

ENGAGEMENT : TRUST : CULTURE

The Strengths-based mentoring program Journey- Strawman



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Benefits of Mentoring

Your people are your most valuable asset. Investing in a company-wide mentoring program is a cost-effective way to increase engagement and well-being, improve productivity and embed a coaching leadership culture.

What issues are we addressing?

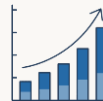
- Engagement
- Trust (psychological safety)
- Culture
- Attrition
- Working from home
- Leading/managing remotely
- Diversity / inclusion
- Talent Management
- Mental health and wellbeing
- Performance



Retention rates are **22% higher** for staff with mentors compared to those without



Engaged employees have **41% lower levels of absenteeism** and fewer sick days .



Managerial productivity was **88% high for those with mentors** compared to 24% for those who received skills-based training alone.



A very effective method for identifying and addressing staff **mental health** issues



Disengagement costs **34% of annual salary** (37% higher absenteeism, 18% lower productivity, 15% lower profitability)



Attrition and staff turnover costs between **75-125%** of annual salary.

Sources: Gallup, Gartner, HBR, ATD

Employee satisfaction and engagement have been proven to have a direct impact on a company's productivity and bottom line.

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Benefits of Mentoring

Effective mentoring unlocks the potential in people. It increases engagement, improves productivity and embeds a developing leadership culture with benefits felt throughout the organisation.

Benefits to the mentee

- Personal growth & development
- Strengths awareness
- Self-awareness, confidence & self-efficacy
- Career development
- Mental Health & Well-being

Benefits to the mentor

- Leadership & coaching skills
- Improved communication skills
- Job satisfaction
- Developer of people
- Role model opportunity
- Learns a strengths-based leadership approach

Benefits to the organisation

- 20% Higher retention rates for employees
- Highly engaged employees have an 81% lower rate of absenteeism.
- 89% of mentees go on to become mentors helping establish a Leader as Coach culture.
- Increased employee engagement and retention
- Improved productivity and motivation
- Creates a culture of self learning and development
- Improved internal psychological safety, mental health and well-being
- Breeding and nurturing corporate culture

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Why partner with us ? – Our Approach

We are experienced industry experts and qualified coaching & mentoring practitioners second. We differentiate ourselves through our approach, our program content.

 Diagnostic	- Our engagements start with us asking and listening rather than telling. This activity underpins the program design and approach as well as determining the commercial outcomes to be measured.
 Training & Matching	– We train mentors and mentees and encourage a strengths-based philosophy, seeking to embed a “Leader as Coach” mindset. We run workshops for mentors and mentees to help with goal setting, manage expectations and help them get the most from the program. We provide a comprehensive suite of tools, frameworks, and surveys to support the process. We support the matching process.
 Partnership & Supervision	– We remain with you throughout the program to support participants and keep company goals in sight. We create internal working and steering groups. We provide a communication and engagement strategy.
 Quality at Scale	– We partner with you to harness the program's power. We leverage the client's infrastructure and embed our resources with you.
 Measurement	– If you can't measure it, you can't manage it. We agree both individual and company goals. These are then monitored and reported upon throughout the program.
 Data Collection and program oversight	– We aggregate valuable data to offer clients a granular sense of the organisation's people and culture through surveys. We provide a rich reporting suite that facilitates progress monitoring and timely intervention.

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Why partner with us ? – Our Program

We use a combination of evidence based Positive Psychology frameworks with practical industry experience to create meaningful and enduring mentoring relationships.

 Setting Expectations	■ We start with a presentation to potential Mentors & Mentees highlighting the benefits of mentoring, key elements of the program and what is required from them. ■ Includes Sponsor / Senior Manager presentation on organisational objectives, best practice and desired outcomes.
 Mentor & Mentee Trainings	■ 2hr workshops focusing on mentors: focusing on contracting, session planning, feedback, coaching skills, tools, platform, support and supervision. 2hr workshop for mentees focusing on; ownership and accountability, goal setting, feedback, support, Strengths Profile, tools and resources.
 Matching Process	■ We run a blended approach 1) right rapport and 2) the right chemistry for a learning and development partnership. We work with Clients in the diagnostic phase to guide the organisational goals through into the matching process. We provide onboarding profiling surveys.
 Program meetings	■ The program is 12 months long – with 10-11 structured meetings, per pair, documented, capturing goals and tasks. Surveys, exercises , tools and frameworks. Option to extend. Mentee and Mentor check-ins.
 Support, partnership & Supervision	■ 24/5 support - Regular supervision and support for the program ■ We partner with you from co-creation to execution to measurement ■ Additional support through the existing Employee Assistance Program. We support the internal program manager with Program health, analytical data, and insights

