

ENGAGEMENT : TRUST : CULTURE



Mentoring support documents for the Detailed Deck

Contents

Full description of the strawman Mentoring program (process, cadence, resources)	Separate detailed Deck
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Strengths-based structured mentoring Program -The Flyer

Our Partnership approach – We

- Co-create the 12-month program with you
- Implement internally a Working group (WG) & Steering group (SG)
- Meet weekly and monthly with WG/SG
- Provide profile forms for onboarding participants
- Partner and consult into the matching process (provide criteria)
- Collect data from strengths analysis, surveys, and feedback to sponsor our share statistical insights-compared to benchmark
- Deliver training workshops for mentors and mentees
- Provide and host check in for groups of mentors & mentees QTR
- Provide thought leadership
- Provide supervision & governance
- Provide structure and process throughout life of the program
- Provide documents for capturing meetings
- Provide a communication strategy(x5)
- Provide an Engagement strategy
- Provide surveys mid and end
- Measure and monitor success
- Provide comprehensive manuals of Tools and Frameworks & individual documents online
- Support you throughout the entire program
- Provide Surveys on fulfilment working from home, Leadership hygiene, Leader feedback
- Focus on marginal gains across multiple disciplines- kaizen theory
- Partner to educate well-being services
- Prepare you to run your own programs

Organisational goals for the program- The diagnostic- what are we solving for?

- Engagement
- Attrition
- Well-being
- Performance & development
- Internal learning and development culture
- Leader as coach/mentor
- Working and leading remotely
- Culture & Trust
- D&I

Our workshops

Our Tools

- Strength's analysis
- Stakeholder relationships
- Flourishing wheel (well-being)
- Motivation
- Fixed growth mindset
- Self-compassion / Self-regulation
- Listening / Values
- Capacity model & time management
- EQ / Self-esteem / Burnout / Psychological safety
- Harvard & 3Qetc leadership survey / +suite of surveys

How to Mentor
Effective Mentee
Process
Documentation
Resources
Supervision
Understand the self-audit
Marginal gains

Our Frameworks

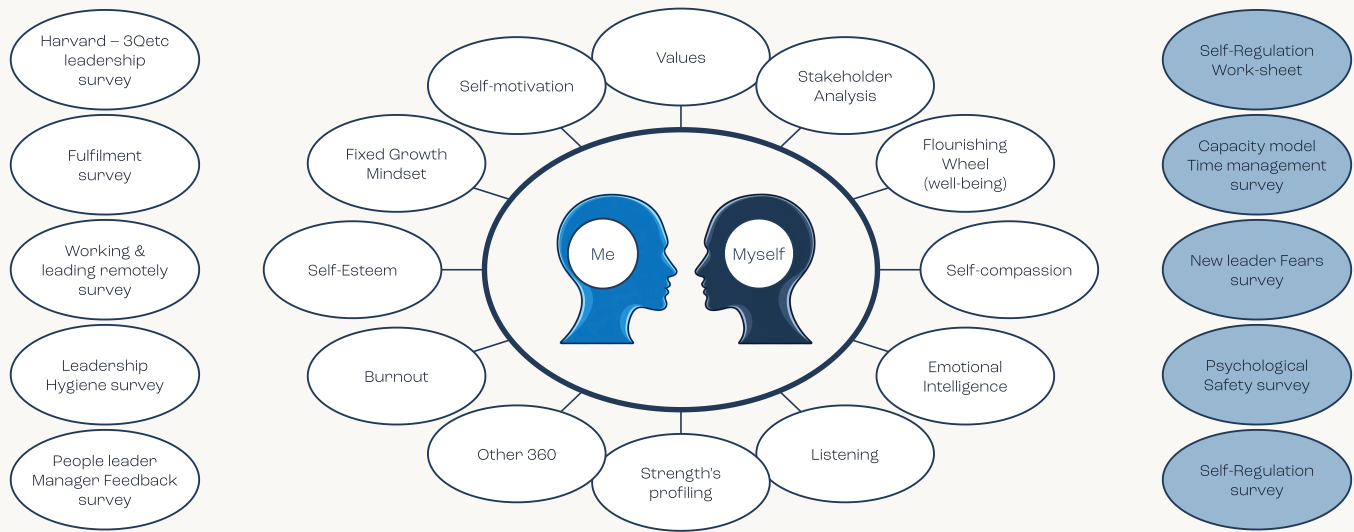
- Language style, questioning & listening
- Unconscious bias
- Feedback, giving and receiving
- Well-being
- Goal theory
- Journaling
- Brand, values
- Re-GROW & SMART goals
- Scaling
- ACT (Acceptance Commitment Training)

