



Mentoring – a non-negotiable competency for the future

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We are in the midst of the “4th Industrial Revolution”, a much more cyber-connected world in which manufacturing is ever more advanced and automated and in which skilled manual workers will be as adept with IT, software and data handling. This will require fundamental shifts in industrial policies, skills development and talent management, and mentoring will become a crucial organisational competence to address these needs.

Developmental mentoring is informed by the following business drivers including:

- ⊕ Passing on the legacy of business wisdom from leaders and senior employees to the next generation
- ⊕ Strengthening the talent pipeline by attracting, developing and retaining skilled employees – both mentors and mentees
- ⊕ Building an inclusive and diverse culture
- ⊕ Graduate and fast track programmes
- ⊕ Team development and new employee induction through [peer mentoring](#)
(©Abbott and Beck 2010, Clutterbuck & Ass.: “Why Mentoring Programmes in South Africa are not delivering”)

Mentoring programmes are commonplace in the workplace today, however too often they do not deliver on the mandate or have the impact required for future skills transfer and implementation of business strategy.

This has particular relevance in the South African economy, especially in those sectors dominated by technical and engineering skills such as mining, construction and manufacturing. Our legacy of separate development; extremities in education, cultures, income levels and generations; loss of talent to overseas markets; and an urgent need to stimulate local economic growth requires a significant step-change in how we develop skills for the future.

Mentoring has to be seen a crucial, non-negotiable organisational competency to be cultivated at all levels, in all sectors and across all pods of talent development – from schooling to tertiary education to graduate internships to succession planning.

There are very common structural reasons why mentoring programmes fail including: lack of a clear purpose and business case; exclusion of key stakeholders who are not supportive, briefed or trained; lack of clear and measurable outcomes; lack of support for mentoring pairs; and lack of programme coordination.

Recognising and addressing the structural flaws in mentoring programmes also requires a deeper level of development and skill than just adjusting programme processes and measurables:

- ⊕ The ability to tap into individual values and motivators; for example providing a new sense of purpose and fulfillment for those who are soon to retire – and have so much to give to the younger generations
- ⊕ The ability to develop the core coaching skills and competencies that underpin impactful mentoring: building connection and trust; great questioning skills; effective and motivating feedback; and purposeful, results-directed development
- ⊕ The ability to build a nurturing environment that encourages inclusion, diversity and the development of talent; all underpinned by trust-based relationships and a common set of values that all in the organisation ascribe to.
- ⊕ And ultimately, a core leadership team who visibly support, drive and embed mentoring through all aspects of their organisation.

The Integral⁺ Africa Institute and The Coaching Centre (TCC) offer a range of coaching and mentoring solutions. These include strategic alignment and mentoring programme development; cultivating mentoring skills for mentors within your organisation; and providing industry specific wisdom through a diverse, and experienced community of qualified TCC coaches.

Our rich experience and unique methodology of Integral⁺ Practice™, positions us a partner who can assist you with your needs for mentoring and skills development onward into the 4th Industrial Revolution.