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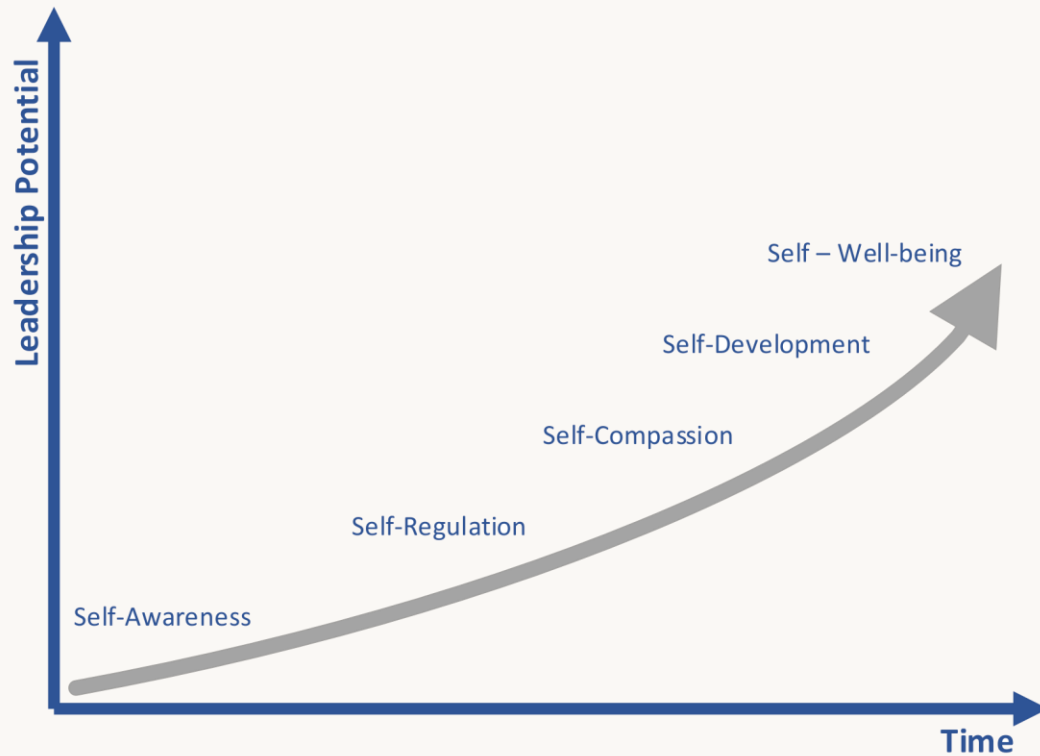
Training , support and supervision

The success of the mentoring program is also a function of the training the mentors and mentees receive in the process, the platform and the evidence-based frameworks and tools

Mentor training	Mentee training	Support & supervision & engagement
■ Structure and guidelines for meetings & The contract -confidentiality ■ Communication, Socratic questioning style, listening ■ Goal theory, RE-GROW, incremental gains theory (Kaizen) ■ Motivation and self-determination theory, self and others ■ Feedback (giving & receiving) awareness & self-regulation ■ Fixed and growth mindset tool ■ Language style and communication ■ Self-motivation tool, ■ Self-compassion tool, ■ EQ tool	■ Scaling ■ Stakeholder index - developing relationships (tool) ■ Acceptance and commitment training ACT as part of CBT ■ Well-being & mental health, referral processes, flourishing wheel (tool) ■ Corridor coaching ■ Leader as coach- as a developer of people ■ Strengths-profiling - the debrief ■ Solution-focused v problem-focused ■ Trust and vulnerability & psychological safety ■ Unconscious Bias (fix-it mentality-)	■ Training materials and tools online within your platform ■ We provide a communication and engagement strategy ■ Supervision of participants.