(All our, tools and frameworks are evidenced based and founded on positive psychology and coaching techniques)

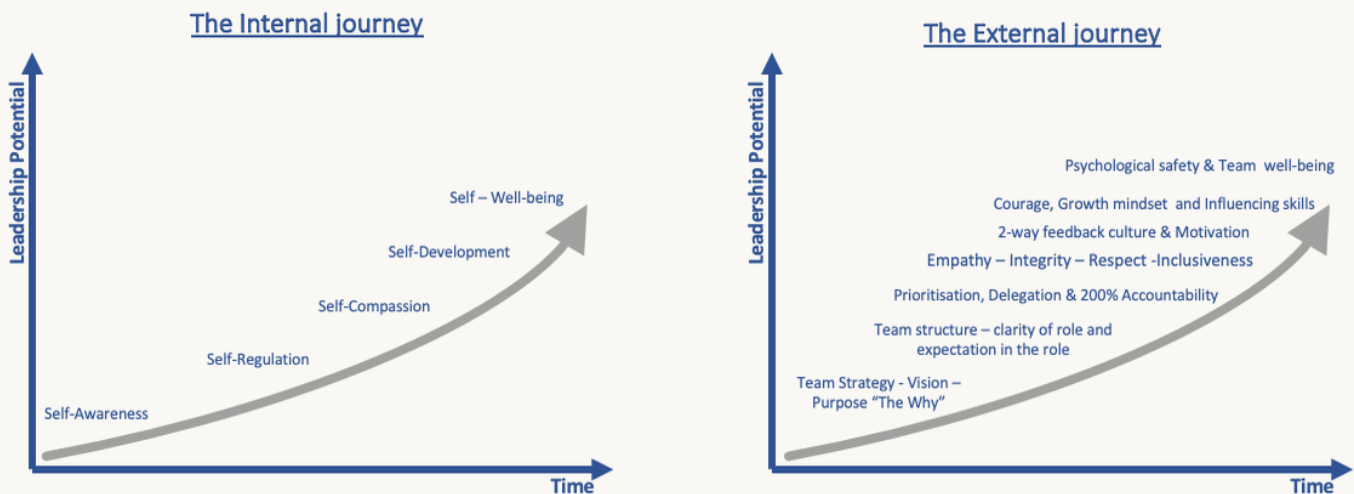
Bringing some tools together



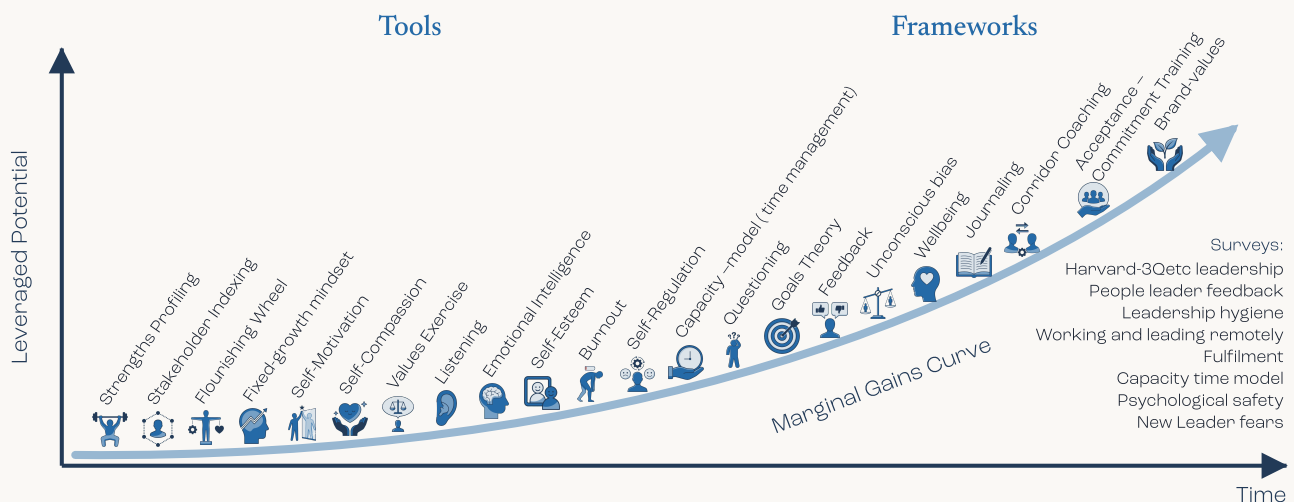
The self-Audit



The Mindful Leader



The compounding effect of our tools and frameworks



Benefits of a structured strengths based **mentoring program**

Why Mentoring? Our staff are our most valuable asset. In the current economic climate, our ability to actively engage, develop and support them has never been more critical.

Potential organisational goals a program

- Engagement
- Reduce attrition
- Improve Well-being
- Leader as coach/mentor
- Working and leading from home
- Personal development through self-audit
- Strength's approach
- Create Psychological Safety
- Break down silos

Mentor benefits

- Personal fulfilment and enhanced job satisfaction.
- Improve leadership and management skills, as well as improve coaching techniques.
- Improve communication skills, especially listening and emotional intelligence.
- Create awareness around personal bias, especially "fix-it biases".
- Learn to be a role model and developer of potential leaders.
- Exposure to fresh perspectives
- Take a sense of pride in mentees' achievements.
- Understand blind spots

Organisational benefits

- Increase employee retention.
- Organisational self-learning 70:20:10
- Improve motivation.
- Improve psychological safety and well-being.
- Improve trust and engagement.
- Build bench strength.
- Improve productivity.
- Break down silos.
- Facilitation of change management
- Share company values.
- Identify future potential.
- Enhance the skills of leaders
- Capture fresh ideas.
- Breeding and nurturing corporate culture.

Mentee benefits

- Build self-efficacy, self-confidence, and resilience.
- Develop a growth mindset.
- Grow self-awareness and learn to reflect.
- Build a can-do attitude.
- Career guidance
- Develop a personal brand.
- Safe place to be curious and explore feedback.
- Gain corporate wisdom from a mentor.
- Learn to take a wider perspective.
- Learn to be independent and self-reliant.
- Learn to fail to learn and grow.
- How to use language
- How to create personal bandwidth
- Understand personal strengths in detail.
- Enhance job satisfaction.
- Develop relationships.
- A supportive environment to workshop ideas and conversations

