Before They Leave...

Intergenerational Mentoring Research 2019

ART of
MENTORING

Before They Leave...

Baby Boomer Retirement and Intergenerational Mentoring

As the children of post–WWII prepare to take their retirement *en masse*, it's important organisations get a grip on the impact their departure will have. Capturing and retaining the wealth of experience and tacit expertise that will otherwise walk out the door, will be critical in the next few years.

While there is nothing to be gained from holding inflexible stereotypes, it will be useful for the designers, managers and participants of intergenerational mentoring programs to understand the world they each see and know, to find ways they can all work fruitfully together.

Mentoring is a purposeful, one–on–one developmental relationship, created over time between a more experienced person and a less experienced colleague. We believe mentoring provides an important and powerful channel to transfer knowledge and experience from Baby Boomers into the organisation.

Executive Summary

More than two million Australian workers are Baby Boomers and strikingly all of them could retire within the next ten years. Governments and employers are becoming increasingly aware that this substantial departure of wisdom, experience and knowledge will have a major impact on the future of Australian organisations as well as the development of subsequent leaders. This research explores the existing dynamics between the generations in the workplace, along with the expected changes that will occur with this mass exit.

How well organisations manage this significant transition will shape their future success. We explore how governments and employers can prepare for Baby Boomers' exit from the workforce.

Through six focus groups and surveys of more than 300 people across three generations in the workplace, we reveal the key stereotypes that abound.

The research also highlights what each generation has to offer in a cross-generational mentoring relationship to capture and retain experience and prepare the next generation of leaders. We also discovered that people across all ages and generations wanted many of the same things from mentoring.

We believe Intergenerational Mentoring is a significant opportunity to capture Baby Boomer knowledge and experience and enhance the leadership skills of all employees. Although technology plays a significant part in many communications today, best practice mentoring includes face-to-face meetings. Human interaction develops a safe and trusting relationship, enabling a Mentor to carefully guide the Mentee toward improving their own self-efficacy.

About our Research Project

The Research Team at Art of Mentoring carried out a series of six focus groups, to understand the views of people in each generational cohort. In addition, we spoke to HR Professionals in the Associations, Corporate and Government sectors.

We asked participants:

- What comes to mind when we mention "the generations[1]" in a work setting?

- What have they observed about the way the generations work together?

- What are their organisations doing to prepare for Baby Boomers' exit from the workforce?

- How do they see (or what might they expect to see) when the generations interact in a cross–generational mentoring relationship?

- What could each generation contribute as Mentors to the others? What could they gain as Mentees?

- How can organisations structure and support Intergenerational Mentoring to successfully capture and share the Boomers' experience and expertise?

After the focus groups, we conducted a survey to provide quantitative evidence to explore the qualitative findings. Over 300 people responded: 100 in each group of Baby Boomers, Gen X and Millennials.

What we found aligned closely with research literature on beliefs about generational differences, and we discovered some important clues about what's really happening in contemporary workplaces.

The Generations
Stereotypes or real generational differences?

There are a number of widely–held stereotypes about The Generations[1] at work:

Wealthy
Loyal
Stubborn
Baby–Boomers

Educated
Hard–working
Family–focussed
Disillusioned
Generation X

Tech–addicted
Risk–taking
"Entitled"
Millennials
(Generation Y)

Whether or not you buy into the stereotypes, there's no denying the span of ages in today's workforce. People who have grown up in very different worlds, with very different work histories, are working together.

It's easy to absorb the commonly espoused ideas in the media about the three generations that were the subjects of our research.

But we must ask: Is there actually evidence to support these ideas?

A Korn Ferry review[2] in 2012 of published studies regarding four generations in the workplace concluded: "No study completely supported differences across all four generations. The few studies that found support for popular media claims had varying levels of scientific rigour and limited applicability within most corporations."

The popular press regularly refers to generational differences, particularly at work, yet there seems to be little empirical evidence of this, nor that there is anything to be gained by managing the generations differently.

"….there is no solid social science evidence of the success in approaching the task of management based on the assumptions of these broad generation specific personalities, which are akin to stereotypes"[3].

There is some evidence of generational differences in soft skills and also in affinity with technology, and we believe these are worth noting. Gibson & Sodeman[4] quote a number of studies that found Millennials lack soft skills (effective oral and written communication, building relationships with others and critical thinking and problem–solving skills) and that this is related to their use of and comfort with technology. This is supported by a recent Deloitte Millennials study[5], which found that:

"Respondents lack confidence they can succeed in the social and political context surrounding the ultra–high tech fourth industrial revolution … Industry 4.0 … and are looking to businesses to help them develop the necessary skills, including the "soft" skills they believe will be more important as jobs evolve"[5].

