Accelerate Leadership Development
Advance Diversity and Inclusion Initiatives
Boost Performance Culture Capabilities
Proven Outcomes

There are numerous economic, demographic, and market indicators driving the need to accelerate leadership development and advance diversity and inclusion within organizations. At Menttium we have been successfully supporting our clients as they expand the pool of diverse current and future leaders for nearly 20 years. We partner with our clients to boost their performance culture capabilities through a structured mentoring process that consists of experience- based learning supported by formalized structured mentoring and reinforced by direct manager involvement.

Historically, structured mentoring has been used primarily to develop the mentee for career growth[1] with little attention paid to the development of capabilities focused on enhancing leadership and performance results within the organization.

We provide a unique approach to structured mentoring. Our mentoring system supports individual career growth, and at the same time leverages leadership and performance capabilities within an organization. System components include assessment, goal setting, action/experience, reflection and dialogue with a trusted mentor, and measurement. The outcome for our clients is a Return on Mentoring™ (ROM).

ROM implies measurement. And that is exactly what we mean. By definition, return suggests a direct calculation of the results relative to the investment. With structured mentoring, we calculate not just the soft skills improvements independent of performance, but the hard personal and company performance improvements driven by a disciplined, structured mentoring program built around specific development objectives.

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[1] Kram, K. E. (1983). Phases of the mentor relationship. Academy of Management Journal, 26, 608-625.

Accelerate Leadership Development

The development and promotion of leaders in organizations plays a significant role in driving business performance results. Developing current and future leaders is a business imperative that requires support and participation from senior leaders and direct managers, as well as an ability to track and evaluate development and performance outcomes.

Building a strong leadership bench requires sustained long-term development of leadership capabilities. Further, it requires a real-time development process consisting of goal setting and experiential learning anchored in an organization's strategic business objectives. Doing this increases an organization's agility and enables quick execution, testing, and revision of business strategies based on changes in the marketplace.

Are employees encouraged to take on projects that promote development of their leadership skills? Are they expected to set and implement development goals and career plans? Are they given opportunities to fully use their strengths within the organization? Are there processes in place for mentoring and cross- functional peer networking?

The fact is most development in organizations today is learned on the job through day-to-day experiences. [2] However, **informal experiences by themselves are insufficient in producing performance outcomes that have an organizational impact.** Structured relationships with mentors, bosses, peers, and others can be leveraged as a continual source of coaching, feedback, positive influence, and sense making. Continual application of learning is enriched when reinforced and supported through these key relationships.

> "The true measure of learning is your ability to apply it."
>
> Jennifer Yip

Structured mentoring matters.

The Menttium System provides a highly customized approach to enabling growth and leveraging diverse leadership talent. Our structured mentoring partnerships begin with the unique needs of the individual

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[2] Yip, J. (2009). Return on Experience: A mind-set for learning leadership at work. Leadership In Action, 29(4), 13-17. Retrieved on March 2, 2010 at http://ssrn.com/abstratct=1492962

mentee and their organization. Partnerships are created by hand-picking a mentor who can add value in the specific area that is the focus of a mentee's development. Our mentors possess the background, experience, and competencies to support a mentee in their efforts toward goal achievement, professional growth, and increased leadership performance within their organization.

Our clients work with us to execute a blended approach to leadership development consisting of experiential, on-the-job learning and action, which is supported by a structured mentoring process. This real-time approach enables senior and line leaders to leverage the leadership talent within their organization and realize a return on their investment. Our clients experience a Return on Mentoring™.

Advance Diversity and Inclusion Initiatives.

Diversity is increasing in labor and customer markets and will continue to expand. **Organizations that want to recruit and retain diverse employees are paying attention to the experience these individuals have within the organization.** The focus is on ensuring there is an inclusive work environment. Inclusion is a state of being valued and respected. Inclusive environments promote challenging stretch assignments for all leadership talent and put in place mechanisms for organizational talent to thrive and excel.

Leveraging the talent of diverse leaders who make up an organization will have positive effects on business performance only when learning across the company is associated with tapping diverse backgrounds and perspectives, is job-relevant, and focused on developing capabilities to continually adapt to workforce and marketplace realities.

Do leaders set an expectation for employees to treat others with respect and openness regardless of differences? Are diversity and inclusion a part of the organizational vision and/or values? Are leaders' words and actions consistent with those values? Are there collaborative work processes in place?

The barriers to inclusion are embedded in the culture of the organization. A strong performance culture is made up of systems, processes, and leadership practices that create and sustain an inclusive and collaborative work environment.

A strong performance culture supports everyone's capacity to commit full effort to continual learning, development, and performance, which are required for exceptional business results.

Structured mentoring is a core tool for senior and line leaders who want to increase the overall leadership and performance capabilities of the diverse talent within their organization.

Boost Performance Culture Capabilities.

Organizational culture is a result of the systems, processes, and practices designed and carried out by an organization's leaders. Menttium has taken formal mentoring in a new direction. While still providing a path for individual career development, our structured mentoring process simultaneously and deliberately develops leadership and performance capabilities that foster a performance culture.