Why do mentoring programs often fail?

3Qetc has researched the reasons behind the failure of large-scale mentoring programs in major organisations. Below is a summary of insights gathered from interviews with senior leaders and HR practitioners, along with an overview of how 3Qetc effectively addresses these challenges.

	WHY PROGRAMS FAIL	3Qetc DRIVES THE SUCCESS
	Lack of Senior Sponsorship	We promote active sponsorship and involvement from senior leadership. We collaborate closely with HR teams and internal stakeholders.
	Inadequate Training / Preparation of Mentors and Mentees	We provide training through workshops and supporting materials for mentors and mentees. We provide a suite of tools and frameworks, available for upload to the client's intranet site, along with clear guidelines and structure or access through the 3Qetc portal.
	Absence of Clear Program Objectives and Structure	Through a co-creation approach, we partner to identify key challenges via a diagnostic process, clarifying "what are we solving for." We provide a clear structure from start to finish, prioritising both client and mentee objectives. Each mentee focuses on three development goals at a time.
	Lack of Clear Benchmarks for Success	We collaborate with clients to define clear program objectives, maintain timelines, and provide a process for measurement. We gather data and insights through surveys and exercises.
	Incorrect Matching	We provide a comprehensive framework for effective matching, incorporating profiling forms for mentors and mentees and a robust review process.
	Programs "Fizzle Out"	Our structured approach, paired with a robust engagement strategy, fosters the staying power needed for successful completion. Our programs are designed to integrate seamlessly into the organisation's culture. They are user-friendly, easy to monitor, and adaptable, ensuring flexibility and resilience to meet evolving client needs.
	Lack of Supporting Materials	We provide individuals all with supporting materials (tools and frameworks) and upload to the clients internal HR intranet. We provide documentation for capturing meetings
	Lack of Supervision and Governance	We provide a supervisory framework for mentors and mentees. We partner with the client's EAP and establish internal working groups for execution and steering groups for governance.

