

# Growing a Stronger Talent Pipeline Mentorship Program Toolkit

Toolkit Contents		Page
Implementation	• Implementation roadmap	2
	• Roles and responsibilities	3
	• Mentee application	4
Mentor/Mentee Worksheets	• Mentee goal worksheet	6
	• Meeting outline	7
	• Mentee meeting prep and notes template	8
Measurement	• Measurement framework	9
	• ROI worksheet	11



## Mentorship Program Implementation Roadmap

### Phase 1: Strategy & Design

- Define Program Framework:
  - Establish goals
  - Format (1:1)
  - Program length
  - Budget
- Set Guidelines:
  - Create eligibility criteria
  - Matching logic
  - Confidentiality boundaries
  - Issue escalation process
- Establish Governance:
  - Designate a program coordinator
  - Define support roles
- Build Timeline:
  - Map out recruitment, matching, training, and kickoff milestones

### Phase 2: Engagement & Onboarding

- Secure Stakeholder Buy-In:
  - Identify an executive sponsor
  - Confirm leadership support for participant time commitments
- Execute Recruitment:
  - Develop program messaging
  - Launch the application/nomination process across internal channels
- Prepare Participants:
  - Conduct orientation and role-specific training for both mentors and mentees
  - Distribute goal-setting frameworks and meeting resources

### Phase 3: Launch & Optimization

- Execute Launch:
  - Host the official program kickoff
- Manage Engagement:
  - Monitor participation through regular coordinator check-ins and mid-point feedback loops
- Measure Success:
  - Evaluate outcomes against predefined KPIs and share results with stakeholders
- Refine & Sustain:
  - Recognize participants and use end-of-program evaluations to scale or improve future cohorts

## Mentorship Program Roles and Responsibilities

### Program Leader

Role: Provides admin support and match mentors and mentee

Matching guidance:

- Alignment:
  - Does the mentor have experience relevant to the mentee's goals?
- Capacity and commitment:
  - Does the mentor have the time to commit to regular 1:1s?
  - A good mentor is invested in the mentee's growth and willing to provide candid, actionable feedback.
- Diverse perspectives:
  - Sometimes the best mentor is someone who thinks very differently from the mentee and will challenge their assumptions rather than validate them.

### Mentor

Role: Serves as a trusted sounding board

Responsibilities:

- Guidance: Provide advice, share experiences, help navigate challenges.
- Support and encouragement: Listen, ask thoughtful questions, build trust.
- Networking: Connect mentee with internal and external professionals and opportunities that can help them advance in their careers.
- Encourage growth: Motivate mentees to step out of their comfort zone and continuously improve.
- Knowledge sharing: Providing important knowledge and skills from their experience.
- Feedback: Provide useful criticism to help the mentee develop and grow.
- Skill development: Assist mentees to develop and improve their skills.
- Commitment: Have the capacity and be available to commit to the program.

### Mentee

Role: Drives the relationship and takes ownership of their development

Responsibilities:

- Goal setting: Define realistic professional goals to guide the mentoring relationship.
- Active participation: Be present and prepared for meetings.
- Be proactive: Take initiative for their own development.
- Ask for advice: Approach mentors with [specific questions](#) and problems.
- Open to feedback: Accept constructive criticism and use it to improve.
- Follow-through: Implement advice and strategies discussed with mentor.
- Communication: Communicate openly about challenges, progress, and expectations.
- Show appreciation: Express gratitude for mentor to help build a stronger bond.

## Mentee Application

Purpose: This form helps assess readiness, goals, and fit to create a meaningful mentor-mentee match. There are no right or wrong answers.

### Section 1: Basic Information

Full Name

Job Title

Department / Team

Manager Name

Time in Current Role

### Section 2: Mentorship Interest & Goals

1. Why are you interested in being a mentee at this time?
2. What 1–2 areas would you like to focus on during this mentorship?*(Examples: leadership skills, decision-making confidence, strategic thinking, cross-functional collaboration, career navigation)*
3. What would success look like to you at the end of this mentorship?

### Section 3: Growth Mindset & Self-Reflection

4. Describe a recent situation where you sought feedback or reflected on your own development.
5. How do you typically apply feedback or new learning to your work?

