# Mentoring at Avon

15.12.2011 Eva Pentova

HR Manager

# Definition of mentoring?

Mentoring is the partnering of an experienced person with a less experienced colleague to facilitate personal and professional growth and development for the benefit of the mentee, the mentor, and the company.

# Avon`s 5 core values

**Trust**

**Respect**

**Belief**

**Humility**

**Integrity**

# What is mentoring?

| Mentoring Is... | Mentoring Is NOT... |
| --- | --- |
| ✓ **Development Tool** - It is a development program that grows knowledge, networks, and careers. The process allows more experienced employees to support and develop other HIPO employees. | × **Guarantee of Promotion** - A mentoring relationship provides no assurance of promotion or increase in compensation. However, both parties may develop competencies and skills that improve overall job performance. |
| ✓ **Knowledge Sharing Opportunity** - It is a process that improves cross-functional knowledge sharing and facilitates the flow of information and ideas throughout the organization. | × **Management Replacement** - The mentor should not take on the responsibilities of the mentee's manager. |
| ✓ **Organizational Culture Enhancer** - It can help employees better understand the organization's operations, policies, and culture. | × **Employee Assistance Program** - Mentoring is not an employee assistance program that provides employees with counseling on personal issues. |

# Mentoring and Coaching differ

| Mentoring | Coaching |
| --- | --- |
| Helps **facilitate** a culture of growth and development within the organization | Assesses and **improves an individual's performance in a particular area** |
| Concentrates on the individual's development needs and goals **based on his/her career aspirations** | Concentrates on identified issues with clear goals to **develop specific skills and behaviors** |
| **Mutually benefits** both the mentor and mentee | **Disproportionately benefits the person being coached** |
| Builds a **long-term relationship** dependent upon participants' performance through various career stages | Sets a **time-bound relationship** defined to meet specific goals and objectives |
| The mentor **shares** his/her experiences, opinion and view with the mentee | Coach do not share their views in **only releases own views and possibilities of the client** |

# Benefits of mentoring

# Benefits for the Mentee

- ✓ Have exposure and visibility to senior leadership
- ✓ Receive encouragement (which in turn increases their motivation and self confidence)
- ✓ Acquire knowledge and professional skills
- ✓ Save time by learning shortcuts and strategies that are normally learned by trial and error
- ✓ Get one on one feedback from someone other than their immediate manager
- ✓ Demonstrate what they know to various audiences, having another input in the talent review process, from the mentor
- ✓ Gain important personal contacts, increasing their network

# Benefits for the Mentor

- ✓ Increase their mentoring skills, which they can use in numerous areas of their lives
- ✓ Learn new technical knowledge and skills
- ✓ Increase their professional network as they interact with other mentors, mentees, managers, and others
- ✓ Demonstrate their ability (to superiors and colleagues) to recognize and develop new talent
- ✓ Gain tremendous satisfaction from contributing to the development of capable individuals
- ✓ Many mentors  gain fresh enthusiasm for their own careers in the process

# Benefits for the Organization

- ✓ New colleagues can adapt to Avon culture earlier
- ✓ Growing loyalty and engagement
- ✓ Grow effectiveness and performance
- ✓ Providing opportunities to develop skills

# Expectations for Partnering

- ✓ Accept the relationship on a temporary basis, 6-12 months
- ✓ Establish specific goals to be achieved during this time period
- ✓ Have regular meetings (The mentor's calendar will probably set the pace.)
- ✓ The minimum to keep the relationship productive seems to be one or two hours per month, but pairs can meet more often, than that.
- ✓ Face to face meetings can be replaced with phone meetings
- ✓ Keep any commitments made
- ✓ Keep confidences between each other
- ✓ Evaluate the relationship at various points within the agreed upon time frame
- ✓ Considering what they've accomplished and what next steps to take

# Expectations for Personal Traits

# Mentor`s characteristics:

- ✓ Can be trusted and is trusting
- ✓ Is respected and respectful
- ✓ Demonstrates knowledge, skill, ability and talent
- ✓ Is a positive role model
- ✓ Is a skilled listener and communicator
- ✓ Can show confidence in the abilities of his/her mentees
- ✓ Can challenge and motivate his/her mentees to succeed
- ✓ Is comfortable with open and honest discussion
- ✓ Can serve as a resource for information
- ✓ Has personal satisfaction in his/her own career
- ✓ Will personally and professionally benefit from a relationship with his/her mentees
- ✓ Is a dedicated teacher/student

# Mentee`s characteristics:

- ✓ Can be trusted and is trusting
- ✓ Is respected and respectful
- ✓ Demonstrates the potential and desire to develop his/her abilities
- ✓ Is a skilled listener and communicator
- ✓ Shows interest in the projects, ideas, thoughts, and abilities of his/her mentor
- ✓ Can challenge his/her mentor
- ✓ Is comfortable with open and honest discussion
- ✓ Is proactive and will actively seek knowledge from his/her mentor
- ✓ Can increase his/her mentor's network of information and contacts
- ✓ Is committed to his/her own career
- ✓ Will personally and professionally benefit from a relationship with his/her mentor

# What a mentor does:

- ✓ Communication
- ✓ Long-term career advice
- ✓ Short-term career advice
- ✓ Role Model
- ✓ Set expectations and goals
- ✓ Be an advocate
- ✓ Discussion on performance feedback
- ✓ Networking
- ✓ Personal advice

# Tips: How to be a good mentor/mentee

- ✓ Take the initiative
- ✓ Respect your partner`s time
- ✓ Be clear about your needs and expectations
- ✓ Always ask whether you can make a suggestion or give feedback
- ✓ Consider all advice you receive
- ✓ Show that you have used the advice you have received
- ✓ Be thankful for assistance
- ✓ Don`t talk negatively about your partner to others
- ✓ Maintain confidentiality
- ✓ Be prepared to end the relationship once it has served its purpose

# MENTORING PARTNERSHIP AGREEMENT FORM

Mentor: _____

Mentee: _____

We want this to be a rich, rewarding experience with most of our time together spent in substantive development activities. We both agree that our relationship does not create or is intended to create any contractual promises regarding development.

Frequency of meetings/calls: _____

Development goals to be achieved:

| Areas for focus<br>Competencies/behaviors<br>(leadership, functional, others) | Metrics<br>(what will change, what will be<br>the observable difference) |
|---|---|
| | |
| | |
| | |
| | |

_____ Mentor

_____ Mentee

AVON

125 years

# Mentoring experience & assessment

# Mentoring experience & assessment

## Experience

- ✓ Early review – after the first month
- ✓ Mid review – around the half of the agreed period

## Assessment

- ✓ Assessment survey after the program

ANEW
REJUVENATE NIGHT
REVITALIZING CREAM
CRÈME REVITALISANTE
UNSCRIPTED
PATRICK DEMPSEY
BOND GIRL 007
AVON
AVON
125
years