The statistics behind mentoring – The research

Why mentoring: The statistical data supports the highly effective way mentoring programs increase staff engagement and well-being, reduce attrition rates, and improve productivity.

(All data from Gallup/Gartner/HBR/ATSD-US/Forbes/Deloitte/CNBC)

Attrition – Retention



- Attrition and staff turnover costs between 75-125% of annual salary
- Retention rates are 22% higher for staff with mentors compared to those without
- More than 60% of college and graduate students listed mentoring as a criterion for selecting an employer after graduation
- Retention rates are 20% higher for employees who partake in a Mentoring program as a Mentor or a Mentee
- Millennials intending to stay with their organisation for more than 5 years are twice as likely to have a mentor than not (68% vs 32%)
- 49% of millennials would, if they had a choice, quit their current jobs in the next two years.
- Millennials will comprise more than 75% of the workforce by 2025
- The top reasons for millennials wanting to quit are 'Not enough opportunities to advance' at 35% and 'Lack of learning and development opportunities' at 28%
- 79% of millennials see mentoring as crucial to their career success
- More than 4 in 10 workers who don't have a mentor say they've considered quitting their job in the past three months
- 94% of employees said they would stay at a company longer if they were offered opportunities to learn and grow

Engagement



- Engaged employees have 41% lower levels of absenteeism and fewer sick days.
- Disengagement costs 34% of annual salary (37% higher absenteeism, 18% lower Highly engaged employees have an 81% lower rate of absenteeism).
- Only 30% of remote employees feel engaged with their employers.

Well-being



- 91% of staff with Mentors reported being satisfied with their jobs.
- 67% of staff say they are “sometimes or always burned out at work.”
- Employee happiness: 91% of staff with mentors reported being happy with their jobs, 31% of millennials and 35% of Gen Zs have taken time off during the pandemic due to stress and anxiety.
- Nearly 40% of millennials and Gen Zs do not believe their employees have taken actions to support their mental well-being during the pandemic.
- 41% of millennials and 46% of Gen Zs said they felt stressed all or most of the time

Performance and Productivity



- Managerial productivity was 88% higher for those with mentors compared to 24% for those who received skills-based training alone.
- Participants who write down their goals are 40% more likely to achieve them. This increases to 70% if the goals are shared with someone to keep them accountable, such as a mentor.
- 67% of businesses reported an increase in productivity due to mentoring.
- 55% of businesses felt that mentoring had a positive impact on their profits

Valued and Empowered Development



- 87% of mentors and mentees feel empowered by their mentoring relationships and have developed greater confidence
- 89% of those with mentors believe their colleagues value their work, compared with 75% who do not have mentors
- 85% of mentees go on to become mentors, helping establish a leader as a developing coaching leader
- But 63% of millennials say their leadership skills are not being fully developed
- Better decision making: 84% of CEOs said when questioned, that mentors had helped them avoid costly mistakes
- 71% of people with a mentor say their company provides them with good opportunities to advance in their career, compared with 47% of those without a mentor
- Formalised mentoring programs are run by 71% of Fortune 500 companies
- Research shows that minorities who advance the furthest share one characteristic: a strong network of mentors and corporate sponsor

Diversity and Inclusion



- Mentoring programs boosted minority representation at the management level from 9% to 24%.
- A study found that mentoring programs also dramatically improved promotion and retention rates for minorities and women—15% to 38% as compared to non-mentored employees.
- Women are more likely to have a mentor than men – 54% vs 48%
- 38% of female employees (in companies that have at least 30% women on their board) who have exposure to senior mentors believe they will make it to the board themselves, compared with 21% of women from companies under the 30% target.

