# Mentoring 2.0

**SUMMARY:** Mentoring, even as it takes new forms, remains a central way to share organizational knowledge. Millennials are especially enthusiastic about using mentoring as a path to learning. Increasingly, technical advances are affording the opportunity to make more informed mentoring assignments and to use mentoring to capture institutional wisdom.

## Forecasts

- Many millennials are eager to learn from and engage with the more experienced members of an organization. Studies also show that formal mentoring programs are one way to keep millennials connected with an organization and help bridge leadership gaps.
- HR analytics can provide ideal matchmaking services for mentoring relationships. Advanced data insights can support matching the mentor and the mentee according to their knowledge, work styles, personalities, and schedules.
- Co-mentoring, group mentoring, reverse mentoring, and e-mentoring are new ways to provide guidance and skills, and will all have a role in mentoring programs.
- Building both informal and formal processes that facilitate intergenerational dialogue and create opportunities for knowledge transfer will become more important as generational ratios continue to shift toward millennials and Gen Z.

## *Key Uncertainties*

*Willingness of experienced people to take time to train potential job competitors*

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*How generational cultural differences make sharing information a communication challenge*

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*The parameters for best mentors for an individual —peers, elders, formal coaches, associations*

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*Ways to mentor gig, flexible, and remote workers*

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*Balancing mentoring to retain and grow key individuals versus "training employees to leave"*



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## Supporting Trends

- **Mentoring 2.0.** Organizations are finding that mentoring millennials is a key tool for keeping them engaged and retaining them in the workplace. Mentoring itself is evolving, now encompassing co-mentoring, micro-mentoring, and group mentoring.
- **Training millennials.** Contrary to conventional wisdom about millennials in the workplace, the most desired benefit sought by this generational cohort is not flexible schedules or work-life balance but training and development.
- **Growing role for retraining and continuing education.** Interest in continuing education, retraining, and lifelong learning is being driven by rapid change in the workplace, employers' need for specific skills, and workers' desire to advance in their careers or make career changes.
- **HR analytics.** HR analytics (often called people analytics) is expanding to include capability analytics, competency acquisition analytics, capacity analytics, employee churn analytics, corporate culture analytics, recruitment channel analytics, and leadership analytics.
- **Business leadership deficits.** More than half the employers questioned in a 2016 survey were concerned that they will not meet future leadership needs and that their HR pipeline has a serious deficit.

### Related Drivers of Change

- 21st-Century Guilds
- Higher Education 3.0
- The Next-Gen Professionals

## Notable Data Points

### STAYING THE COURSE

A 2016 survey revealed that millennials who say they intend to stay with their organizations are more than **twice as likely to be receiving mentoring.**

*Source: Deloitte, Deloitte 2016 Millennial Survey*

### FILLING A NEED

**83% of professionals would like to be involved in a mentoring program,** yet only 29% are in workplaces that offer them.

*Source: Robert Walters Recruiting*

### BUILDING LEADERS

Employees who received mentoring were promoted 5 times more often than those who did not. **Mentors were 6 times more likely to be promoted.**

*Source: Forbes*

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## Strategic Insights

- Associations are in a perfect position to match mentors with those seeking mentorship. Consider using both simple and more advanced forms of technology to make appropriate connections.
- Associations should consider training programs on how to be an effective mentor and how those mentored can make best use of a mentorship.
- Working with millennials within an association can build understanding of how to engage them in developing mentoring programs at all levels.
- Technologically augmented mentoring presents an opportunity to capture institutional or domain knowledge and history. This "living" history can be stored in a digital library for future mentoring.
- Associations will have opportunities to employ
  - reverse-mentoring, in which younger members mentor more senior members to help them stay current and comfortable with the latest technology or even social and cultural issues.
  - ad hoc mentoring, in which individuals can contact experts for specific topics without committing to a longer mentoring relationship.
  - peer mentoring, with individuals meeting and learning with peers going through the same learning curve.
  - group mentoring, in which groups are formed to share in learning a new area.
- Associations should also consider how to mentor interested personnel for association volunteer and staff positions.

### Timing

- **Stage:** Growth, in a period of expansion
- **Speed:** Should move steadily forward, building continuously inside organizational structures

### Potential Alternative Futures

- **Peer mentoring:** Millennials decide there are too many differences in culture, knowledge, and technology to really learn from elder members and instead build peer mentor networks.
- **Pay for a mentor:** Unlike the past, when mentorship was organizationally supported, the new modes of work create an environment where compensation is expected for mentors and their time. This may include mentors from outside the organization.
- **Mentoring reputation systems:** Mentors are sought after and assigned based on formalized reputation metrics and past successes.

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# Take Action

- **Target a specific purpose.** Associations have had mixed results with mentoring programs, especially in professions that lack a teaching and mentoring culture. Decide who your program will serve for what desired outcome. Mentoring can help encourage underrepresented people pursue a business or profession or coax people into specialty areas. Mid-career professionals may welcome help seeking leadership positions within their organizations or the association.
- **Train for success.** Both mentors and mentees should be trained to get the most of their relationship. Mentors often find they gain as much as they give.
- **Retain the tribe's elders.** Experienced, high-performing volunteers may welcome the opportunity to pass their knowledge on to successor generations. Engage them in creating a legacy through their field's next leaders.
- **Make meaningful and appropriate matches.** Mentoring is people-driven and depends on wisely matching interests and motivations. Good association management systems can handle scaling up the number of participants. Collaboration technologies can bridge distances. Social and ethical issues could come into play. Ask for feedback and keep evaluating your criteria to improve your matches.
- **Experiment with micro-mentoring opportunities.** Sometimes both mentors and mentees prefer a short-term relationship to handle a specific challenge. For example, mentees might want help following through on some knowledge or skill just learned, or in meeting the demands of a new role or assignment.
- **Offer mentoring to association staff.** Mentoring programs can engage and develop employees. Small and medium-size associations with fewer advancement opportunities may have to be creative to identify internal mentors or reach into the larger association community for assistance.

## Keyword Search

To continue researching this change driver, use these search terms:
***mentoring, mentors, talent management, peer mentoring, group mentoring, reverse mentoring, mentoring technology, mentoring programs, speed mentoring, instructional coaching, eMentors***

### Who Will Be Affected

Professional associations typically are more interested in mentoring for career advancement and leadership development. Trade associations may offer mentoring for entrepreneurs starting or expanding their businesses. Larger organizations interested in growing their employees from entry- to executive-level may have mentoring programs. Mentoring 2.0 uses technology to build beneficial relationships that can span distance and time constraints.

### About ASAE ForesightWorks

ASAE ForesightWorks is a deliberate, evidence-based research program and emerging line of products to provide association professionals with a continual stream of intelligence about the changes facing the association industry, including:

- regularly updated action briefs;
- tools for applying insights from the research in your association;
- guidance in performing environmental scans; and
- opportunities to engage with peers around the research.

Ultimately, the program's mission is to empower association leaders to create a culture of foresight.

Check **asaecenter.org/ForesightWorks** and follow **@ASAEfdn** on Twitter for updates on new findings and events.

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