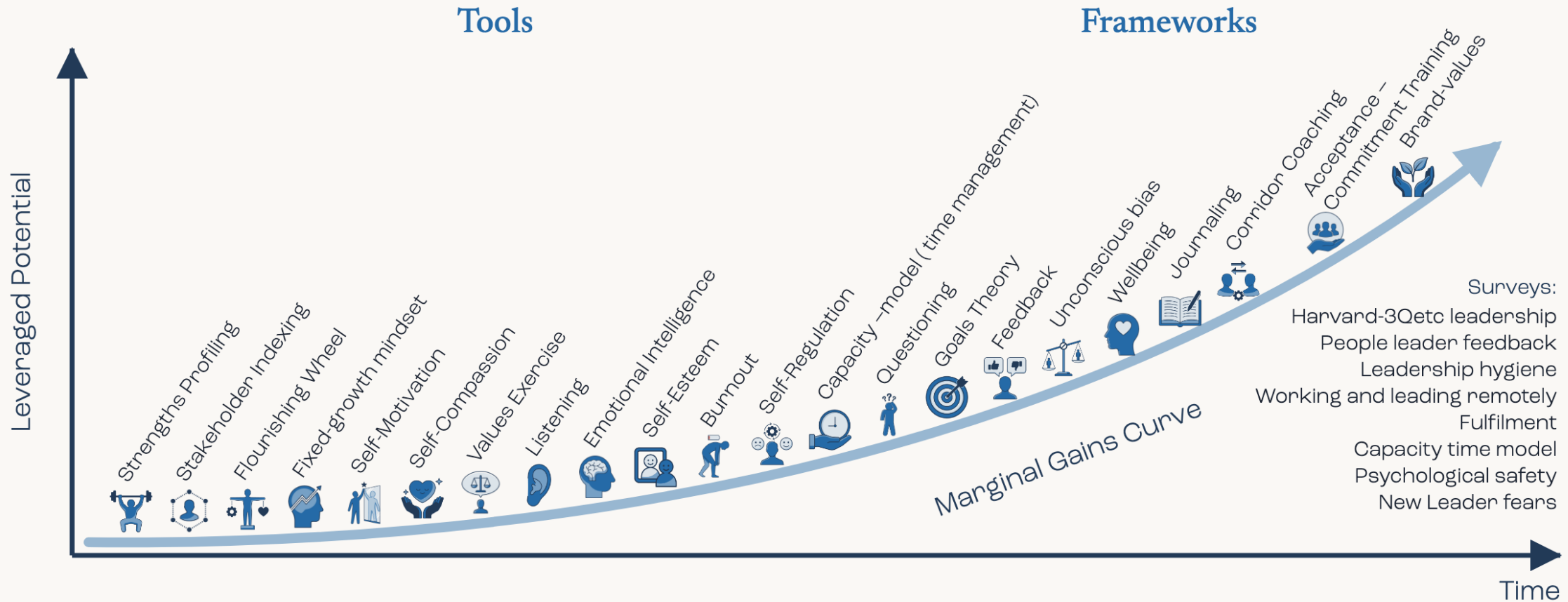
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Our philosophy: The Internal & external journey

The Internal journeyThe External journey

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The Tools and Frameworks



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Philosophy : combining our Tools for maximum impact



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How we measure success

We work with clients to determine the desired outcomes of the program and the approach to measurement and the sources of data available.

 Pre-existing company reports and measuring mechanisms	Organisations typically gather critical data points through staff engagement studies and other regular human capital reports. Where possible we will pinpoint those key metrics to understand how these need to change as a result of ongoing mentoring
 Engagement	We provide excellent insights into the health and level of ongoing activity across the mentoring program. This permits ongoing and immediate visibility into how the program is progressing. We run a thought-leadership engagement strategy based on collated insights.
 Surveys	We provide ongoing surveys model that allows us to target specific populations within each program to gather periodic feedback on key areas of focus. We can target all participants or a selected cross section depending on need.
 360 Degree reviews	We seek feedback from both program participants and other stakeholders. This provides insights on the impact that the mentoring on both the performance, and perception of, individuals in the program.

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Why does Mentoring often fail?