Is Technology the Achilles heel of Millennials?

"Most Gen Y–ers [Millennials] do not recognise that how they communicate affects how they are perceived in the workplace."

Jason Ryan Dorsey[6]
Gen Y speaker and author of the bestselling Book
***Y–Size Your Business**, 2013.*

It would be easy to assume that, conversely, older generations are not great technology users, but this is also not necessarily the case. It may be more about their attitude and affinity with technology than their capability. Simoneaux and Stroud found Boomers generally think of technology as a productivity improvement tool, Gen Xers consider it critical for work and life, while technology is central to Millennials' way of life and thinking.[7]

Generational Unconscious Bias is Very Real

We sought to explore the prevalence of generational stereotypes—rightly or wrongly—and how they might affect mentoring across generations.

When asked outright about generational stereotypes, our focus group and survey participants generally expressed the belief that *individuals within each generational group are almost as diverse as the cohorts are different.*
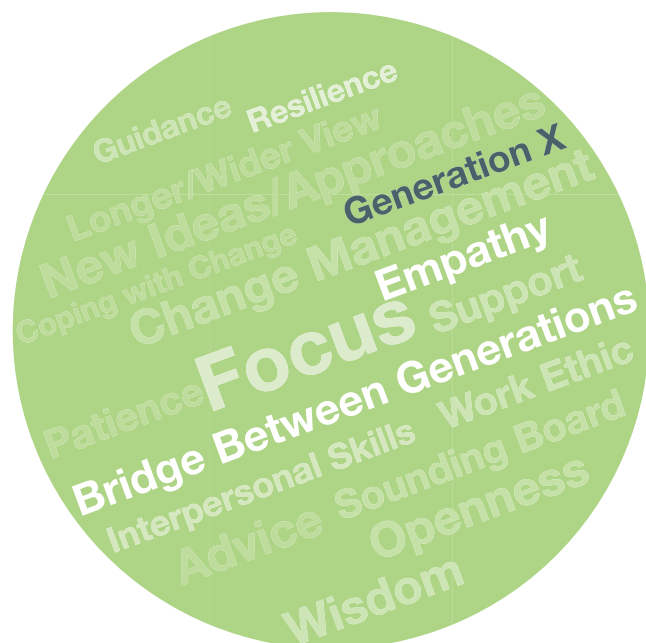
They said they see all generations willing and anticipating value in intergenerational learning. In general, they thought the generations do a pretty good job of working together, as there are many more similarities than differences between them. They felt that fundamental mentoring needs do not vary significantly by generation.

When asked to describe the generations, however, the influence of stereotypes became apparent.

Each generation was asked to write the words that came to mind when they thought of each other. These are captured in the green circles.

The table which follows highlights the most dominant words for each generation. We found the descriptions were surprisingly similar across all three groups.

Words that Come to Mind About Each Generation

Challenge Self-confidence
Insight Patience
Big Picture
Empathy Realism Business Knowledge
Support Baby Boomer
Broad Life Knowledge
Advice Resilience Sounding Board
Life/Practical Skills
A Listening Ear

Guidance Resilience
Longer/Wider View New Ideas/Approaches
Coping with Change Generation X
Change Management
Patience Focus Empathy Support
Bridge Between Generations Work Ethic
Interpersonal Skills Advice Sounding Board Openness
Wisdom

Wisdom Work Ethic
Balance-Knowledge Interpersonal Skills
Coping with Change Millennials
New Ideas/Approaches
Technology Skills Advice
Energy Enthusiasm
Respect

Top 5 Words that Come to Mind When the Generations Think about Each Other

BABY BOOMERS

According to Baby Boomers:

Hard–working
Experienced
Loyal
Flexible/Adaptable
Knowledgeable

According to Gen X:

Experienced
Hard–working
Traditional
Loyal
Conservative

According to Millennials:

Experienced
Hard–working
Traditional
Old
Knowledgeable

GENERATION X

According to Baby Boomers:

Ambitious
Hard–working
Independent
Work/Life–balance
Family–oriented

According to Gen X:

Adaptable/
Flexible
Hard–working
Ambitious
Independent
Resilient

According to Millennials:

Hard–working
Knowledgeable
Independent
Driven
Busy

MILLENNIALS

According to Baby Boomers:

Impatient
Entitled
Tech–savvy
Confident
Ambitious

According to Gen X:

Entitled
Tech–savvy
Impatient
Ambitious
Flexible

According to Millennials:

Innovative
Tech–savvy
Creative
Young
Lazy

Generational Stereotypes

All groups hold similar views about what it means to be a Baby Boomer, characterised by hard work, loyalty and longevity.

