

Facilitating Employees Career through Mentoring Methods

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Abstract

The success of employees in any organisation today depends more on the type of relationship that an organisation establishes to achieve quality of work life. Research shows that individuals who are mentored have an increased likelihood of career success as a result of the targeted developmental support they receive. Mentors serve as trusted and significant advisors, providing a sounding board for day-to-day issues encountered on the job and alternative perspectives on issues in terms of both problem identification and problem solving. Mentoring can take on different forms. Traditional mentoring involves a one-on-one relationship between a more experienced mentor and his/her mentee, while non-traditional mentoring can take on a variety of forms such as a network of multiple mentors, for example, peers. In this paper author is making an effort to assist human resource department on how in near future employee career development can be addressed through imparting or practicing mentoring methods. By practicing these mentoring methods organizations can facilitate healthy relationship between the levels of management and in turn try to achieve individual goals and organisational goals. More over in the paper author stresses on how an employee in a given organisation can achieve his career objectives through standardizing relationships.

Keywords: Quality of work life, mentoring methods, career development, relationship.

INTRODUCTION: In today's challenging business environment, employee development has never been more important as a means to maintain a competitive advantage and keep employees engaged. Studies are now projecting massive employment turnover in the coming years and its evident organizations are not working to mitigate this risk. Studies further show attributes such as career development and internal mobility are significantly important to a growing majority of today's global workforce. Tackling the issue of employee engagement has been and remains a top priority for many organizations. There is a need to reflect on the experience relating to career development and make the employees be owners of that process, and provide multiple pathways for growth. Here comes mentoring and mentoring practices, how by implementing mentoring methods organizations can facilitate healthy relationship between the levels of management and in turn try to achieve individual goals and organisational goals. Some of the facts published also show how days to come mentoring becomes key for organizational success.

- Most Fortune 500 companies see mentoring as an important employee development tool, with 71% of them having mentoring programs. Source: Terri A. Scandura, Management Professor and Dean of the Graduate School at the University of Miami
- 76% of Fortune's top 25 companies offer mentoring programs. Source: Fortune Magazine
- 71% of Fortune 500 companies use mentoring to assure learning occurs in their organizations. Source: Association for Talent Development (ATD), formerly *ASTD* (American Society for Training & Development)
- 96% of executives say mentoring is an important development tool. Source: Accountemps, a division of Robert Half
- 75% of executives point to mentoring as playing a key role in their careers. Source: ATD
- 77% of companies report that mentoring programs were effective in increasing employee retention. Source: ATD
- 44% of CEO's list mentoring programs as one of the *three* most effective strategies to enhance women's advancement into senior management. Source: ATD
- Managerial productivity increased by 88% when mentoring was involved, versus only a 24% increase with training alone. Source: ATD
- More than 60% of college and graduate students listed mentoring as a criterion for selecting an employer after graduation. Source: MMHA The Managers' Mentors, Inc.,

Fundamentals on Mentoring

Gorman says, "Best companies are figuring how to engage top performers by helping them map their career

paths and develop desired knowledge and skills."

Mentoring brings a person looking for initial guidance and direction (the 'mentee') together with another who can help provide this (the 'mentor'). They work collaboratively to get results. It's been defined as "an alliance of two people that creates a space for dialogue which results in reflection, action and learning for both" (Rolfe, 2006).

Mentoring is typically a one-to-one relationship between a more experienced and a less experienced employee which is based upon encouragement, constructive comments, openness, mutual trust, respect and a willingness to learn and share.

A mentor is seen as a "wise guide" who doesn't necessarily have to be an expert in the field of interest, but is able to ask useful questions that help the mentee explore their situation. Being a good mentor is more about *asking the right questions*, rather than giving the right answers.

Mentoring helps the mentee approach situations with confidence, having talked through the various options and possible consequences.

Mentoring must be voluntary to ensure that participants are committed to the mentoring process.

Mentoring can only be based on a supportive relationship. Without a common understanding of that relationship, any mentoring involvement will not succeed.

A successful mentoring relationship is based on mutual trust and respect, willingness to learn and share knowledge, openness and supportiveness, constructive feedback.

In some cases, established relationships may not exist in a formal mentoring program. Mentors from outside the mentee's usual network may be needed to meet the learning objectives of the mentee.

