

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 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 "Fizzles 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.