Generation X are seen by all groups as slightly more dynamic and ambitious in their work/career than the generation before, and at the same time equally focussed on family/life.

Generation Y are defined primarily by their marriage to technology and their dynamism (though Baby Boomers see this in a more negative light than Gen X and certainly more than Gen Y themselves).

It appears many of our research participants hold stereotypical views about the different generational groups and are either unaware of them, or harbouring a significant disconnect between their beliefs about stereotypes and their own potential biases.

What does this mean for Intergenerational Mentoring?

It appears that stereotypes, whether or not based in fact, do exist, and we believe it would be unwise to ignore their potential influence on mentoring. We also feel the evidence for intergenerational differences is worth considering when designing and facilitating intergenerational mentoring.

According to our focus group participants, it would be foolish to set up mentoring participants with preconceptions about the other based on stereotypes. Rather, participants should be encouraged to seek to understand the other person's history and explore the similarities and differences it brings. There is a difference between holding stereotypes about each cohort's attitudes and behaviours, and understanding the other person's experiences, what they've learned, and how the learning can benefit.

"I don't actually think there are big differences between the generations. It is more to do with the environment we've grown into. Younger people have come into a world where the pace is frantic, things you buy are built to last a short while etc, and that is how they live life fas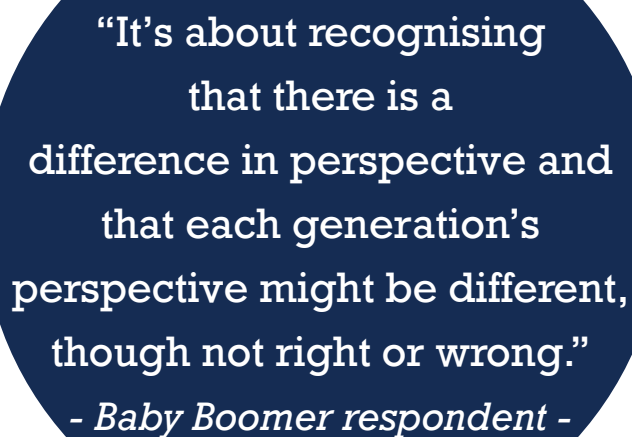t and with high expectations about promotion and development. Older workers have no such expectations, we are hard working and surprisingly adaptable—we have had to go from tech 0 to high tech, and we are still working."
- Baby Boomer respondent -

"It's about recognising that there is a difference in perspective and that each generation's perspective might be different, though not right or wrong."
- Baby Boomer respondent -

When working together—and in particular in a mentoring relationship—a mindset of curiousity, openness and open–mindedness will be the key to unlocking the mutual learning that is possible.

The Universal Mentoring 'Wish List'

Our survey asked each of the generations **what they wanted from a Mentor**. While it's easy to make assumptions based on stereotypes that Millennials will be looking for something the older generations cannot offer, the evidence tells a slightly different story:

On the whole, people across all ages and generations are looking for the same, unsurprising things:

- Support

- A different perspective, point–of–view and a sounding–board to test their ideas

- The benefit of their Mentor's experience and their guidance and advice

- To grow their networks and increase networking opportunities

It's interesting to look at the differences between the groups:

- Baby Boomers and Generation X reported they are seeking to be challenged by a Mentor

- In contrast, Millennials said they were looking for respect from a Mentor and assistance to improve their interpersonal skills

In terms of what they have to offer as Mentors, too, the groups report bringing similar value to the table: A different perspective, experience, knowledge and networks to share.

Baby Boomers uniquely feel equipped to offer life/ practical skills and share broader life knowledge as well as the benefits of planning and patience. They report they are ready to listen and support a Mentee.

Generation X believe they have empathy and understanding to offer, as well as change–management and advice about coping with change. They named themselves "bridges"—across gaps in age, language, technology skills and cultures—and able to assist their Mentor to develop interpersonal skills.

