



EXECUTIVE SUMMARY

FOR MEMBERS

OVERVIEW

Why Mentoring Matters

by Cynthia Gonzalez, Strategic Business Partner, San Diego Gas & Electric

Explore the many reasons that mentoring matters, along with the various types of mentoring relationships in use today, how each works and when each is appropriate

CYNTHIA GONZALEZ is a strategic business partner at San Diego Gas & Electric in California., a subsidiary of Sempra Energy, an energy infrastructure company that employs more than 20,000 people and generated more than \$11.6 billion in revenues in 2018.

“Women need mentorship and we need to have more strong, available mentors to guide and advise women in all aspects of their lives, and not just in the workplace.”

Mentoring can lead to greater career success and organizations that embrace it have higher levels of engagement, retention and knowledge sharing. It is vital to retaining diverse talent. Seventy-one percent of Fortune 500 companies offer mentoring to their employees.

Yet studies show women are 24 percent less like than men to get advice from senior leaders. Even though 67 percent of women rate mentorship as highly important, 63 percent report that they’ve never had a mentor.

They often don’t know how to approach finding a mentor and show concern about how their interest will be perceived.

More than 60 percent of women of color say that a lack of influential mentors holds them back.

Mentoring can help an employee envision where they want to go in the company and what they want to accomplish.

Among participants in a test group, 25 percent of those who participated in a mentor program had a salary grade change, compared to 5 percent for those who did not participate. Mentors were promoted six times more often, and mentees were promoted five times more often.

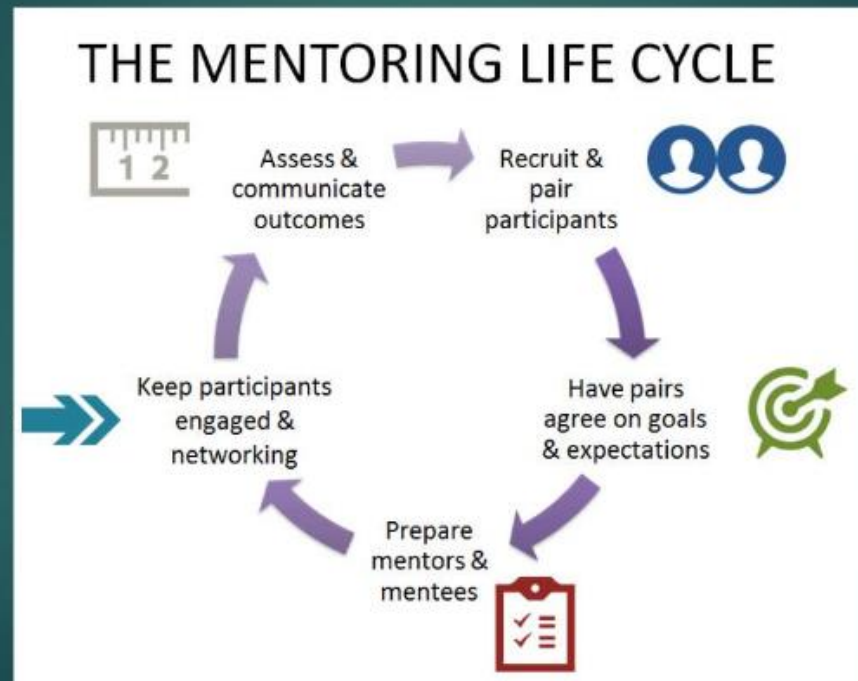
Sixty-five percent of women who have been mentored go on to become mentors.



There are seven categories of mentoring:

1. Formal mentoring
2. Informal mentoring
3. Supervisory mentoring
4. Group mentoring
5. Tele-mentoring
 - a. Global mentoring
6. Reverse mentoring
7. Buddy programs

Formal Mentorship



FORMAL MENTORSHIP

Formal mentoring occurs over a long period of time and offers some degree of prescribed structure. It is the best-known form of mentoring. It works best when there is a strategic match between the mentor and mentee.

Often mentees have goals to achieve during the process. It can help fulfill business goals, as well.

INFORMAL MENTORSHIP

An informal mentorship may only last for one or two sessions, and is undertaken when a mentee is looking for specific information or help and reaches out to someone who can assist. It can take place in both business and personal settings. Mentoring partners are accountable for their own participation.

