An Exploratory Study of Mentoring Practices in the Philippines

PSTD Research
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My favorite love story of all time...

Pygmalion & Galatea
What for you is the value of mentoring?
The value of Mentoring

“The central principle is that learning, change and transformation occur through the relationship with a coach or mentor…”

- Connor and Pokora, 2012
The value of Mentoring

“...Coaching and mentoring are not just an interaction, an event, an opportunity. Two people meet. They share knowledge, values, attitudes, skills and experience. They engage with one another, they relate to one another and if the coaching and mentoring is effective, they connect with one another...”

- Connor and Pokora, 2012
The value of Mentoring

“... Dialogue is important in establishing and maintaining the connection...

Dialogue sustains the connection and it follows, therefore, that the learning relationship is a partnership, and not an activity imposed by one person on another”.

- Connor and Pokora, 2012
Mentoring is…

A brain to pick
An ear who listens
And a push in the right direction

Source: In-house mentoring training manual of one of this study’s respondents
# Mentoring vs Coaching

<table>
<thead>
<tr>
<th>Areas</th>
<th>Mentor</th>
<th>Coach</th>
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</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>Develop the person (personal/career)</td>
<td>Improve job/work performance</td>
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<tr>
<td><strong>Focus</strong></td>
<td>Professional/personal growth</td>
<td>Specific job-related issues</td>
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<tr>
<td><strong>Role</strong></td>
<td>Puts in/downloads (content expert)</td>
<td>Draws out (process expert)</td>
</tr>
<tr>
<td><strong>Relationship</strong></td>
<td>Self-selecting</td>
<td>Comes with the job</td>
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<tr>
<td><strong>Source of Influence</strong></td>
<td>Perceived Value (not necessarily the boss)</td>
<td>Position (oftentimes direct boss)</td>
</tr>
<tr>
<td><strong>Timeframe</strong></td>
<td>Long-term</td>
<td>Short-term</td>
</tr>
</tbody>
</table>

Source: In-house mentoring training manual of one of this study’s respondents
Proponents

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Research Methodology

- Qualitative approach
- Purposive sampling
- In-depth interviews and focus group discussions
Respondent Profile

7 organizations

- 2 Government, 5 Private
- 2 Banks, 1 University, 1 Power, 1 Oil & Petroleum, 1 Financial Services, 1 BPO

23 key informants

- 8 Mentors
- 6 Mentees
- 9 Mentoring Program Administrators
The PSTD Mentoring Framework for Organizational Excellence
Context of mentoring

The value of mentoring has grown substantially in recent times as organizations have recognized the importance of relations resources in workplaces, especially in today’s dynamic and somewhat chaotic work environments.

- Ghosh, 2014
MENTORING - UNIVERSITY

“Develop the whole person”
MENTORING – POWER

“Build the Talent Pipeline”
“Prepare the ‘new’ guard”
MENTSORING – BANK (GOCC)

“Manage the change”
MENTORING – BPO

“Sustain growth”
MENTORING – FINANCIAL SERVICES

“Develop talent”
Reasons for mentoring

• Mentoring programs are created first to meet the requirements of the organization.

• Collaborative learning starts when the mentoring program is customized to address the learning needs of the mentee, matched to the mentor’s competence, capability, and preference.
The Mentoring Environment

Leadership
- Champions mentoring
- Links mentoring to org priorities
- Provides resources

Structure
- Institutionalized
- Program is monitored and improved
- Often administered by HR

Strategies
- Blended (online and face-to-face)
- Formalized tools
- Stand-alone or linked to other programs
Describe an ‘ideal’ mentor
Qualities of a mentor

- Expert in his or her specific area
- Leader
- Credible
- Has integrity
- Willing to teach
- Sets aside time

“Steward of talent.”
How are mentors developed?

- Formal training
- Become a mentee first
- Coached by more seasoned mentors
Mentoring is beneficial to mentors

- Rarely is it about financial gain
- It is about revitalizing their own career and finding fulfillment in sharing themselves
- Mentors have perceived higher status and highly respected by peers and top management
Describe an ‘ideal’ mentee
Qualities of a mentee

- Trusts and confides fully
- Collaborates
- Takes charge of own development
- Has integrity
- Willing to learn and go beyond the comfort zone
- Sets aside time

“You have to find your place... if you will not ask, you will not gain.”
Some interesting practices

- Face-to-face is essential (but use technology as an alternative)
- Schedule the mentoring sessions in advance (BPO)
- Make the mentor accountable
  - Submits regular reports on progress of mentee (BPO)
  - Attends mentee’s project presentation (Power)
  - Recognize the mentor (GOCC Bank)
- Make the mentee accountable
  - Assign a project with clear deliverables and presented to senior management (BPO, Power)
  - ‘Graduation’ rites (BPO, GOCC Bank, Power)
Mentoring Program: Benefits

1 Mentor-Mentee

2 Talent Pipeline

3 Address Organizational Needs
1 Mentor – Mentee: Benefits
2 Talent Pipeline
3 Address Organization Needs
Mentoring Program: Challenges
Mentoring Program: Challenges

Scheduling difficulty
- Availability of mentor / mentee

Lack of commitment and participation
- Mentors who neglect their mentees
- Mentees who do not reach out to mentors

Management challenge
- Lack of evaluation and monitoring
- HR not a technical expert
- Lack of formal structure and reward system

Personal considerations
- Performance of mentee
- Lack of preparation of mentor
Critical Success Factors

**ENVIROMENT**

- Shared sense of purpose between mentor and mentee
- Ownership of the process and results (both mentor and mentee)
- Clear roles and mentoring schedule established before mentoring process
- Conducive climate – to share and to learn
- Well-defined focus of issues, subject matter and competency areas to be delved into
Critical Success Factors

**ENVIRONMENT**

- Goals of the program aligned with organization’s vision, mission, values and strategy
- Presence of a champion or catalyst from top management
- Core group of mentors lead the program
- Promotion of a culture where learning and collaboration are valued
Critical Success Factors
Critical Success Factors

MENTORS

- Individuals who have a willingness / ‘love’ for sharing their knowledge and helping others are selected as mentors
- Mentors are equipped with mentoring skills prior to mentoring process
- Continuous development of mentor skills through formal training and/or coaching
- Sharing of best practices amongst mentor pool
Implications

Organizations should establish supportive policies

Mentees and mentors need institutional support

Multi-faced and calls for holistic approach

Further delve into Filipino mentoring practices and study more organizations
Future Directions

sustain

share

track
Incorporating Mentoring as an Organizational Practice

For many that were involved in the mentoring program, the acceptance of mentoring as an integral part of their professional experience takes some getting used to…

PSTD as a national organization can move towards further defining mentoring practice and better help individual and institutional members in building capacity… ascertain advocacy directions… as well as crafting policies and guidelines grounded on evidence-based good practices…
Thank you

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