We understand why many programs fail and have designed our program to address these in partnership with our clients

	Lack of senior support & sponsorship	We work with the client to build participation at various stages throughout the program. We encourage sponsor participation and visible leadership.
	Inadequate training and preparation of Mentors and Mentees	We provide training via workshops and supporting materials for Mentors and Mentees. We provide a suite of tools, frameworks, and surveys, ensuring they get the most from the program. We check in on mentors and mentees and run an engagement strategy for the program
	Lack of program objectives and structure	We provide a clear structure from start to finish and emphasise both client and Mentee objectives. We work with internal stakeholders (working and steering groups)
	Unclear benchmarks for success.	We work with the client to create clear program goals (following an upfront diagnostic) and a process to measure them.
	Incorrect Matching.	We provide a clear framework to enable successful matching, including profile forms.
	Programs ‘fizzle out’.	Our programs are designed to be embedded in the organisation's culture. They are easy to use, monitor, and adjust, remaining flexible and resilient to the client's evolving needs. Our structured approach, combined with our engagement strategy, enables successful completion.
	Lack of supporting materials.	We provide individuals with supporting materials (Tools, Frameworks and surveys). We upload to clients' HR portal. We provide access via 3Qetc website.
	Lack of supervision and Governance	We provide a supervisory framework for participants. We establish internal working groups for execution, and steering groups for governance

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Appendix

Detailed program overview

Flow chart

Partnership

Potential Outcomes

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Detailed program overview (1/4)

Participants: 30 mentors 70 Mentees (example)	Client time	Client staff
Client Diagnostic What are the Program goals? ■ Corporate engagement ■ Attrition ■ Working from home, leading from home ■ Diversity & inclusion ■ Mental health, well-being ■ Culture ■ Performance, productivity, self-efficacy, confidence	2 hours	Representatives from: both : Client + management/ sponsor and 3Qetc
Launch ■ Expressions of interest – positioning of program structure & training ■ Management and sponsor ■ Establish Working and Steering groups	1 hour	All interested staff + sponsor and management + HR
Workshops ■ 2 hour workshop training Mentors- p/p ■ 15 – 20 per class ■ 2 hour workshop training Mentees p/p ■ 15 – 20 per class		Mentors Mentees
Strengths profiling ■ Online strengths assessment ■ Executive coach debrief for Mentors ■ Individual Mentees – debrief by trained mentors in program ■ Data collection and insights	3/4 hour mentor debrief/coach session .p/p	Mentors Mentees

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Detailed program overview (2/4)

Participants: 30 mentors 70 Mentees (example)	Client time	Client staff
Matching/ chemistry meetings ■ Matching HR + people leader+ option of 3Qetc consultant. Human overlay ■ People leader (education of participants in the program)	2 hours 1 hour	Mentors Mentees People leaders
Program 1-12 meetings (12m) ■ Mentors 1 hour per month per mentee ■ Mentees 1 hour per month	Internal	Mentors Mentees
Supervision & IT Support ■ 3Qetc +EAP, HR ■ Client program admin, Matching,	20 hours	Program Administrator +HR
Quarterly check in on program ■ Meetings with sponsor, HR internal stakeholders ■ Potential meetings with Mentors TBA ■ Thought leadership articles / mails .	1-2 hours per QTR	HR Sponsor Mentors TBA optional

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Detailed program overview (3/4)

Participants: 30 mentors 70 Mentees (example)	Client time	Client staff
EAP (employment assistant program co-ordination) ■ Coordination- education and referral + data collection.	TBA	TBA
Training Constructs/Tools ■ Strengths analysis ■ Stakeholder Index ■ Well-being Flourishing Wheel ■ Self motivation ■ EQ ■ Capacity model – time management ■ Self-esteem ■ Self Regulation ■ Fixed & growth mindset ■ Self compassion ■ Listening ■ Values ■ ACT ■ Burn-out ■ Psychological safety		Mentors Mentees