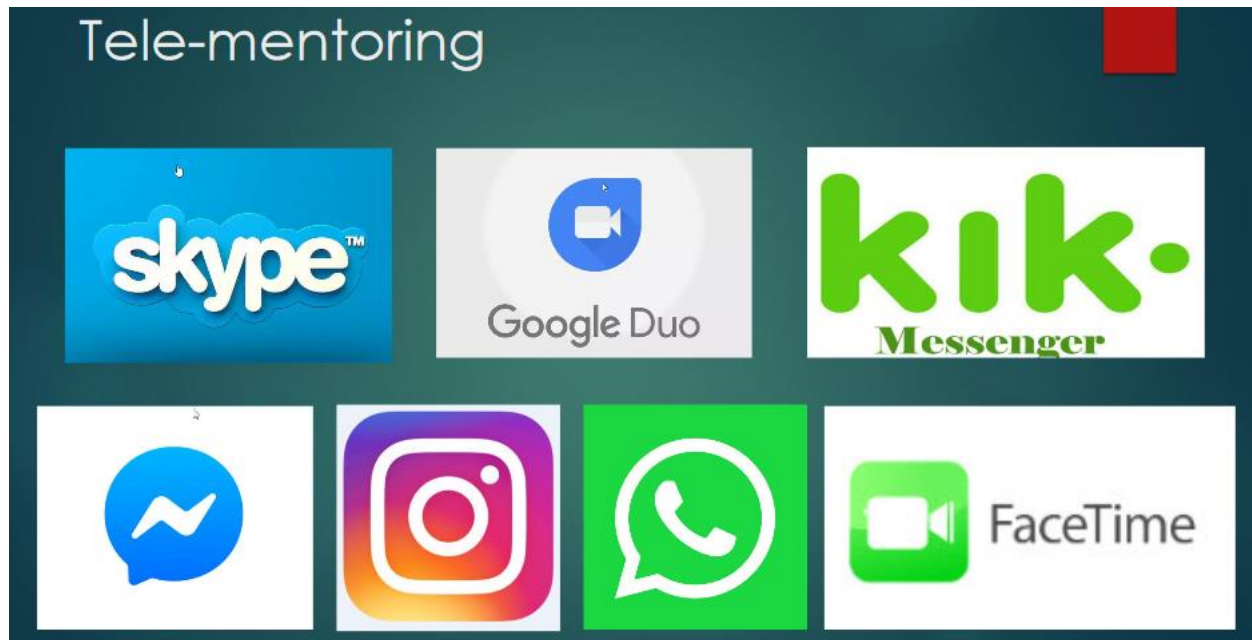
SUPERVISORY MENTORSHIP

Supervisory mentorship occurs when a supervisor mentors a direct report. Supervisors may struggle to balance the mentorship with the appearance of favoritism, which is why they often refer to it as coaching.

GROUP MENTORSHIP

Group mentorship involves a single mentor who works with a group of employees. It provides a learning experience and is efficient. This form of mentorship works well when there are not enough mentors in an organization to provide good individual matches. It can also remove any appearance of favoritism. It also promotes diversity of thinking, practice and understanding.

It can be difficult to manage more than five mentees at a time.



TELE-MENTORING

Tele-mentoring can help remove the burden of the time it takes to meet with a mentee. When working through a video chat tool be sure to keep the conversation on the business at hand.

REVERSE MENTORSHIP

Reverse mentorship occurs when the mentee helps the mentor. There are two bodies of knowledge in a mentoring relationship and the valve can open in either direction.

By the time employees reach their 40s and 50s, they often realize they are out of touch with the potential the future holds, so this reverse mentorship can pay off.

BUDDY PROGRAM

A buddy program is used to orient and support new employees or students.

It gives someone new to the company someone to talk to during the stressful first few weeks or months. That generally makes the new employee happier, and helps to retain them.

How To Find A Mentor

- ▶ Build trusting relationships.
- ▶ Look outside your own circles.
- ▶ Think globally not locally.
- ▶ Let a mentor find you.

The best mentoring relationships grow out of relationships of trust.

You can seek out a mentor within your company, or in another company. And you can enroll in a mentoring organization, where a mentor can find you.

Mentoring is never a guarantee of professional success, but it can provide the guidance and advice an employee needs to remain headed in the right direction.

San Diego Gas & Electric matches mentors with mentees from different groups or organizations within the company. The arrangement is for one year.



The executive summary above was written by staff from watching the presentation and many other ideas were presented. Members may watch the full presentation if wished by logging in.