

Table 2. Step 2: Consider Resources & Constraints

<b>Step 2: Consider Resources &amp; Constraints</b>		
<p>In this step, you will identify your organizational resources and constraints to determine if a mentoring program is feasible.</p> <p>Consider each resource or constraint. Will it be critical to the success of your mentoring program? If so, indicate this in the <b>Critical</b> column. <i>We have started the process for you based on findings from research.</i></p> <p><b>Rating</b></p> <ul style="list-style-type: none"> <li>How prevalent is this resource in your organization?  <b>1 = Non-Existent → 3 = Moderately Present → 5 = Extensive/Plentiful</b></li> </ul>		
<b>Rating</b>	<b>Organizational Resource/Constraint</b>	<b>Critical</b>
<b>Human Resources</b>		
	Support from top management	<b>X</b>
	Buy-in from workforce	
	Staff time for program planning & administration	
	Staff time for training of mentors & mentees	
	Staff with knowledge/experience implementing mentoring programs	
	Staff time for program evaluation	
	Qualified mentors	
	Qualified mentees	
<b>Financial Resources</b>		
	Program planning, promotion, delivery, & evaluation	
	Lost work due to participation during working hours	
	Incentives/rewards for participation	
<b>Physical &amp; Technological Resources</b>		
	Adequate training & meeting space	
	Adequate technology	
<b>Special Considerations &amp; Constraints (indicate if any of these are present)</b>		
	Negative experience with a previous or existing mentoring program	
	Workforce distributed across multiple locations	
<b>Other Considerations Constraints</b>		

### Critical Reflection

Evaluate your ratings for each resource and determine if any special considerations or constraints exist.

- If you have low ratings on multiple resources (a rating of 1 or 2) or major constraints are present, consider whether the resource can be developed or the constraint overcome. If not, proceed cautiously with developing a traditional mentoring program (which requires more resources). Adopting an alternate mentoring approach (e.g., group mentoring, e-mentoring) is one potential solution. You might also encourage informal mentoring or utilize other evidence-based people management practices (see Step 1).

### Revised Mentoring Program Goal Statement

Revise your initial program goal statement, taking into account your resources and constraints.

#### Example 1 – Software Company

Assuming support from top management, a shortage of senior women programmers to serve as mentors, and limited staff time for program planning...

- Decrease the turnover of women programmers using group mentoring.

#### Example 2 – Nonprofit Healthcare Organization

Assuming support from top management, ample financial resources, and adequate training and meeting space...

- Create a pipeline of candidates for senior leadership positions using traditional one-on-one mentoring.