to your employees. Without a clear goal, participants will be unsure what they are signing up for and what is expected of them. It's also important to have buy in from all senior management as they can help motivate their teams to get involved and it shows that management care about people's progression.

While engagement is likely to be highest when the programme is launched, to see real long-term success, you will need to keep people engaged throughout. To establish and sustain momentum in your programme, you need to have an effective marketing and promotion plan.

Select mentoring champions who can engage with your cohort, advocating for and reinforcing the benefits of participating in the scheme. Leverage your organisation's intranet or newsletter, arrange meetings with team leaders, seize opportunities to discuss the programme during general meetings, and share success stories and highlight promotions when they arise.



Utilise every available tool and avenue to make sure you get the mentoring programme seen, understood and accessible to all relevant employees.



Match mentors and mentees

Effective mentorship matching is more than just pairing any two people together and hoping they gel. It's an important relationship where compatibility is key.

In order to get the best out of each partnership, matching participants based on their skills, interests, and communication styles for example, is essential. However, a common problem that many organisations face when it comes to matchmaking, is that doing this manually takes considerable time and resources. Here are some of the most common challenges many face when matching participants manually:

1. Lack of time: manual matching processes are incredibly time-consuming, delaying the start of mentorship relationships.

2. Not enough resource: DIY programmes put a strain on organisational resources, requiring significant manpower and tools for effective matching.

3. Low engagement: delays in matching can decrease mentee engagement and enthusiasm for the scheme.

4. Costly: administrative costs mount up over time, making DIY programmes financially inefficient.

5. Minimal ROI information: demonstrating the return on investment for DIY mentorship programmes can be challenging without clear metrics and outcomes.





Match mentors and mentees

Utilising mentoring software not only reduces the administrative burden on your teams, but it also allows for more effective partnering – boosting the overall success of your programme.

For example, Guider's AI-powered matching algorithm goes beyond simple demographics and is focussed on skills-based pairing. Collecting data from both mentors and mentees around skills, interests, strengths, weaknesses, experience, and goals allows the mentoring software to make highly accurate matches. This process, which can take learning and development or HR teams weeks of planning and numerous spreadsheets when done manually, can be done in a matter of minutes with a mentoring software.

Importantly, Guider highlights how it does not automatically assign each mentee with a mentor but gives them top suggestions and allows them to choose. They can browse their profiles, skills, and experience, and reach out to the one they would most like to mentor them.

This is extremely important, as in order for mentoring to be effective, mentees need to be passionate about their personal development. So rather than pairing them with a mentor, it is better to give them a choice. This way, they will be more invested in the relationship and the programme will be more successful.





Provide training

When launching a new mentoring programme, you will need to provide informative and engaging training and resources to both mentors and mentees.

For many, this may be their first experience in an official mentoring relationship, therefore, it's crucial to offer training not only into the programme's specific goals but also the role and responsibilities of both parties. Provide all participants with best mentoring practices, ways to ensure a positive experience, and how to get the most out of the relationship.

Mentors will require some additional training as it requires them to give guidance and advice, so training on how to do this effectively and professionally is needed, along with training on how to deal with potentially personal issues or if the mentee comes to them with something that requires HR intervention.

Developing and disseminating these resources should boost participants' enthusiasm and commitment to the programme, making them more likely to sign up when they recognise the value they can get from the scheme and mentoring relationship itself.





Measure progress and success

By this stage, your mentoring programme should be in full swing – your mentors and mentees have been matched and are having regular sessions. So now it's time to sit back, right? Well not if you want to ensure the programme is successful. Measuring progress along the way gives you an opportunity to iron out any issues that arise before they become a big concern and keep momentum and engagement up throughout the programme.

When it comes to measuring the success of the scheme as a whole, this is where your previously defined goals come in. While some metrics will be tested at the end of the programme, where possible, goals and targets should be monitored and tracked throughout the mentoring scheme. For example, if your aim is to boost employee satisfaction, you could ask participants to fill out a questionnaire prior to commencing the mentoring programme, at the halfway point, and again at the end.