Time and effort must be spent to identify a mentor that will meet the needs of the mentee and to establish a mutually rewarding relationship at the beginning of the mentoring association.

Why Mentoring is a basic necessity?

Companies often invest hundreds of thousands of dollars in recruiting talent but then stop there and miss the opportunity to get the best return on their hiring investment. Some companies invest in a "buddy" system, which is a good investment but is short term (2-3 months) and addresses only the issues of adjusting to the company. Mentoring, however, is more strategic and aims to

Be an effective contributor to the company's overall goals and stimulate a sense of loyalty in employees. Mentoring is one of the most effective strategies as a standalone program or as part of an existing workforce development program. For example, if your company is conducting formal classroom training on specific competencies, such as leadership or customer service, adding a mentoring component can translate the theoretical knowledge gained through formal training into "practical" experience. This has the benefit of creating a more completely developed employee by combining theory with practice.

Mentoring methods for Career Succession

Informal Mentoring: Informal mentoring relationships develop spontaneously and are not managed or specifically recognized as a mentoring relationship within a larger organization. A mentor reaches out to a mentee (or vice versa) and a relationship develops which benefits the mentee's professional development. Due to the spontaneous development, these relationships depend somewhat more on the individuals having things in common and feeling comfortable with each other from the beginning. The relationship may develop out of a specific need by the mentee around a task or situation for guidance, support, or advice. The relationship is most likely to be initiated by the mentee as she or he seeks support around a specific task. This type of relationship might also develop when an established professional needs an early career professional to complete certain tasks within an office or project setting.

Formal Mentoring: Formal mentoring relationships develop within organizational structures that are specifically designed to facilitate the creation and maintenance of such relationships. Wanberg, Welsh, and Hezle (2003) identified six primary characteristics of formal mentoring programs that can directly influence the program's effectiveness: (a) program objectives, (b) selection of participants, (c) matching of mentors and mentees, (d) training for mentors and mentees, (e) guidelines for frequency of meeting, and (f) a goal-setting process. Program objectives may vary from socializing newcomers into an organization to intense career development of a target population (e.g., high potential people, women, ethnic minorities). These objectives affect the scope of the mentoring and will help drive goal-setting and training objectives. Formal mentoring programs are generally more effective when mentors voluntarily participate (rather than being) and are intrinsically motivated to help mentees (Baugh & Fagenson-Eland, in press).

Formal programs vary widely in their methods to match mentors and mentees, and in their preparation of individuals to engage in mentoring. Programs that solicit important matching criteria from both parties are more likely to initiate successful mentorships. Matching criteria may include professional interests, demographics, geographical location, human interest factors (e.g., hobbies, lifestyles), personality, values, and

learning orientation.

“One-on-One” Mentoring: The traditional model of mentoring is a one-on-one relationship in which a more senior individual is paired with a more junior individual in order to provide the younger person with guidance, support, and encouragement. Formal mentoring programs using this model typically utilize an extensive matching process to ensure the pair has potential to form a strong, long-term relationship. A key advantage of the one-to-one mentoring approach is that it enables partners to develop trust and provides consistent support provided the mentoring partnerships bond effectively at the onset and commit to working together for a significant period of time such as one year or more.

Peer Mentoring: Peer mentoring is a form of mentorship that usually takes place between a person who has lived through a specific experience (peer mentor) and a person who is new to that experience (the peer mentee). Peer mentoring provides individuals who have suffered from a specific life experience the chance to learn from those who have recovered, or rehabilitated, following such an experience. Peer mentors provide education, recreation and support opportunities to individuals. The peer mentor may challenge the mentee with new ideas, and encourage the mentee to move beyond the things that are most comfortable. Most peer mentors are picked for their sensibility, confidence, social skills and reliability. Peer mentoring can offer employees a valuable source of support and information in the workplace. Mentees may feel more comfortable learning from a peer than in a hierarchical setting. In 1978 Edgar Schein described multiple roles for successful mentors in the work setting. New employees who are paired with a mentor are twice as likely to remain in their job as those who do not receive mentorship.