### Section 4: Ownership & Commitment

6. How do you see your role as a mentee in this relationship?  
*(How will you prepare, show up, and apply what you learn?)*
7. Please confirm your ability to commit to the following:
  - I can attend scheduled mentorship meetings.
  - I will prepare topics or questions in advance.
  - I will apply insights between sessions.
  - I will own meeting logistics and follow-ups.

### Section 5: Preferences

8. What qualities or experiences would you find most helpful in a mentor?  
*(Examples: people leadership, subject-matter expertise, executive presence, cross-functional experience)*
9. Are there any preferences or dynamics you would like us to consider when matching you with a mentor? If so, please list your preferences.

**Section 6: Manager Awareness**

10. Have you told your manager about your interest in participating in this mentorship program?

- Yes
- Not yet, but I plan to discuss.

**Section 7: Final Acknowledgment**

Please acknowledge the following:

- I understand mentorship is a partnership, not a performance evaluation.
- I am committed to owning my development and engagement.
- I will participate fully if selected.

**Signature**

**Date**

*Thank you for your interest in the Mentorship Program. Selected participants will be contacted with next steps.*

## Mentee Goal Worksheet

Timeline

- Goal start date:
- Goal due date:

What is your specific goal?

Why is this goal important to you?

How will you measure your goal?

Is it attainable and realistic?

Is it aligned to your manager's/organization's goals and relevant to your job/career commitments?

Does this goal energize or excite you? Why or why not?

Do you foresee any challenges, obstacles, or concerns?

What actions will you take immediately?

How will working with a mentor contribute to or accelerate your success in accomplishing this goal?

Progress update #1:

Progress update #2:

Progress update #3:

Final results:

## Mentor/Mentee Meeting Outline

### First Meeting

Purpose: Get to know each other

- Discuss and align on agreements around processes and structures needed to support the relationship.
- Mentee shares goals of mentoring relationship.
- Both mentee and mentor ask questions to get to know one another and guide future conversations. Examples of questions include:
  - What is your background and experience?
  - What experiences most contributed to your growth in life and work?
  - Who has had a significant, positive impact on your life and why?
  - What do you stand for? What are your values?
- Agree upon goals to be completed by the next meeting. For example:
  - Stretch goals, new behaviors to try out.
  - Books/articles/other media to read by the next meeting.

### Ongoing Meetings

Purpose: Continue the dialogue anchored in the mentee's goals

- The meetings can be structured any way that meets the mentee's needs. Most dialogues are a free exchange of ideas.
- Recommended time for mentoring conversations is at least 60 minutes.
- Before the conversation, prepare any relevant material you would like to discuss including key questions, goals, and activities.
- Below is an example of how a meeting could be structured:
  - Check in: Check-in should be short and contain what each is "present to" in terms of thoughts and feelings in the moment. After check-in, mentor asks mentee: "What do you need from me today?"
  - Dialogue items: These may be questions you have been reflecting on and want to ask, goal progress and experiences you would like to share. Examples include:
    - Mentor shares life stories and personal examples to questions.
    - Role-playing a tough or important conversation.
    - Ask for feedback.
    - Discuss podcasts or books that relate to the meeting topics.
    - Stretch goal creation and reporting.
  - Close the conversation by summarizing action items, identifying any follow ups, and ending conversation in a positive way.
- Mentee owns recap notes for both parties' accountability and remembrance.

## Meeting Preparation and Notes Template for Mentee

### Meeting preparation form

Mentee Name

Mentor Name

Date/Time of Meeting with Mentor

Update on my mentoring Goal(s):

Questions I have for my mentor:

What would make this meeting a success for me:

### Meeting notes form

#### Meeting Information

Meeting date:

Length of meeting:

#### Description of activities

Accomplishments in this meeting:

#### Next Meeting Information

Next meeting date and time:

Next meeting topic:

Mentor actions before next meeting:

Mentee action items for next meeting:

#### Other notes

Updates/progress since last meeting:

Challenges faced and solutions attempted:

Observations

Other notes

## **Framework for Measuring Success & Effectiveness of Mentorship Program**

Purpose: A structured approach to evaluate program ROI (organizational impact) and participant growth, aligning with the goal of strengthening the talent pipeline and improving equitable growth.