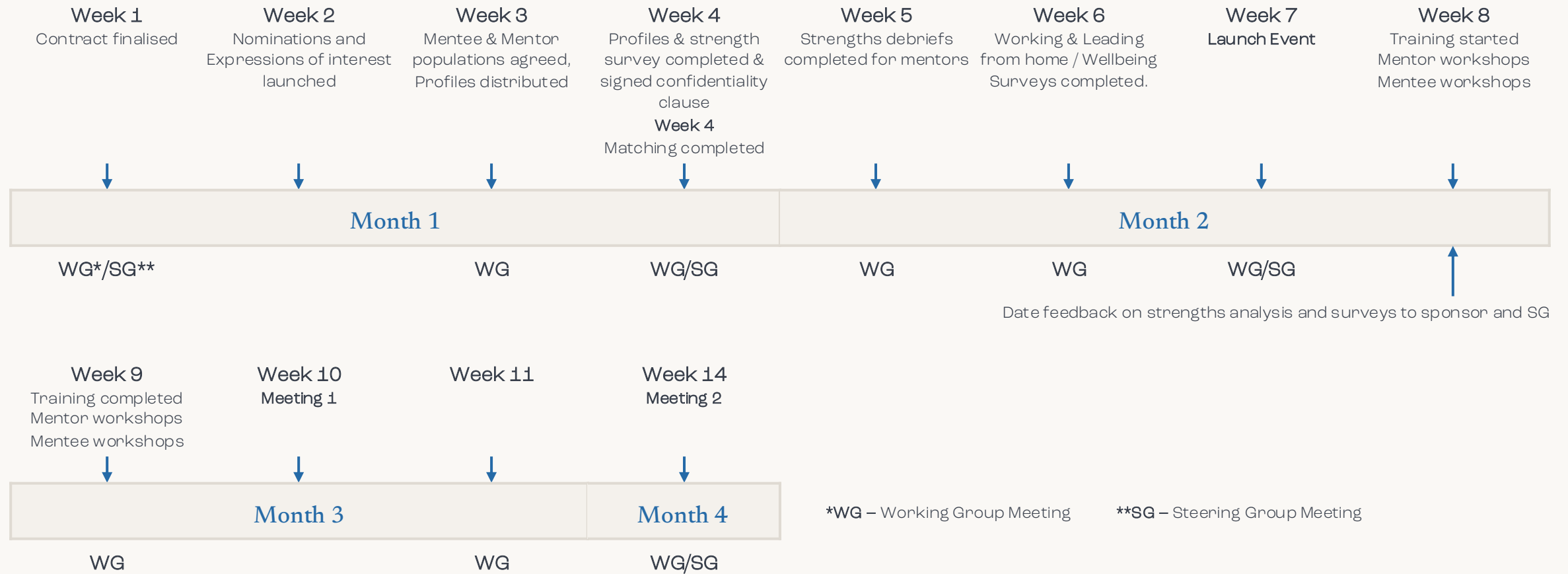
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Detailed program overview (4/4)

Participants: 30 mentors 70 Mentees	Client time	Client staff
Training constructs -9 Frameworks ■ Questioning style ■ Brand ■ Listening ■ Goal theory ■ Feedback ■ Unconscious bias ■ well-being ■ Journaling ■ Corridor coaching	Training workshops	Mentors Mentees
Surveys & data reporting- measurement ■ Analysis v diagnostics – goals – targets ■ Strength's analysis –insights ■ Goals – Mentee profile data ■ Working and leading from home survey	■ Fulfilment survey ■ Training / debrief survey ■ End of program survey (mentor/ mentee)	Mentors Mentees
Monthly check in on program ■ Meetings with internal working group ■ Potential events during year	1 hour	HR Sponsor Mentors TBA optional
Next steps ■ Integrated program- ■ Learnings and future development of individuals- Talent mapping . ■ Themes and future education ■ Individual coaching ■ Team coaching ■ Wider mentoring across organisation ■ Potential leadership workshops		

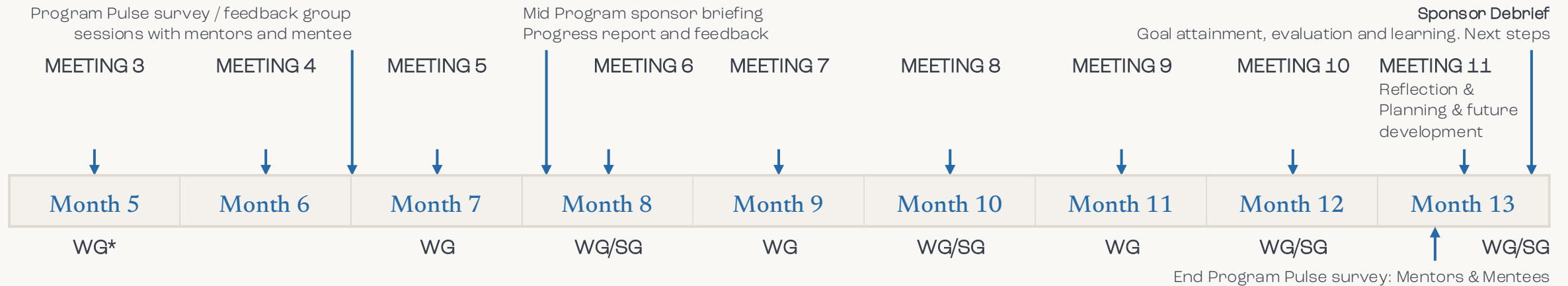
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High level implementation plan – launch phase



