



Resource Guide

Mentoring & Internal Promotion



Why Create a Mentoring Program & Promote Internally?

A corporate mentoring program is a workplace initiative centered around empowering and enabling your organization's workers. Starting a successful mentoring program in your company means outlining objectives for what a mentoring program will accomplish.

Mentoring programs may support:

- Management development for high-potential employees
- Employee orientation for new hires
- Employee engagement for positions with traditionally high employee turnover
- Knowledge transfer and succession planning
- Workplace diversity initiatives
- Executive leadership development
- Work-life balance

Creating a strong mentoring program will help the company develop future leaders and support internal promotions. Studies indicate that internal promotions (vs. external hires) cost less in salary, and that internally-promoted hires tend to score higher in performance reviews. Internal promotion provides employees chances to grow professionally in their responsibilities and income-earning opportunities. It is also an excellent way to keep worker morale high while moving your company closer to reaching its mission.

Mentoring Program Structure

Mentoring programs can have varying levels of formality and structures. Programs may run from informal, with no rules, to very formal, with signed participant contracts. Programs should include guidelines to define the boundaries of the relationship. Before embarking on a program consider:

- Length of mentorship (somewhere between 9 months and 18 months)
- Required or suggested number of mentor-mentee meetings and mentorship activities
- Maximum allowable job levels between mentor and mentee (generally no more than 2 levels)
- Maximum number of mentees per mentor
- Mentors and mentee eligibility to participate in the program

Allow for self-matching or some involvement by the mentees in the selection of their mentors. For programs with more than 100 participants, the use of an online mentoring software or e-mentoring program like [Mentor Scout](#) may be helpful.

- Find your mentors
- Publicize the mentoring program through multiple communication channels

- Launch the mentoring program by discussing the roles and responsibilities of mentors and mentees and share past successful mentoring stories
- Create mentoring communication to keep your program energized. Be sure to communicate frequently with participants. Offer ideas for mentoring activities, additional training through webinars, podcasts, and white papers posted on a mentoring program website. Continue to share new mentoring success stories.
- Develop and track mentoring program metrics

Steps to Create a Corporate Mentorship Program

1. Find your executive champion. Look for an executive outside of the human resources and training department who will support and sponsor your mentoring program. Look for someone who attributes his or her success to having had a great mentor. Your champion should be willing and able to encourage participation, energize the program, participate in mentoring activities, and help fund the program.
2. Determine an appropriate budget. Create a budget, which may be used for items such as communication materials, mentor training, mentorship kick-off, ongoing events, online mentoring software, mentor incentives, and expense reimbursements.
3. Identify the employees to participate in the mentoring programs. A program may be a small specialized mentoring program, or a company-wide generalized mentoring program. It's not unusual for a large company to have multiple mentoring initiatives running concurrently. Employees may participate in more than one mentoring program if they match and can benefit from the objectives of the program.

Resources

- Wharton provides guidance on [The Benefits of Promoting Internally](#) & discusses [Best Practices for Hiring Internally](#)
- [How to Start a Mentoring Program](#) from Inc. Magazine
- Richard Branson and Suze Orman discuss the “[Mentor Who Shaped Me](#)”
- An article from Society of Human Resource Management explores [How to Formalize Mentoring](#)
- Harvard Business Review discusses [Why Men Still Get More Promotions than Women](#) and how mentoring can help bridge that gap
- Chronus describes how [Mentoring Works: Diversity in Organizations](#)

Associated Resource Guides

- Employee Diversity
- Financial Transparency
- Employee Engagement & Feedback
- Employee Handbooks



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