Through structured mentoring, our mentees address challenges and problems in their workplace while gaining insight and ideas about how to effectively manage, lead, and execute. They have a positive impact on their organization by taking their capabilities to the next level. They continuously apply learning, test ideas, and evaluate results. Further, they ask the tough questions that get at underlying assumptions and expectations. Then, they go about creating the cultural change required to propel the company's growth and success.

Culture doesn't just happen. Organizations achieve and sustain success through the talent, energy, and creativity of individuals who, in turn, cultivate a culture that permeates performance-based systems, process, and leadership practices.

In a Performance Culture

- ▶ Employees are free to experiment and build the confidence and knowledge required to effectively assess and take risks.

- ▶ A natural interdependence between individuals and groups exists. Collaborative idea generation, networking, and cross-functional communication permeate the structure and work processes.

- ▶ Use of tools such as a dashboard or scorecard aligns individual and unit goals, ensuring ownership and accountability.

- Values, including inclusion, are communicated and demonstrated by leaders through consistent words and behaviors.

- Employees identify and respond to the dynamic and complex forces within the global marketplace.

- Continuous learning through experiences on the job, through networks and stretch projects are encouraged and supported.

Menttium knows that culture can be leveraged as a business tool for driving high performance, which in turn is a strong predictor of an organization's financial performance. We believe cultures that positively promote organizational performance are those that have:

- Results-oriented systems and processes -
    o Which build employee commitment fueled by the vision, mission, and organizational values
    o Designed from a market perspective
    o Executed using a collaborative approach across units/divisions/nations
- An unrelenting focus on innovation
- Accountability through the use of goal setting, executing, and use of performance metrics
- Continuous development and succession planning for high-potential leaders

> "A Performance Culture is a competitive strategy which is deliberately planned and developed over time."
>
> Lynn P. Sontag

Creating a performance culture requires a long-term investment at the organizational level - building the systems, processes, and leadership practices. And, at the individual level – developing, nurturing, and leveraging the leadership and performance capabilities of diverse individuals and teams that make up the organization.

Proven Outcomes.

Measuring the outcomes of a structured developmental mentoring program is intended to be a sustainable practice integrated into a client organization's talent management strategy – focused on development, retention, and performance. We support these outcomes by accelerating leadership development and advancing diversity and inclusion, which are both associated with a strong performance culture. We integrate several measurement tools and processes to identify outcomes – both quantitative and qualitative.

When companies measure business performance, management routinely looks at financial, operational, and technical markers. We believe cultural markers provide an additional dimension to measure, quantify, and, ultimately, improve business performance.

We know that companies with a strong business performance culture possess capabilities that cultivate employee talent, execute collaborative work processes, and emphasize innovation. Further, they possess a strong market orientation, ensure accountability, and create alignment between the vision, mission, and values.

Performance Culture Diagnostic	How do the best companies consistently adapt to their market and achieve sustainable results?
	Today, diversity is the rule and change is a constant. As a result, complexity continues to increase in organizations. The best companies have responded to the complexity by envisioning their culture as a strategy for achieving success, one focused on business performance.

Menttium designed a Performance Culture Diagnostic that determines the extent to which six capabilities associated with a business performance culture exist within an organization. Results from the diagnostic identify opportunities for leadership to reinforce or shape the systems, processes, and practices that exemplify a business performance culture. In other words, **leaders can strategically position the culture to ensure achievement of business performance.**

Six organizational capabilities associated with business performance culture.

1. Learning and development
2. Collaboration
3. Accountability
4. Innovation
5. Market Orientation
6. Vision, mission, and values

We know sustainable culture change can only take place within an organization when the individuals that make up the organization change themselves—how they think, interact with others, and take action. Based on the diagnostic results, we apply structured mentoring strategies that enhance capabilities focused on the unique requirements and expectations of our clients.

Menttium offers mentoring solutions that effectively drive individual growth and organizational impact over the long term. The mentoring experience enables mentees to gain key insights into the thinking and behavior that drives accountability, supports collaborative efforts, promotes continuous learning, ensures innovation, maintains a strong market orientation, and increases alignment between employees and the organization's vision, mission, and values.

During the year-long mentoring experience, goal setting and assessments are used to track progress and measure effectiveness of the mentoring partnership, as well as the impact on the mentee's organization. We use Kirkpatrick's development evaluation model as a framework because of its simplicity and robust characteristics at the higher levels of evaluation.

Goal Setting & Assessments

Kirkpatrick's four level model of training evaluation has been the foundation of evaluation for more than 40 years. Levels of measurement include:

I. Reaction - what the learner thought of the development experience
II. Learning - extent of learning that occurred
III. Behavior - extent that behaviors changed
IV. Results - extent that business results improved

More recently, a fifth level was added reflecting the desire of senior and line leaders within organizations to realize a return on investment.[3]

V. Return on Investment – extent of value received

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[3] Phillips, J (2003). Return on investment in training and performance improvement programs. Burlington, MA: Elsevier Science.