### **Phase 1: Program-Level Key Performance Indicators (KPIs) (Organizational Impact)**

- Talent Mobility & Pipeline:
  - Promotion rates (12-24 mos. post-program vs. control group)
  - Lateral mobility (cross-functional moves)
  - Leadership bench strength ("ready for promotion")
- Retention & Engagement:
  - Compare mentee retention rates against the general demographic.
  - Measure pre/post shifts in engagement scores (belonging, professional growth, intent to stay).
- Program Health:
  - Target a >80% participation rate.
  - Monitor match success rate (pairs completing the program)
  - Track toolkit use.

### **Phase 2: Participant Effectiveness (Individual Growth)**

- Pre-Program (baseline):
  - Mentees complete a self-assessment based on their goals.
  - Pairs establish 1–2 SMART development goals (SMART = specific, measurable, achievable, relevant, and time-bound).
- Mid-Point (health check): Survey mentee/mentor relationship health for consistency, helpfulness, and mutual value.
- Post-Program (results):
  - Re-evaluate initial self-assessment to measure growth and capture specific career actions taken due to the mentorship.

### **Phase 3: Operational Checklist for Program Leads**

- Pull Baseline Data: Capture current retention and promotion rates pre-launch.
- Prep Survey Tools: Create feedback forms for pre, mid, and post checkpoints.
- Establish Feedback Loops: Schedule monthly reviews to pivot struggling pairs.
- Capture Success Stories: Collect success stories to share with leadership.
- Strategic Alignment: Encourage mentees to integrate professional goals into formal performance reviews.

### **Phase 4: Post-Program Measurement (Long-Term Impact)**

- 6-Month Post Check-In: Survey alumni to assess sustained behavioral change, confidence, retention, and whether the mentoring relationship organically continued.

- 12 to 24-Month Tracking: Pull HR data to evaluate long-term promotion rates and lateral mobility of the cohort compared to a baseline control group.
- Retention Review: Review annualized retention figures for alumni cohorts to measure long-term intent to stay.
- Alumni Engagement: Track how many former mentees return to the program as advocates or future mentors.

### **High-Impact Qualitative Feedback**

*Use these prompts in surveys or 1:1s to capture the behavioral change and "story" behind the data.*

For Mentees (Focus: Confidence & Application)

- Action: Describe a specific challenge where you applied advice from your mentor. What was the outcome?
- Confidence: How has this relationship impacted your confidence in high-stakes meetings or navigating "imposter syndrome"?
- Evolution: How has this program changed how you view your career definition of "success" and your future at the organization?

For Mentors (Focus: Insight & Fulfillment)

- Reverse-Mentoring: What have you learned from your mentee that has influenced your own day-to-day leadership style?
- Awareness: Did this experience change your perspective on the talent pipeline or systemic barriers faced by women leaders?
- Fulfillment: How has serving as a mentor impacted your own sense of purpose and engagement?

### **Monthly "Pulse" Questions for Quick Feedback**

*Short, rapid-response sample questions for monthly check-ins.*

- On a scale of 'Draining' to 'Energizing,' how would you describe your last mentorship session? Why?
- What is one word that describes your mentorship partnership right now?
- What is the biggest 'win' you (or your partner) had this month?

## Mentor Program Return on Investment (ROI) Worksheet

Program goal:

Important factors to consider before measuring the mentor program:

- The costs associated with your mentoring programs
- What key performance indicators, or KPIs, matter to the program
- A timeframe for measurement (such as 6 months or 1 year)

Some possible measures of success:

- Retention rates
- Mentee promotion rate
- Better engagement scores
- Pipeline strength
- Leadership readiness
- Succession outcomes
- Participation rates

### Formulas

Retention savings calculation:

$(\text{Number of Employees Retained Through Mentoring}) \times (\text{Average Employee Salary} \times \% \text{ Cost of Replacement}) = \text{Retention Savings}$

Return on investment (ROI) calculation:

$\text{Retention savings} / \text{Mentoring Investment (cost of program)} = \text{Program ROI}$