Millennials feel they have a lot to teach their elders about technology and about how to survive and thrive in our rapidly changing world.

So, how can we approach Intergenerational Mentoring?

Top Tip 1: It's time to get on with Baby Boomer mentoring

In our survey, 55% of respondents didn't know if their employer was doing anything to capture the knowledge and wisdom of their retiring Baby–Boomer workforce. One–third of these were themselves Boomers, so it seems unlikely any measures are in place within their organisations.

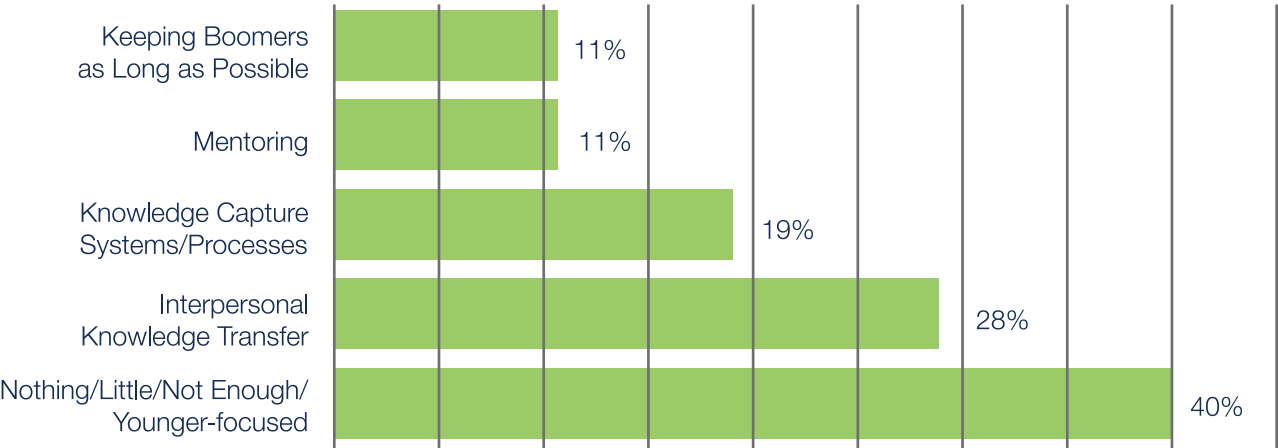Of those who are aware of their employer's strategy:

Only a small number of our survey respondents explicitly identified Mentoring as a strategy for capturing Boomer knowledge. We believe this represents a significant missed opportunity for employers to both identify and transfer the Boomer value, and to enhance the leadership skills of all their employees.

If we are to capture the Baby Boomer legacy before this generation leaves the workplace, organisations need to start now by inviting Boomers into mentoring programs and making sure they are well–prepared to engage with their younger colleagues.

The Baby Boomer Mentor and their Mentee should be encouraged to have a frank and open discussion about their differences and similarities at the beginning of their relationship and come to an agreement about:

- Communication media—preferences for face–to–face, phone, email, text, combination

- Etiquette/Ground Rules/Logistics—what is both acceptable and practical when it comes to:

  - Planning and rescheduling

  - Note–taking and sharing of notes

  - Documenting actions and other agreements

  - Follow–up on meetings and agreed actions

- Expectations about roles—the mentoring process is not didactic and the Mentor is not an authority or adviser: The Mentor can use their experience and expertise to steer the Mentee's discovery, while the Mentee is receptive and "does the work" in finding their own solutions.

Organisations are Keeping Baby Boomer Intellectual Capital by one or more of these means...

Category	Percentage
Keeping Boomers as Long as Possible	11%
Mentoring	11%
Knowledge Capture Systems/Processes	19%
Interpersonal Knowledge Transfer	28%
Nothing/Little/Not Enough/Younger-focused	40%

Top Tip 2: Don't follow fashion for Millennial mentoring

There is a perception, which may well be stereotype rather than fact, that Millennials have a 'need for speed'.

> "With GenY there is a need for speed, they want instant communication, quick answers, instant solutions. They don't reflect on problems."
>
> *- HR Professional, Government Agency -*

The growth and support they seek will not come from a chat over coffee or a "speed–mentoring" session. Rather, their development and affirmation by a more experienced colleague will take time and require they develop a relationship and rapport—a "safe space" where the Mentee can feel confident they can explore their concerns and aspirations and have their ideas heard, considered and reflected back to them.