We assess learning, behavior change, results, and the return on investment by including the mentee, their direct manager, and the mentor in the measurement process in the following ways:

Reaction	Month 3, 6, 9, 12 check-in surveys: Measures level of satisfaction, engagement, trust, and expectations met. Mentee, mentor, and mentee's direct manager participate.
Learning	Pre- and Post-Mentoring Assessments: Identifies key learning and change in capabilities. Mentee, mentor, and mentee's direct manager participate in assessment process.
Behavior	Goal Setting / Tracking: Extent of goal achievement and applied learning (Mentee, mentor, and mentee's direct manager responses).
Results	Impact of learning and goal achievement: impact on the job and team/unit, readiness for career progression, and organizational commitment.
ROI	Compares mentoring program monetary benefits over the long term to program cost, an index of quantitative and qualitative measures are used and trend lines are identified during year 2, and 3.

Menttium designed a straightforward measurement process that simplifies implementation on the part of our clients, and at the same time, allays concerns about validity and objectivity that result from solely using the Mentee's self-reports. This is important because using self-ratings alone does not provide adequate evidence about the learner's ability to apply the new knowledge gained. In fact, it has been suggested that self-ratings and application of new knowledge correlate at a very low level (r <.2). [4]

Pre-Mentoring Assessment

Our Pre-Mentoring Assessment is used prior to beginning the mentoring program. The mentee self-assesses their individual leadership and performance capabilities. In addition, the mentee's manager assesses the mentee on the same set of capabilities. Taken together, this data provides a baseline from which the mentee will create development goals.

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[4] Alliger, G.M., Tannenbaum, S.I., Bennett, W. Jr., Traver, H., & Shotland, A. (1997). A meta-analysis of the relations among training criteria. Personnel Psychology, 50, 341-358.

Goal Setting

Based on results (strengths and development opportunities), the mentee will set goals and create an action plan to implement as part of their mentoring relationship. Goals may include a) developing leadership and performance capabilities, b) leveraging identified strengths within the organization, and/or c) achieving individual career goals.

Once established, the mentee will take action and engage in learning activities throughout the year-long program in order to achieve goals.

Post-Mentoring Assessment

At the end of the mentoring partnership, the extent of change in capabilities is measured based on the mentee's Post-Mentoring Assessment, as well as post assessments completed by the mentee's manager, and the mentor. Adding the manager and mentor's observations of behaviors, interactions, and/or discussions related to the mentee's capabilities, strengthens the reporting of results.

Post-Program Measures

In order to establish measureable and repeatable return on investment of a leadership development and/or cultural change initiative, results need to be measured continuously over the long-term. We continue to administer the Performance Culture Diagnostic for up to three years after the mentoring program. Further, we survey alumni to determine long-term benefits of the mentoring partnership.

Historically, researchers have examined outcomes of formal mentoring at the individual (mentee) level as well as organizational level. At the individual level, career satisfaction, career progression, psychosocial support, and self-esteem have resulted from formal mentoring. At the organizational level, research suggests that there is a positive relationship between formal mentoring and a mentee's level of commitment and turnover intentions (see side bar for outcome studies).

At Menttium, we focus on measurement outcomes that support historic measures, as well as measures that exemplify applied leadership and performance capabilities. For example, results from recent mid-year mentee check-in surveys identified the following (n=140):

- 96% of mentees indicated they applied new learning from their mentoring partnerships to their current job

- 96% agreed that the program positively impacted their achievement of development goals

- 85% agreed that the program positively impacted their enthusiasm to seek career opportunities within their current company

- 91% agreed that the program positively impacted their readiness to take on roles with greater complexity, authority, or scope

We have successfully helped clients expand the pool of diverse current and future leaders and improve performance culture capabilities through a structured mentoring process. Our mentoring system supports individual career growth while leveraging leadership and performance capabilities within an organization. ROM™ includes of a direct calculation of the results relative to the investment. With structured mentoring, we calculate leadership and performance improvements driven by a disciplined, structured mentoring program built around specific development objectives. The cumulative effective for our clients is a Return on Mentoring .

Side Bar. Formal Mentoring Outcome Studies:

	Outcome	Author-Date (Full citation location under References)
Individual level	Increased Career and Job Satisfaction	• Godshalk & Sosik, 2003 • Kammeyer-Mueller & Judge, 2008 • Underhill, 2005
	Career Progression	• Allen, Eby, Poteet, Lentz, and Lima, 2004
	Promotions, Self-Esteem, and Pay Increases.	• Waters, McCabe, Kiellerup & Kiellerup, 2002
	Increased – Self Awareness, Advancement, Attitudes, Behaviors, and Success (when voluntary participation occurs).	• Betts & Pepe, 2006 • Lankau, M., & Scandura, T.A., 2002
Organizational level	Increased Organizational Commitment	• Joiner, Bartram & Garreffa, 2004 • Payne & Huffman, 2005
	Decreased Turnover Intentions and Increased Retention	• Cutterbuck, 2009 • Payne & Huffman, 2005

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