Additionally, when it comes to the success of each individual mentee's development, having a live dashboard where participants can keep track of the goals they set each session, measure skills developed, collect feedback from both parties, and track the success of the relationship is essential. Not only will this give structure to the relationship and encourage applicant accountability, but it will also



give you insights into how successful the matches are, the tangible benefits of mentoring, and allow you to demonstrate ROI.

Guider's mentoring software gives a complete view of performance with metrics at all levels, from across the organisation, right down to specific users. This means you can track everything from overall participation to individual goals, arming your business with the insights you need to make effective changes. It also gives you the option to craft reports that focuses on your business' unique needs, from board overviews to granular data. Using a mentoring software that offers this level of data analytics is essential for saving time and resource in analysis and administration.

12 top tips for mentors

1. Get to know your mentee

Before you jump straight into offering your advice and sharing your wisdom, dedicate time to getting to know your mentee - both professionally and personally. Building a personal connection will create an environment of trust and effective communication. Explore their short- and long-term goals, educational background, and any challenges they face.

2. Set clear expectations

Establish boundaries and expectations early on in the mentoring relationship. Clarify your role, responsibilities, and the purpose of the mentorship and establish a mutual schedule of frequency (if not set out by the business) and what you both want to achieve from each session. Remember, it's a two-way relationship, so make sure you ask your mentee what their expectations from you are.

3. Practice active listening

Listen attentively to your mentee's concerns, aspirations, and experiences and show empathy and validate their feelings. To get the most out of each session, use open-ended questions to encourage reflection and deeper conversations.

4. Share your wisdom

Share what you know and don't be afraid to draw from your own experiences. Offer practical advice, real-world examples, and lessons that you have learned along the way. If you want your mentee to open up, you will have to as well.

5. Encourage self-reflection

Encourage and guide your mentee to reflect on their strengths, weaknesses, and growth areas. Help them to set specific goals for their careers and create an action plan of how to achieve them.

6. Provide constructive feedback

Your mentee will be looking to you to provide meaningful and helpful feedback. Make sure you deliver any feedback positively and constructively and focus on the specific behaviours and actions they have undertaken since the last session. Help your mentee identify any areas for improvement and celebrate their progress with them.

7. Be reliable and available

If you are unreliable and cancel sessions regularly, you will not only damage the trust relationship with your mentee, but you could have a serious negative impact on the mentee's view of the company. For example, in a traditional mentoring relationship where a senior member of staff mentors a junior employee, failing to honour your commitment and show up for meetings will show the junior employee that management don't care about

12 top tips for mentors

junior employees' career progression – having a detrimental impact on the programme at large.

Therefore, be responsive to emails and messages, show respect for the mentee's time, and demonstrate your investment in the relationship.

8. Encourage independence

Mentoring is not about dictating what the mentee should or shouldn't do. You can provide guidance but over time, you should gradually empower and encourage your mentee to make their own decisions and take ownership of their development.

9. Celebrate milestones and achievements

To boost your mentees confidence and motivation, it's important to acknowledge achievements, both the small wins and the significant milestones.

10. Show professionalism and ethics

As a mentor, you are a role model for your mentee and therefore, should showcase integrity, honesty, and ethical conduct at all times. Maintain professional standards and boundaries and if you are unsure how to navigate a particular situation, contact the mentoring programme leader or your HR team.

11. Learn collaboratively

Many mentors enter programmes thinking about what advice and wisdom they can share with a mentee, but many fail to appreciate what they can learn from them. If you enter mentoring ready to embrace a mutual learning process, you will both get more out of the relationship.

12. Demonstrate commitment and patience

Recognise that mentoring requires time and consistency. Exercise patience as your mentee progresses and celebrate the journey and the impact you're creating together.

Download this checklist to pass to the mentors in your business →

What does **success** look like?

These real-life success stories from mentees and mentors showcase the powerful impact it can have on your employees and ultimately, your business:

“My confidence has grown, I’ve built up a network, have a LinkedIn profile, feel more able to do my work, therefore enjoying it more. Being challenged, going out of my comfort zone.”