**The temptation is to follow the Millennial stereotype and give everything to them … fast, online, tech–enabled and informal.
There is no evidence to support this as being the right strategy for Millennials or their organisations.**

While there is evidence of different communication preferences (face–to–face, email, phone, text etc) between the generations, there was nothing in the study to support claims that Gen Y only want virtual mentoring. Indeed, the mentoring "wish list" is exactly the same for all generations: different perspectives and a sounding board for their personal and professional development, the benefit of experience and wisdom, someone to listen to them and access to networks.

Though Millennials might feel more comfortable texting a mentor rather than calling them to set up a time to meet or ask a quick question, this does not mean they want their mentoring conversations to be conducted by text. Further, our experience across hundreds of mentoring programs and thousands of Mentors and Mentees, suggests:

Millennials are just as likely to express a preference for face–to–face interaction as their older colleagues.

Millennial Mentoring Tips

DON'T	DO
Rely only on technology to do the heavy lifting in mentoring program management with Millennials.	Support this generation, just like every other, with the personal touch of a skilled Program Manager.
Assume Millennials will not engage with training to prepare them well for mentoring.	Try the 'flipped classroom' approach—use self–paced multi–media training they can review in their own time, supported by discussion and problem–solving as appropriate. In particular, Millennials need help with drafting mentoring goals.
Expect Millennials will engage with their Mentors via text.	Encourage Millennials and their Mentors to experiment with a range of asynchronous (email, text) and synchronous (face–to–face meetings, phone, telecon calls) media.
Leave Mentors to their own devices entirely.	Ensure Mentors are well–equipped for their role and in particular, ready to support Mentees with building soft skills capabilities. Help them learn to tell stories in a succinct manner for Millennial Mentees and to guide their Mentee to a solution rather than telling them what to do.
Jump on the 'flash mentoring' and 'speed mentoring' bandwagons.	Consider carefully the purpose behind your mentoring initiative and design an approach that will work across the generations.
Automatically provide a virtual solution.	Virtual mentoring programs need even higher touch support. They can be very effective but need careful thought and design.

So, how can we approach Intergenerational Mentoring?

Top Tip 3: Build a Strategic Mentoring Bridge with Gen X– The "Bridging Generation"

Generation X are regarded by all our interviewees as the "bridging" generation, even going so far as to use the term when surveyed, to describe themselves. With some experience of the pre–tech world of Boomers, brought up with the social expectations of their Boomer parents, yet forced to master the technology that has grown with them since their early career days, Gen X span the very different circumstances their Boomer and Millennial colleagues have experienced.

"(We are) uniquely positioned to deal with the technology gap between generations as we bridge the divide between Boomers and Gen Y."

- Generation X respondent -

Gen X are highly educated and were regarded by our focus groups as showing flexibility and a strong work ethic due to the demands of their formal education and the rapid and dramatic changes they've experienced in the primes of their careers.

Our Gen X focus group respondents reported they felt torn between the "old–fashioned" values and in particular the communication needs of their senior colleagues (their bosses!) and the progressive views and technical agility of their juniors.

"There seems to be a "resistance" between Boomers and Gen Y... any time I attend a professional development session where the generations are discussed, it is between these two generations that you see the most tension. Boomers seem to feel like they are being replaced and that Gen Y expects things to come to them too easily."

- Generation X respondent -

When asked what they believe Boomers have to offer them in mentoring, Gen X talked about soft skills, perspective and the maturity and experience to look more deeply into issues and unpack them in a thoughtful way.

"They've got high communication skills"

"Influencing skills"

"…it's a very calm, collected and thought–provoking session…"

(Gen X about Baby Boomers)

The "Bridging Generation"

Generation X has recently been reported as feeling like the "missed generation"—overlooked after decades of adapting and juggling as their agile and driven younger colleagues advance quickly in their careers.[8] The danger, as organisations strive to capture the Boomer legacy, is that Gen X will be overlooked. Yet, as a generational bridge, they are well–placed to receive Boomer wisdom and provide better mentorship to Millennials and younger generations entering the workforce.

> **"The Baby Boomer style of mentoring is well meaning but can have an accent of requiring duty."**
> *- Gen X respondent -*

Gen X participants will need to understand their role in the overall knowledge transfer strategy, and how it will play out over time. They may be required to act in the role of Mentor to a Gen Y and Mentee to a Boomer at the same time, or at least play each role sequentially.

