

Table 1. Identify Objectives

Step 1: Identify Objectives				
<p>In this step, you will identify your organizational objectives and reflect on the extent and effectiveness of your current practices in order to determine if a mentoring program might be beneficial to your organization.</p> <ul style="list-style-type: none"> The scales below are only a suggestion. Feel free to create alternate scales that meets your needs. <p>Importance (I)</p> <ul style="list-style-type: none"> How important is this objective to your organization? 1 = Not Important → 3 = Moderately Important → 5 = Critical <p>Extent (Ext) & Effectiveness (Eff)</p> <ul style="list-style-type: none"> To what extent does your organization implement these practices? 1 = Not at All → 3 = Sometimes → 5 = Extensively How effective are these practices within your organization? 1 = Not Effective → 3 = Moderately Effective → 5 = Extremely Effective 				
<i>I</i>	Organizational Objective	Current People Management Practices	<i>Ext</i>	<i>Eff</i>
	Communicate organizational culture	<ul style="list-style-type: none"> Onboarding programs Organizational storytelling 		
	Develop skills competence	<ul style="list-style-type: none"> Traditional training programs 		
	Prepare employees for a specific job/role	<ul style="list-style-type: none"> Job shadowing/rotation Traditional training programs 		
	Succession planning	<ul style="list-style-type: none"> Job rotation Structured development activities 		
	Increase employee job satisfaction	<ul style="list-style-type: none"> Rewards/incentives Improve organizational communication Management training 		
	Decrease turnover	<ul style="list-style-type: none"> Improve hiring practices Rewards/incentives Provide opportunities for advancement 		
	Increase inclusion	<ul style="list-style-type: none"> Networking and connection focused activities Acknowledgment from leadership Increase transparency and fairness Recognize employee achievements 		
	Support women, minority, and/or LGBT employees	<ul style="list-style-type: none"> Develop a culture that affirms diversity Employee resource groups 		
	Recruit individuals who are seeking mentoring and development opportunities	<ul style="list-style-type: none"> Highlight other training and development opportunities 		
	Other Objectives	Other Practices		
Critical Reflection				
<p>Compare the Importance (I) of each objective with the Extent & Effectiveness (Ext/Eff) of existing practices in your organization. Focus on the objectives that you identified as most important (Imp) to your organization.</p> <ul style="list-style-type: none"> If the extent (Ext) and effectiveness (Eff) of your current people management practices are not meeting your organizational objectives, a mentoring program may be beneficial. This is a judgment call. There is no “magic formula” to determine whether you need a mentoring program. Your decision should be based on your overall assessment. 				

Initial Mentoring Program Goal Statement

If you determine your organization needs a mentoring program, write a brief statement outlining your program goal(s).

Example 1 - Software Company

- Decrease the turnover of women programmers

Example 2 – Nonprofit Healthcare Organization

- Create a pipeline of candidates for senior leadership positions