Group Mentoring: Group mentoring is usually used when one-to-one mentoring isn't an option because there are few mentors available but a large number of mentees in an organization. Group mentors advise mentees on how to accomplish their goals, help to troubleshoot and solve work-related problems, help to navigate through organizational politics, and provide recommendations for generating innovative ideas. Group mentors can provide suggestions for career development, access to subject matter experts, and ideas on how to resolve difficult situations. Group mentoring combines the models of peer mentoring and senior mentoring. The mentor is usually senior to the mentees and, therefore, he or she facilitates the group. The mentees are typically peers who benefit from getting outlook from one another as well.

Virtual Mentoring: E-mentoring refers to providing opinions, recommendations and counsel online. It transcends groups and organizational boundaries because it involves multiple mentors and networks. It's about the benefits and rewards that everyone in the network receives—there is a high degree of reciprocity. MentorNet, which promotes itself as the "most experienced Web-based e-mentoring program in the world," provides mentors to women and minorities seeking careers in the engineering field. The technology, of course, has existed for years. But the movement is just beginning to find its footing as groups work through various obstacles, such as insuring privacy and safety and establishing that there is, in fact, value in such online relationships. There is also, in some companies, a growing interest in different forms of computer-assisted learning systems, such as computer-based training and interactive video. So whilst email has not yet been fully exploited as a mentoring tool, there nonetheless exists an environment where computer-assisted learning is commonplace. It is possible therefore that e-mentoring could simply become one of several management development tools, alongside knowledge-based systems (Martinsons 1997) and discussion databases etc (Goodman & Darr 1996; Venugopal & Baets 1995). In such instances, email offers a cheap and easily accessible technology to support learning. And wherever learning takes place employee career opportunities will have an upper hand in the process of mentoring.

Flash Mentoring: Provides mentoring via a onetime meeting or discussion. The term flash mentoring was coined by K. Scott Derrick in his work with 13L, a group of mid-career federal employees passionate about leadership and leadership development. A flash mentoring session could be held for only a few minutes to a couple of hours. The pairing of the mentor and mentee is usually done informally, without any commitment on the part of the mentor or mentee to stay in contact or meet again, although they sometimes do as an outgrowth of their discussion. Flash mentors generally provide valuable knowledge and experience with limited commitment of time and resources. Topics for flash mentoring are broad, ranging from providing strategies for career goals, specific advice for managing human resources issues (e.g., employee relations, strategic HR), and referrals to additional resources or individuals.

Sequential Flash Mentoring: The mentee is paired with more than one mentor for a series of one-time meetings or discussions with each mentor. For example, a mentee could participate in one-time flash mentoring sessions with four different mentors, once per month over a four-month period. A variation of sequential flash mentoring is **speed mentoring**, where mentors and mentees meet for only a few minutes and then rotate to another mentor/mentee immediately afterwards, and so on.

Group Flash Mentoring: A mentor is paired with a small group of mentees for a one-time meeting or discussion. A variation of this flash mentoring technique is **group speed mentoring**, where a mentor meets with a small group of mentees for, say, 20 minutes and then rotates to another group of mentees immediately afterwards, and so on.

Speed Mentoring: Speed mentoring is defined as “quick hit” mentoring: an experience that offers mentees a

brief opportunity to meet and ask questions of senior leaders in an effort to help establish networks and clarify their own career goals. This type of mentoring often happens during one's career advancement, where individuals will be rushing towards their mentors for seeking their expertise to grab the future challenging career opportunities. IBM uses this method as a tool of employee engagement. Speed Mentoring helps Mentees get actual face time with some of the industry's most brilliant minds and lets Mentors share what they know & meet new talent. Today most of the talented employees are pouched thorough Speed Mentoring, either in the form of reference or head hunters.

Reverse Mentoring: Similar to traditional mentoring, a seasoned professional is paired with a younger professional; however the younger professional is considered the mentor to the seasoned professional regarding new trends, technologies, etc. Pushes both mentoring parties to move beyond their comfort zones and try new ways of thinking, working and learning. Reverse mentoring is generally a two-way street, with a partnership that provides the younger employee with a chance to see the larger picture as well as macro-level management issues. In an article from *The Wall Street Journal* on reverse mentoring: "In an effort to school senior executives in technology, social media and the latest workplace trends, many businesses are pairing upper management with younger employees in a practice known as reverse mentoring. The trend is taking off at a range of companies, from tech to advertising." Reverse mentoring was championed by Jack Welch when he was chief executive of General Electric Co. He ordered 500 top-level executives to reach out to people below them to learn how to use the Internet. Mr. Welch himself was matched with an employee in her 20s who taught him how to surf the Web. The younger mentors "got visibility," he says.

