

In the 1970's, Daniel Levinson, lead author of the book, *Seasons of a Man's Life*, determined that "the presence of a mentor was essential in the smooth transition from young adulthood to authoritative maturity," among the 40 white, middle-class men interviewed for the book. This is no less true today, though the demographic composition of the workforce has changed significantly because of the presence of more women, people of color, professional immigrants, and the growing population of employees from Generations X and Y.

As the workplace of the 21<sup>st</sup> Century continues to become more diverse, more global, and more reliant on technology, the nature of mentoring as we have known it must change. The traditional approach to mentoring, one that relies on face-to-face interactions, a matching or selection process based on "fit," and the potential risks of biases and stereotypes, can inadvertently disadvantage employees. At a time when the "war for talent" is being waged aggressively in all segments of the workplace, organizations can ill afford to under-utilize or overlook anyone.

There is growing evidence, verified by substantive research that indicates women, people of color, immigrants, and younger employees do not have equal access to mentors. This is at a time when Baby Boomers are retiring at an unprecedented rate, which will result in a talent shortage within a few years.

### The Challenge: Accessing Mentors

In the January 2008 issue of *Harvard Business Review* article entitled "Why Mentoring Matters in a Hypercompetitive World" The authors write, "The firm 20 years ago could count on the partners' treating them like protégés. There was an implicit agreement that a partner would teach a junior professional the ropes and guide her development within the organization... [Today] it's impossible for

even the most people-oriented partners to develop a cadre of close associates while continuing to execute the business, manage projects, perform administrative functions, and sometimes run a special project for the managing partner..."

The net effect of the absence of mentoring in organizations is increased attrition, dissatisfaction, and less loyalty among younger employees, resulting in significant organizational costs. A company providing its employees access to stimulating and innovative ideas of many others, in a cross-industry, collaborative, but anonymous environment stands to enhance both the intellectual capital and the bottom line.

#### Traditional Diversity Challenges

- Minority participants report less career satisfaction than Caucasian participants.
- Regardless of group or gender, minority participants report similar workplace experiences and perceptions.
- Women feel excluded from informal networking opportunities.
- A lack of multiple mentors who share gender and minority status is a career advancement barrier for the minority participants.
- Minority men and women participants describe mentoring relationships differently.

Study conducted by Catalyst Canada and the Diversity Institute in Management and Technology

**"A basic problem with mentoring is that many, particularly women and minorities, do not have access to a mentor. These groups find few of their own members in positions of power."**

*~Virtual Mentors: Mentoring on the Internet*

*"The mentoring relationship has been so helpful and supportive. The anonymity gives me the freedom to fully communicate my thoughts without any fear or hesitation. The feedback I receive is very timely, thoughtful and useful. Though I know it is not possible, my mentor seems to be someone who would be a great personal friend of mine. This is a testament to the EQmentor matching process."*

*-EQmentor Mentee*

**Mission:** to create the perfect learning experience!

EACH SUBSCRIPTION INCLUDES:	ALL MENTEES HAVE ACCESS TO:
<ul style="list-style-type: none"> <li>◆ Full up-front EQ and Personality Assessment</li> <li>◆ Certified, custom-matched mentor with a proven track record</li> <li>◆ Own private &amp; confidential learning room with a mentor</li> <li>◆ Average of two communications per week with a mentor</li> <li>◆ Generation of 3-5 action items addressing a Company Challenge</li> <li>◆ Post Emotional Intelligence Assessment and Growth Report</li> <li>◆ Full unlimited access for 12 months</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>EQ Room</b> – Private and confidential portal for interacting with mentor.</li> <li>◆ <b>EQ Wisdom</b> – User-generated content such as stories, quotes, presentations, and reviews.</li> <li>◆ <b>EQ Experience</b> – Collaborate with a global community of peers and mentors across vocations and industries.</li> <li>◆ <b>EQ Knowledge</b> – Access company profiles, industry trends, articles, or peer-reviewed publications.</li> <li>◆ <b>EQtoolkit</b> – Over 300 learning and development exercises to supplement learning.</li> <li>◆ <b>EQideagora</b> – Post an idea or problem and seek to build solutions through collective community feedback.</li> </ul> <p style="text-align: right;"><b>...AND MUCH MORE</b></p>



**Extended Learning Model**

- Evaluate experiences at the point-of-need
- Learning is relevant
- Self-awareness of patterns



**Emotional Safety**

- Confidential interactions
- Able to disclose information freely



**Outcome-Based Learning**

- Experience-based learning
- Impact to business
- Immediate application



**Mentoring**

- Learn from someone who has walked your path
- Knowledge and wisdom



**Multi-Mode Learning**

- Active, self-directed learning
- Self, peers, knowledge sources, and mentor

*“Better than my MBA!”*

*“The relationship with my mentor was extraordinary!”*

*“One of the best resources offered by my institution.”*

*“I am grateful for this experience.”*



*“Made me a much better leader.”*

*“The anonymity really fosters a genuine interaction.”*

*“Single-handedly the best development option I’ve ever participated in.”*

*“Exceeds every expectation I had.”*



**Company Challenge – Impact to Business**

In addition to personal and professional growth, EQmentor’s **action learning solution** directly impacts business. Based on the outcome-based learning principle, mentees select a business issue facing their department or company, research and discuss it with their mentor, and bring back 3-5 action items to positively address the issue – all implementable within 6 months.