Karly Stannard, Surrey & Sussex Police, Mentee

“The impact of mentoring on my personal and professional growth, has been a mutually beneficial journey. Mentoring has allowed me to reflect on my own experiences, refine my leadership skills, and gain fresh insights from mentees. It has challenged me to stay current with industry trends and adapt to new perspectives.”

Tony Lotta, Mentor

“I am thrilled with the progress I have made towards the objectives that I set with my mentor, and the programme has definitely helped me to identify WHAT I am working towards and WHY.

“I have enjoyed building a relationship with my mentor and am learning so much with their support and advice. We are working to achieve objectives that we agreed from the beginning and continue to review these to understand how we are progressing and to make the most of the sessions.

“A HUGE thank you to my mentor.”

Nicola Emsley, Capita, Mentee

What does **success** look like?

"Having the opportunity to take what I've learned from my mentors and my own career challenges and pass on my lessons learned to the Women in Tech Mentoring Programme mentees is an incredible privilege.

"This mentoring programme is built around empowering women to break down walls that really shouldn't exist, and to provide support that enables the mentees to realise their potential and goals.

"Being part of the programme is fulfilling on a professional and personal level, it's great to see the progress being made."

Emma-Ruth Arnaz-Pemberton,
Wellington, Mentor

"My mentor helped me with building my confidence and leadership skills. This has allowed me to step out of my comfort zone even more."

Patience Ndlovu, Sky, Mentee

"My mentee has had a remarkable career journey, with one of the initial mentoring objectives to develop to a director-level promotion. The promotion to Director came about as a result of my mentee's hard work, diligence and smarts.

"As a mentor I was incredibly proud of my mentee. This was an exceptionally rewarding moment and I have every confidence that my mentee's career journey will continue to be a powerful and positive adventure.

"Additionally, it has been rewarding to know that I am making a positive difference, sharing my career experience, developing my peer network and improving my active listening skills."

Greg Morley, CIO, Mentor

In conclusion

Workplace mentoring serves as a transformative tool, fostering growth, inclusivity, and empowerment within businesses. By understanding what mentoring entails and the diverse forms it can take, organisations can unlock a wealth of benefits that extend far beyond professional development.

Mentoring, in its essence, is a relationship built on trust, guidance, and mutual learning. Whether it's traditional one-on-one mentoring, group mentoring, or reverse mentoring, each approach offers unique advantages tailored to the specific needs and goals of both mentors and mentees and the wider business's objectives.

The benefits of mentoring in the workplace are vast. Embracing diversity and inclusion through mentoring initiatives not only cultivates a sense of belonging but also leverages the power of varied perspectives and experiences to drive innovation and problem-solving. Mentoring also plays a pivotal role in enhancing employee engagement by fostering meaningful connections, nurturing talent, and instilling a sense of purpose and loyalty among staff members.





Workplace mentoring has the capacity to serve as a catalyst for female empowerment, bridging the gender gap by providing women with the support, guidance, and opportunities needed to thrive in traditionally male-dominated fields. And through mentorship, women can navigate challenges, shatter glass ceilings, and pave the way for future generations of female leaders.

Additionally, mentoring programmes are instrumental in nurturing early talent, equipping young professionals with the skills, knowledge, and networks essential for success in their careers. By pairing emerging talent with experienced mentors, employers can facilitate the transfer of expertise, accelerate skill development, and cultivate a pipeline of capable leaders poised to drive future organisational growth and innovation.

Implementing a workplace mentoring programme requires careful planning, clear objectives, and robust support systems. By following the steps outlined in this guide, you can lay the groundwork for a thriving mentoring culture that fosters continuous learning, collaboration, and professional advancement.

In essence, workplace mentoring is not just a means to an end but a journey of growth, empowerment, and collective success. By investing in mentoring initiatives, employers can unleash the full potential of their workforce, create a culture of excellence and inclusivity, and position themselves as employers of choice in an increasingly competitive landscape.

A decorative graphic consisting of a horizontal bar with rounded ends. The bar is primarily blue, with a teal circle on the left and a purple circle on the right, both overlapping the blue bar.

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