Mentoring a reality

RETENTION IS 25% HIGHER FOR EMPLOYEES WHO HAVE ENGAGED IN COMPANY SPONSORED MENTORING. — Deloitte Research Brief, 2012

EY Americas Managing Partner Steve Howe and Americas Vice Chair Talent Kelly Grier put it simply in a recent issue of EY Connect magazine: "People. They are critical to the success of any organization, but particularly to a professional services firm. At EY, they are the most valuable asset." EY makes it a priority to differentially invest in under-represented groups through programs like Global NextGen and the Inclusiveness Leadership Program, which provide access to senior leaders as mentors and sponsors and opportunities to further develop market-focused skills.

Rick Stephens, senior vice president, Human Resources, believed mentoring is a key component in Boeing's rigorous pursuit to develop current and future leaders. "Part of the 'leaders teaching leaders' approach, mentoring gives leaders the opportunity to learn as well as to define and model leadership," Stephens said. "This program is structured around best practices to make our mentoring world-class and strengthen people in ways other methods cannot." By incorporating discussion tools to support cross-cultural dialogue and including the mentees' manager, this mentoring approach will bolster Boeing's efforts to retain and develop talent in an increasingly competitive and dynamic labor market. "Teaching people to work across different cultures is teaching them to work together," said Connie Jack, part of the Global Diversity & Employee Rights team within Human Resources. "What's important to remember is everyone is diverse, including white males. That may mean an Irish-American talking with an Italian-American. That's diversity too." The formal, companywide program, Jack said, offers a detailed and structured approach to the methodology for both mentor and mentee. In designing the new program, the team relied on exhaustive research that helped identify best practices around mentoring.

The program includes an orientation, training and a mentoring agreement that identifies goals, objectives and role definitions. It also has regular evaluations to track progress toward objectives along with input from the mentee's manager. These comprehensive tools and recommended participant metrics help ensure a value added experience. Participants meet monthly (in person and/or by phone) for one year with the mentee's manager actively contributing to some of the mentoring discussions.

At Ogilvy & Mather, world-wide managing director Spencer Osborn, 42 years old, says his younger mentors have taught him how to jazz up his Twitter posts, which had a reputation for being "very boring," and tell him what's hip on playlists these days. He finds the knowledge valuable in the fast-moving business of advertising and says he believes the program has also helped boost morale and retention at the firm, with many young mentors saying they feel their voices are now being heard.

When Cisco Systems Inc. started its Gen Y Reverse Mentoring Program nearly two years ago, "it became a badge of honor," says Jeanette Gibson, director of social and digital marketing. "When the word got out that a few execs had a [junior] mentor, others wanted one, too," she says.

Still, it's not all smooth sailing. Many older workers bristle at the idea of being mentored by someone younger, especially since they usually have many more years of career experience, says Sanghamitra Chaudhuri, a senior lecturer at Ohio State University who recently co-wrote a research report on the topic.

DAIMLER TRUCKS, with multiple offices spread across North America, decided to provide a

business mentoring program to all of their 4,000 office-based employees to improve employee development and begin building a leadership succession plan. “Our aim is multipurpose mentoring,” said Suz Hahn, Learning Architect for Daimler’s Learning and Development. “We’re providing career development and self-development of mentors and mentees. We’re also using Chronus software to cultivate future leaders and talent within Daimler.”

DEUTSCHE BANK found that in the aftermath of the financial crisis, a diverse workforce had become even more of a priority for financial service companies. Internal company research revealed that female managing directors who had left the firm did so because they were offered better positions elsewhere. In response, Deutsche Bank created a sponsorship program aimed at assigning women to critical posts. The company paired female executives with executive committee members who served as mentors. This not only raised the women’s visibility, but also ensured that they would have a powerful advocate when promotions were being considered. As a result of this professional mentoring program, one third of the participants were in larger roles, and another third had been deemed ready to move up by senior management.

HARTFORD INSURANCE saw that to reach new customers, they would have to encourage older employees’ familiarity with social media while also increasing company-wide usage. They were also concerned regarding the changing demographics of the company. With baby boomers set to retire in their company and a nationwide millennial attrition rate of 15%, they knew they would have to do something to engage their workforce.