This will require commitment from the Gen X employees, and support from the organisation, but will place Gen X in a critical and highly–valuable role that we expect will change their minds about feeling overlooked. As middle–senior managers, Gen X will also be able to take what they've learned from both the Boomers and Gen Y to influence the running of the organisation.

There is a real opportunity to strategically position Generation X as the "Bridge"— accepting the Boomer experience and wisdom and in turn, passing it on to the younger generations.

So, how can we approach Intergenerational Mentoring?

Top Tip 4: Reciprocate!

"We recently hired two under 25 year olds and it made a hugely positive difference to our slightly older work space—they bring a fresh and different viewpoint, and we often use them as a mini focus group!"

- Generation X respondent -

Our focus group participants reported there are cases of Boomers in their workplace seeking the advice of younger colleagues, in particular about technology, but they could not generally see value in implementing formal programs where Boomers are mentored by Gen X or Gen Y ("reverse mentoring").

However, they did see value in a form of "reciprocal mentoring" for Intergenerational Mentoring. In reciprocal mentoring, sometimes known as "co–mentoring", two people work together through a mentoring process in which they both take on the roles of Mentor and Mentee. This could be done by each participating in both roles, or each person taking a primary role as Mentor or Mentee, but being willing to exchange roles from time to time.

In the developmental model of mentoring[9], Mentor and Mentee both enter the relationship with an expectation they will be changed by and learn from the experience. To some extent, reciprocal mentoring often happens naturally in a strong mentoring alliance. As mentoring relationships progress, it is not unusual for pairs to report that at times, the Mentee takes on the mentoring role.

Strategic deployment of reciprocal mentoring to assist mutual intergenerational learning could provide a remarkable opportunity for senior members of an organisation to gain insight into the world view, the skill–sets and the issues of their more junior colleagues, at the same time providing them with traditional career and leadership development as their Mentors.

Top Tip 5: Educate to build Generational Intelligence

Most mentoring programs include participants from different generations. This report emphasises the need to provide Generational Intelligence training and resources to Mentors and Mentees who engage across generations. This term refers both to the "gathering of 'intelligence' (i.e knowledge about growing older and age relations) and to making use of knowledge and experience to think and act 'intelligently'".[10]

"(I could teach a Mentee) how to effectively work with managers from (the) previous generation; how to establish the communication flow between two generations; how to work with Baby Boomers.

(We can offer) skills/experience and ability to assess scenarios to bridge the gaps amongst generations."

- Generation X respondents -

Concluding Remarks
Let's keep it human

Technology is encroaching on our working lives in ways that require leaders and followers in all generations to adapt. It is not simply something that defines one generation.

As the world becomes faster–paced, more "instant", more 24/7, it becomes harder to resist an expectation of everything being and coming to us "fast", even mentoring. Arguably the human connection of mentoring has a more important role today than ever. A developmental mentoring relationship provides the time and space for a Mentee to stop, reflect, see new perspectives and develop creative solutions, that do not show themselves in a ten–minute coffee catch–up. There is a danger that the people who drive mentoring initiatives become seduced by the myths of generational stereotypes and throw away real mentoring in favour of what some call "modern mentoring", "flash mentoring", "speed mentoring", "just–in–time mentoring"—all of which have been suggested as ways to engage Millennials.

We've been talking about this for some time. In our recent blog[11], "Does the advance of technology mean we are forgetting how to be human at work?" We said:

"If we are to safeguard our employees' wellbeing and maintain flourishing organisations, as business leaders it is up to us to ensure we don't lose our humanity, that we work hard to create work environments in which true human connectedness is encouraged and rewarded."
- Art of Mentoring -

The role for technology in mentoring is to automate program management so that programs can be scaled and made available to more people. Technology may also help people connect, who might otherwise not be able to, because they are located in remote or regional areas where access to mentors is limited. Beyond that, we must ensure that mentoring remains a very real and human connection.

At Art of Mentoring we are committed to supporting real mentoring. It may just help us retain our humanity, assist the generations to work together more effectively and leverage the Baby Boomer legacy before it's too late.

References

[1] We have identified the generations/cohorts in accordance with McCrindle's (2018) *Australia Population Map* (https://mccrindle.com.au/wp-content/uploads/2018/04/Australia-Population-MapGenerational-Profile_Infographic_McCrindle.pdf):

- **Baby Boomers:** born 1946 to 1964; 20% of the Australian workforce
- **Generation X:** born 1965 to 1980; 31% of the Australian workforce
- **Generation Y / Millennials:** born 1981 to 1996; 35% of the Australian workforce
- **The Silent Generation or Builders** (b. 1935–1945) and **Generation Z** (b. 1996–2010) make up approximately 1% and 14% of the Australian workforces respectively and have not been included in this study.