Strengths-Based Mentoring



Gallup Global Survey of 1.2mio employees across seven industry sectors and 45 countries found that a Strengths-Based Approach to mentoring delivered the following:

- 9% increase in sales
- 5% increase in profits
- 4% increase in customer engagement
- 6% increase in employee engagement

Strengths-based mentoring program – End of 12-month program client Survey

The following is anonymous aggregated feedback from mentors and mentees from the strengths-based mentoring program. We surveyed participants after 6 months and at the end (12 months). The 6-month survey informed us to provide more workshops, which we did on “Listening” and “Goal setting”. The program also included a team-building exercise at the Sydney Fish Markets cooking school.

All mentors and mentees had 2 hours of training in workshops. All participants received a psychometric strengths-based analysis test. Mentors received an executive coaching strengths debrief from a qualified, accredited executive coach. Mentees were debriefed by their mentors. (Mentors were trained to debrief) All participants received handbooks on the 12 tools, and 9 frameworks and all tools and frameworks were uploaded to the Client intranet. All line managers of mentees, as participants, were briefed in detail on the program and given access to all materials.

The organisational goals of this program were:

Attrition/retention	Well-being and Mental health
Engagement	Leadership development

Survey results from the Top three tools used

- 82% of participants used the strengths-based tool
- 76% of participants used the stakeholder relationship tool
- 82% of participants used the flourishing well-being tool

Mentees

- 95% of mentees found the structured program useful
- 94% would recommend a strengths-based program to colleagues
- 85% had achieved 5 or more personal or professional development goals
- 74% had over 7 meetings with their mentor
- 97% of mentees felt their mentor was committed to building a relationship
- The satisfaction rating of the program had an average rating of 8 /out of 10 (median 8)

Mentors

- 85% of mentors said they matched well with their mentee
- 96% of mentors felt their mentee was committed to building a relationship
- 94% of mentors said the tools and frameworks were helpful
- 74% of mentors found tools and frameworks useful for their leadership development outside of mentoring
- The satisfaction rating of the program had an average rating of 8 /out of 10 (median 8)

Areas of focus by mentees

- 70% focused on career planning
- 70% focused on stakeholder relationships
- 64% focused on self-confidence
- Other vital areas of focus were: - leadership skills, well-being, and a growth mindset

Statistics from a 12-month program- an example, CEO Testimonial Investment bank

CEO – Global Investment Bank

The CEO personally sponsored the program and was actively involved from start to finish – participating in launch and closing events, mentoring, completing all assessments, and joining every workshop and team activity. This visible commitment from the top was critical to the program's success.

“Partnering with 3Qetc has been one of our most impactful leadership investments. They delivered a highly structured, strengths-based mentoring program that went far beyond traditional models, combining deep industry understanding with robust governance, evidence-based tools, and practical application to drive measurable outcomes.

Participants were equipped with high-quality assessments and clear, practical frameworks that were used throughout the program. Engagement and satisfaction from both mentors and mentees were exceptionally high, with clear benefits across retention, leadership capability, engagement, and well-being.

3Qetc worked as true partners – listening closely, adapting in real time, and adding targeted interventions where needed. Their responsiveness and data-led reporting gave us confidence in both immediate impact and long-term sustainability.

As a result, we built a strong internal mentoring community and embedded mentoring as a credible leadership lever. We now have a comprehensive suite of 3Qetc resources on our internal platform. My personal favourite was the ‘Stakeholder Map’ exercise! which I use. 3Qetc continues to support us across Australia and internationally, including in Asia and North America. After 5 years of collaboration, 3Qetc continues to partner with us through ongoing mentoring programs and executive coaching.