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High level implementation plan - the next 9 months



Quarterly Thought leadership

Supervisory
framework program

Engagement strategy

WG / SG To drive internal engagement strategy

- We have surveys –“we listen - we action” (work with internal comms)
- Respond to Pulse survey Results with Actions (below examples from experience with previous clients)
 - Potential Extra development workshops (fixed-growth mindset / Goal setting)
 - Shared –experiences / more shared learnings / brown bag lunches with mentees
 - Include line managers in education (whose staff are in program) **KEY-** “mentoring unplugged” sessions
- SG touch points with participants “check-ins”
- Celebrate successes and share (potential internal QTR bulletin)
- Thought leadership/ ted talks /videos /articles
- Team Event (mentors & mentees) networking event- (example: Cooking school Fish market)
- Continuous reference to resource library – and tools and frameworks.

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A partnership for 12 months

- Establish an internal Working group (WG) and a Steering group (SG)
 - Diagnostic “What are we solving for”
 - Co-creation of a program
 - Establish program goals, currently we understand below : (needs to confirmed with SG and sponsor)
 - Engagement
 - Attrition
 - Developing coaching leaders
 - Well-being
 - Share potential communication strategy for internal coms and compliance (we have a suite of docs)
 - Create a comprehensive engagement strategy for the life of the program through WG/SG + 3Qetc* (we partner execution)
- We support the matching process (providing all mentor/mentee profile forms)
 - We provide scheduling and support counsel to WG
 - We provide all training in workshops
 - We provide manuals for mentors & mentees (ex, printing)
 - We provide individual tools and frameworks documents to be uploaded onto the client’s intranet resource site
 - We provide a supervisory framework through Email for the supervision
 - We provide data insights on all surveys, profiling, and strength debriefs.
 - We adhere to the ethical and compliance standards as set out by the International Coaching Federation (ICF)
 - We have all the required industry-standard indemnity and liability insurance cover

* ENGAGEMENT IS KEY FOR SUCCESS – (‘WE CAN’T SET AND FORGET’)

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Outcomes a potential pilot 100 participants (1/2)

We expect for 100 Participants (30mentors; 70mentees)- Achieving organisational mentoring goals.

200 hours

of formal training through workshops of evidence-based positive psychology coaching theories, tools and frameworks

700 hours

of mentees “learning from internal sessions.”

300 hours

of mentors developing coaching leadership mentoring skills

With each mentee having three goals at a time and up to 10 goals over the program- approx. up to **700 development goals**

were achieved in the program

With the use of the following tools:



Stakeholder index : An improvement of internal relationships



Flourishing wheel : An improvement of well-being monitored over time – linked to EAP



Strength's analysis : Using a strengths-based approach in leadership, encouraging engagement & motivation



Growth- fixed mindset : An awareness of personal mindset



Motivation : An awareness of personal motivation



Listening test : An awareness of our listening style



Self-compassion (SC) test : An understanding and breakdown of SC (note highly correlated with +ve well-being)



Emotional intelligence test : An awareness of personal EI



Other Tools: Self-Esteem, Burnout, Capacity time management, Self-regulation, Values

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Outcomes a potential pilot 100 participants (2/2)

All participants experience wider perspectives.

Our program is aligned with the 70:20:10 philosophy of development

We facilitate an internal “networking culture of stakeholders, colleagues and friends.

Mentees learn to understand their own development – “the self Audit” and ownership.

We expect to contribute to a healthy feedback and development culture

Mentors learn new leadership frameworks and tools - “creating coaching leaders.”

Our continuous feedback loop listens to your organisation and suggests new initiatives through data and feedback.

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The Full Self-audit

