



CULTURAL COMPETENCE CONFERENCE

“Mentoring and Cultural Competence”

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The Changing Landscape

Yesterday: The War for Talent 2003-2008

Baby Boomers retirements loom large
Supply of talent predicted to decline by 15% by 2015
Recruiting key talent and retention critical to the success of the organization

Today: Economic Tsunami 2008 – 2009

Baby Boomers staying put longer as 401K retirement investments shrink
Recruitment slows as companies scale back or struggle to survive
Key Talent are less likely to leave when the job market is uncertain
Companies are cutting back on programs not viewed as “mission critical”



The Changing Landscape

2010 and beyond: Getting Ahead of the Next Storm

Positive economic climate improving housing values and investments

Baby Boomers retirement picking up steam

Recruitment pace is increasing

Companies looking for ways to develop talent before they “jump ship”

Talent Management dollars are small but more purposeful



Developing Key Talent is a Business Imperative

Identifying and grooming leaders is important in good times. In times of crisis, when the economy is struggling, it's imperative.”

Bret Furio, Senior Vice President
Philips Electronics North America

Another Tsunami??

“Fearing a shortage of qualified managers as business picks up, some companies are bolstering leadership-development efforts.”

“expect the leadership crunch to become more acute as early as 2012, when we anticipate a wave of retirements. “We're starting to realize that this problem will become urgent, fast,”
“Leadership Training Gains Urgency Amid Stronger Economy”, Joe Light, Wall Street Journal, August 2, 2010

88% of about 400 human-resources executives said they have recently revamped, or plan to revamp, their leadership-related training and development programs

2010 Survey by Mercer, a consulting unit of Marsh & McLennan Cos

Mentoring – What’s the “So What”?

95% of top companies offer mentoring.

Study of Top 20 Companies for Leaders, 2005 Hewitt Study

95% of senior executives determine mentoring to be an important development and retention tool...97% felt mentoring contributed to the success of their company.

War for Talent 2001 Survey of 6000 Senior Executives; Ed Michaels, Helen Handfield-Jones, Beth Axelrod

The way to propel business forward is through the investment of leaders – current as well as future. Developing talent and future leaders is a way of operating...

Top Companies for Leaders, 2007 Hewitt Study



Mentoring – What’s the “So What”?

Mentoring demonstrates organizational commitment to **value** employees.

Mentoring also fosters **higher levels of trust** between employees and their organizations.

Organizations that build trust with employees generally experience more **employee cooperation** which leads to **greater productivity and profitability**.

The ‘100 Best Companies to Work for in America’ on average, over a ten-year period, reported **higher earnings per share** when compared to the S&P 500.

Study by Robert Levering of The Great Place to Work Institute

Mentoring – What’s the “So What”?

When done well, Mentoring can:

- Improve Leadership Skill Sets
- Avoid Costly Mistakes
- Transfer Knowledge between various levels within the company
- Foster Innovation through Diversity
- Demonstrate Employee Value
- Improve Employee Engagement ==> Retention/Attraction
- Develop Future Leaders/Strengthen the Bench
- Provide a Cost Effective Way to Develop Talent

- But...



Key Success Factors of Mentoring

- Mentoring is not a Magic Bullet!
- Misconception that Mentoring isn't effective
- Key Factors:
 - Done for the right reasons
 - Aligned with business strategy of the Organization
 - Structured properly
 - Given the proper resources to thrive
 - Program evolves over time

Cultural Competence

- **Cultural Competency (Wikipedia):**
 - An ability to understand, communicate with, and interact effectively with people of different cultures.
 - Three components:
 - **Awareness** of one's own cultural beliefs, values and norms and well as one's attitudes towards cultural differences
 - **Knowledge** of different cultural beliefs, values and norms
 - Cross-cultural **SKILLS**
- How do we put knowledge and awareness into actionable behavior??

Mentoring and Diversity/Inclusion

- Diversity Training is effective but limited without application of learning
- Effective mentoring implementation puts the learning into action
 - Application of Reciprocal Learning
 - Gender/Ethnic/Generational differences
 - Expanded perspectives and networks
- Provides Diverse Professionals with:
 - Safe, confidential resource/mentor
 - Learn the things that can't be taught in a classroom
 - Leadership Modeling
 - Innovative and Strategic Thinking



Key Success Factor #1: Develop a Strategy

- Define organization vision and mission
- Identify the organization's key strategies and business objectives
- Identify core competencies/leadership skills sets required
- Define the outcomes and expectations for the program



Key Success Factor #2 – Senior Leadership Visibility and support

- Include senior leaders as key stakeholders in the planning process
 - Engage multiple senior “champions”
 - Engage senior leaders as mentors
- Employees feel that company is willing to invest in them
- Added benefit is that program is viewed as a perk for high potential talent

Key Success Factor #3 – Define the Structure

- Choose appropriate Mentoring Model
- Target audience (Mentees and Mentors)
- Matching
- Training/Orientation – mitigate risk of partnership failure
- Resources/Tools
- Communication
- Accountability/Internal Monitoring
- Evaluation

- The Key...Plan Before You Launch!

Structured vs. Unstructured Mentoring

Unstructured Mentoring

- Relationship is casual/informal
- Meeting content is determined “in the moment”
- Meetings are held on an “as needed” basis
- Spontaneous advice
- Learning tends to be one-sided

Structured Mentoring

- Roles of mentor and mentee are clearly defined
- Mentee establishes clear goals
- Meetings are scheduled regularly
- Goal-focused discussion and exploration
- Honest and candid feedback is expected
- Learning is reciprocal to both participants

Key Success Factor #4 – Expand your Mentoring Mindset

- Group Mentoring
 - Homogenous function, background, gender, race or challenge
 - Cross-functional learning and collaboration
- Cross-Company Mentoring
 - Diverse Professionals
 - Women
 - Generational
- Virtual Mentoring
 - Provide development to employees in remote locations
 - Build relationships across business units
 - Increase national/global perspective and participation

Mentoring Trends – Diversity Focus

- Mentoring for historically disadvantaged groups
 - Women
 - Professionals of Color
 - Generational Engagement
- Effective Mentoring for Diverse Groups includes:
 - Exposure and Visibility within the organization
 - Gaining Access through building and leveraging networks
 - Communicating across Gender and Cultural Differences
 - Increasing Self Awareness/Authentic Leadership
 - Career Planning
- Combination of Individual Reflective Work, 1:1 Mentoring and Peer Group Mentoring



Key Success Factor #5 – Mentor Readiness

- Mentors may know WHAT to do
 - Share experiences and expertise
- Mentors may not know HOW to do it
 - Demonstrating/Building Trust
 - Non-judgmental
 - Commitment to Mentoring
 - Valuing Differences
 - Asking powerful questions
 - Giving and Receiving Effective Feedback
 - Offering an Objective Perspective
 - Story Telling

Mentoring Engagement Trends

- Meeting the Customer Where They Are At
 - Understand their mentoring history and potential challenges
 - Current and future resources at their disposal (human and financial)
 - Identify groups where impact can occur more quickly before full rollout
 - Crafting creative solutions that meet the needs today while offering foundation from which to build
- Then, showing them where they can go
 - Hybrid program implementation
 - Larger Geographic region implementation
 - Expanded population identification for mentees and mentors
 - Cross-Company implementation to broaden learning, perspectives and networks



Mentoring for the Future

Questions





Mentoring for the Future

Thank you for attending today!

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