



The Mentoring Cultural Maturity Model

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Agenda

The word "Agenda" is centered on a solid red background. The letters are white and sans-serif. The letters 'g', 'e', 'n', 'o', and 'a' are hollow, showing a background image of a desk. The desk image is split horizontally: the top half is a light grey wall, and the bottom half is a light-colored wooden desk. On the desk, there is a white mouse, a laptop keyboard, and a calculator.

1. Introduction
2. Where's the confusion?
3. Egg
4. Benefits
5. The Mentoring Cultural Maturity Model
6. Recipe for success
7. And finally



**Where's the
confusion?**





The background features three large, upward-pointing arrows in yellow, magenta, and red, set against a light blue gradient background. The text is centered over the yellow arrow.

Benefits for the mentee, mentor and business?



The Mentoring Cultural Maturity Model

Where is your business?

The Passive Phases

1. THOUGHT

Mentoring only exists in the **mindset** of people across single or multiple levels.

There is no tangible evidence of mentoring in the workplace.

2. STATEMENT

Mentoring is **referenced** in company **policy** and **procedure**, but no evidence of mentoring **activity** is evident.

3. INITIATED

Mentoring is evident through the creation of a **programme** or **scheme**, but no real evidence of mentoring **activity** is evident.

The Active Phases

4. LIMITED

Mentoring is **actively** promoted and supported.

There is evidence of mentoring relationships within the business, but this is **not business wide**.

5. EMBEDDED

Mentoring is a business **priority**, and this is evidenced by the presence of an established mentoring scheme which is utilised as part of the wider **talent** plan.

6. IMPACT

Mentoring is **positively** affecting the workplace and is seen as an **enabler to sustained high performance** and achievement of strategic business priorities.



The Mentoring Cultural Maturity Model

What proof do you have?

The Active Phases

Business self-assessment. What evidence is there of:

1. Positive and inclusive mentoring **language** across all levels?
2. Positive and inclusive mentoring **behaviours** across all levels?
3. Genuine supportive **leadership**?
4. Business wide mentoring **application** in inclusive talent management?
5. Sustained performance **impact**?

My recipe for success



STRABAG
WORK ON PROGRESS

1. Clear '**why**' with an understanding of what it is, and is not
2. Leadership congruency; **belief**, influence and role modelling
3. People strategy **alignment**
4. Competent programme design and management; **trust** in the process
5. Diversity of role to bring **diversity of thought**
6. Competent and trained mentors (and mentees) with independent **approval**
7. Commitment to **success with feedback** as standard
8. Energy, as culture doesn't change by being passive, you have to be **active**
9. Passion and **purpose**
10. Time spent seen as an **investment**

Final thought



Policy does not change culture.

Passion, belief and commitment do.