We regard 3Qetc as trusted advisors, exceptional facilitators, and genuine partners in building strong leaders, healthy cultures, and sustainable performance.”

– Chief Executive Officer, Global Investment Bank

Other services – 3Qetc

3Qetc is a global consultancy firm specialising in leadership development, structured mentoring, executive coaching and executive search. With a team of seasoned professionals, each bringing 20 to 30 years of executive experience across sectors such as finance, banking, legal, government, healthcare, manufacturing, retail, mining, occupational rehabilitation, education, digital, pharmaceutical, agriculture, advertising, and marketing. 3Qetc employs evidence-based positive psychology frameworks and a collaborative approach to co-create tailored solutions that meet each client's unique needs. Our distinctive data-driven methodology offers clients insightful analytics into team dynamics and individual and team strengths, promoting enhanced leadership awareness and organisational growth. Through comprehensive diagnostics and a suite of tools, frameworks, and surveys, 3Qetc empowers organisations to cultivate high-performing teams and resilient leaders, ensuring lasting impact and meaningful transformation.

Our current service

Executive Coaching	Strategy facilitation (Board & C-suite)
Team Coaching	Coaching supervision
Leadership development programs	Wellbeing: Individual and organisational assessment – (scalable/digital)
Structured Mentoring solutions (The Flagship)	Research and data analytics
Sponsorship programs	Talent mapping / Role criteria /promotion selection processes
Co-created OD & LD programs	Hosting (MC) panel discussions
Executive search	

We have a partnership approach. What are we solving for? The diagnostic

	Retention & Attrition		Engagement
	Performance and productivity		Equity and Belonging
	Strengths Awareness		Culture, Character and Trust
	Leadership and development		Well-being, Psychological safety & mental health
	High performing teams		Feedback (two-way)

3Qetc Point of Difference

	We provide insightful data and analytics on individuals and teams, adding value to our clients. 3Qetc's recent study of 400 executives over the past three years—conducted through our programs, highlighted key insights on high-performing teams, poor self-awareness and common blind spots.
	We take a partnership approach and co-create our programs, building on a comprehensive suite of evidence-based tools and frameworks grounded in positive psychology. We are committed to continuous learning and adapting to meet our clients' evolving needs. Our focus is on self-awareness, self-regulation, and self-development to cultivate mindful leaders and employees.
	Our team brings strong business experience, particularly in finance, with first-hand experience managing complex global operations. This is complemented by deep expertise in Leadership Development (LD) and Organisational Development (OD). Our approach is highly collaborative, structured, and outcomes-driven and we measure the impact of our work.
	Our programs are scalable. At 3Qetc, we partner with clients to measure the impact of our leadership, coaching, and mentoring programs. Using our proprietary data lens, we deliver actionable feedback, identify next steps, and demonstrate a clear, positive return on investment (ROI). In executive search – we integrate transition coaching into role- as part of service and fee.

Current resources

Resources. This is an inventory of the current available Tools, surveys and frameworks. These are found in the handbooks for the programs (Leadership, coaching, and Mentoring) and online <https://www.3qetc.com/resources>

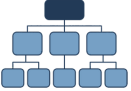
(individual resources email 3Qetc for PW). There are short 3-5-minute videos on all the tools online

Tools & Surveys

	Strengths*		Burnout (i & ii)
	Stakeholder Map		Time management
	Flourishing wheel - wellbeing		scaling
	Fixed growth mindset		Harvard 3Qetc leadership survey
	Self-motivation		People leader feedback survey
	Self-esteem		Leadership hygiene survey
	Self-compassion		Working and leading remotely survey
	Listening		Fulfilment survey
	Self-regulation		New leaders fears survey
	Emotional intelligence		Psychological Safety Survey
	Values exercise		Career mind map
	RE-grow		WOW Work on Wellbeing*

*External strategic partners: Langley (CAPfinity)

Frameworks

	Goal types
	Goal hierarchy
	Regrow
	Effective language and communication
	Feedback

	Unconscious bias
	Journaling
	Self-regulation worksheet
	Reading the room

Notes

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