Hartford Insurance implemented a reverse-mentoring program to help address this need. Their program consisted of a group of senior managers and junior employees who were paired into mentoring groups. These mentoring interactions have saved the company both time and money through improvements in planning campaigns, advancements in the company’s internal electronic communications network, and newly engaged millennials who are eager to make a difference at their company. This group has also emphasized the need for the company to become more fluent in social media, mobile computing, the cloud, and other digital technologies so that Hartford Insurance will remain a competitive company in the years to come.

KPMG started its “Leaders Engaging Leaders” program because they wanted to expand opportunities for a diverse group of managers. Their business mentoring program pairs 60 top managers with members of the management committee, the board of directors, and national managing partners.

This mentoring program provides their employees with an opportunity to engage with a cross section of leaders they wouldn’t normally see in their day jobs, which expands knowledge transfer within the company and encourages their leadership goals.

Several people in Leaders Engaging Leaders have taken on more significant leadership roles, including one who has joined the board of directors. KPMG is currently looking to expand the program. “The goal is ultimately to drive it down deeper into the organization,” Hannan says. “It really helps with retention [...] and gives folks a line of sight to a number of opportunities across the firm.”

Conclusion

When the focus is on improving performance, the person will realize that there are personal issues that need to be addressed. The implementation of and mentoring methods in the workplace is a great contribution to the overall development of the individual and organizational level. That is why I strongly recommend these methods should be incorporated as a regular practice in the organizational system. By implementing these mentoring methods systematically and at regular intervals, company can promote mutual learning to challenge and stimulate employees at all levels within the organization. But still Mentors vestiges the responsibility to make the mentoring methods a reality in this ever changing competitive and technology driven world. Finally, the illustrations made by the authors really establishes a platform for mentors and mentees to come together to make mentoring a reality for achieving ones career success and organizational achievements.

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Websites

The following websites are useful resources for identifying new research and studies on mentoring effectiveness. This is not an inclusive list of the numerous websites that address mentoring programs, opportunities, and issues. However, links to such additional websites can be found on the sites listed below.

1. Big Brothers/Big Sisters of America, <http://www.bbbsa.org>
2. National Mentoring Center, Northwest Regional Educational Laboratory, <http://www.nwrel.org/mentoring>
3. The National Mentoring Partnership, <http://www.nmp.org>
4. National Youth Development Information Center, <http://www.nydic.org>
5. Office of Juvenile Justice and Delinquency Prevention, <http://www.ojjdp.ncjrs.org>
6. Public/Private Ventures, <http://www.ppv.org>
7. Mentor – Be a Mentor, Start a Program, and Resources: www.mentoring.org
8. International Mentoring Association: www.mentoring-association.org
9. National Mentoring Month: www.nationalmentoringmonth.org
10. The Mentoring Leadership and Resource Network: www.mentors.net
11. Finding a Mentor: www.inc.com/guides/growth/24509.html
12. Mass Mentoring – Changing lives by becoming a Mentor: www.massmentors.org
13. Virginia Mentoring Partnerships: www.vamentoring.org

14. Empowering the Faculty: Mentoring Redirected and Renewed: www.ntlf.com/html/lib/bib/95-3dig.htm
15. National Women's Business Council – Business Mentoring: www.nwbc.gov
16. Mentoring and Baby Boomers – Why Mentor? Mentoring is a strategic business imperative: http://humanresources.about.com/od/coachingmentoring/a/mentoring_boom.htm
17. <http://www.right.com/thought-leadership/research/advancing-careers-driving-results.pdf>
18. <http://knowledge.wharton.upenn.edu/article.cfm?articleid=1736>
19. <http://chronus.com/resources/daimler-trucks-reinvents-corporate-mentoring-program>
20. <http://bestpractices.diversityinc.com/talent-development-mentoring/is-sponsorshipthe-new-mentoring-case-studies-from-ey-deloitte-att-dell-and-hilton/>
21. http://www.forbesmedia.com/files/Innovation_Through_Diversity
22. http://www.bc.edu/content/dam/files/research_sites/agingandwork/pdf/publications/hartford.pdf
23. <http://management.fortune.cnn.com/2012/04/19/peer-mentoring>