[2] Kevin J. Mlodzik, M.S. and Kenneth P. De Meuse, Ph.D. "A Scholarly Investigation of Generational Workforce Differences: Debunking the Myths". Korn Ferry report, https://www.kornferry.com/institute/374-a-scholarly-investigation-of-generational-workforce-differences-debunking-the-myths; downloaded 21 May 2019. This study included the generation prior to Baby Boomers – Matures or Traditionals born 1909–1945.

[3] James A. Johnson, and John Lopes, (2018) "The Intergenerational Workforce, Revisited", Organization Development Journal, Volume 26 Number 1.

[4] Lindsey A. Gibson, & William A. Sodeman, (2014) "Millennials and Technology: Addressing the Communication Gap in Education and Practice", Organization Development Journal, Winter 2014.

[5] Deloitte Millennial Survey, "Millennials Disappointed in Business, Unprepared for Industry 4.0"; https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-2018-millennial-surveyreport.pdf; downloaded 21 May 2019; page 2.

[6] Jason Ryan Dorsey, (2013) Gen Y speaker and author of the best-selling book *Y–Size Your Business,* p. 1.

[7] Simoneaux, S., & Stroud, C. (2010). "Bridging the Generation Gaps in the Retirement Services Workplace", Journal of Pension Benefits: Issues in Administration, 17(2), 66–75.

[8] Neal, S., (2019) "Are Companies about to have a Gen X Retention Problem?" *Harvard Business Review*: https://hbr.org/2019/07/are-companies-about-to-have-a-gen-x-retention-problem

[9] Megginson D, Clutterbuck D (1995) *Mentoring in Action: a Practical Guide for Managers*. Kogan Page, London.

[10] Simon Biggs and Ariela Lowenstein (2011), *Generational Intelligence: A Critical Approach to Age Relations*, Routledge, London.

[11] "Does the Advance of Technology Mean we are Forgetting how to be Human at Work?" Art of Mentoring blog: https://artofmentoring.net/forgetting-humanity/

About Art of Mentoring

Art of Mentoring is a specialist mentoring firm with an evidence–based methodology that has helped over 10,000 people become better mentors, have more successful mentoring relationships and run more effective mentoring programs.

We do this through world–class educational materials and skill building workshops, smart technology and expert consulting. Our people love mentoring and bring a unique passion to their work.

We've worked with clients all over the world to successfully implement mentoring initiatives to create more effective onboarding of new employees, better engagement and retention, higher productivity, greater collaboration and stronger leadership in organisations.

Art of Mentoring is the Australasian representative of the Coaching and Mentoring International network, founded by Professor David Clutterbuck. The company has conducted and supported many research projects investigating best practice for mentoring and brings this expertise to its clients.

To learn more about mentoring, download free resources and find out how to make mentoring work in your company, please visit our website:

www.artofmentoring.net

About the Authors

Melissa Richardson
Managing Director of Art of Mentoring

Melissa is one of Australia's leading experts in mentoring and coaching, having worked in the field for over twenty years. She has designed and implemented mentoring programs across dozens of public and private sector organisations and has trained and worked with thousands of Mentors and Mentees.

Melissa's research into effective mentoring practice, mentoring relationships and emerging mentoring trends has global influence and underpins Art of Mentoring's suite of offerings. Melissa is a global assessor for ISMCP awards (International Standards for Mentoring and Coaching Programs at EMCC, European Mentoring and Coaching Council) and leads a global working group that accredits and recognises outstanding Mentoring Program Managers.

Gina Meibusch
Client Service Delivery Manager

With diverse qualifications in engineering, psychology and project management and experience in both the private and public sectors, Gina brings hard and soft skills to Mentoring Program Design and management. She was instrumental in designing and setting up the AWRA eMentoring Program for women in the Australian mining sector, as well as programs for school–aged children to build confidence, competence and connections.

Thank you to all the people who took the time to respond and participate in our research. By sharing your experience, you have helped us support the continuous improvement of mentoring program delivery.

ART of
MENTORING

P: +61 2 9113 7265
E: info@artofmentoring.net
A: Level 5, 115 Pitt St
        Sydney NSW 2000
        www.artofmentoring.net