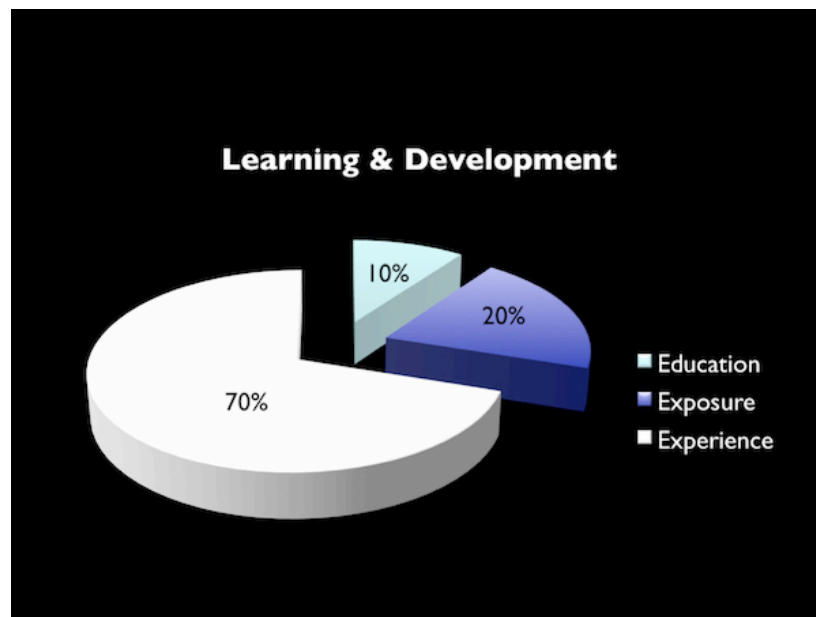




## Are You Using Mentoring In Your 70:20:10 Strategy?

By Ann Rolfe

As we understand more about ways to attract, retain and develop talent in our workplaces, the use of the 70:20:10 framework has accelerated and mentoring is a vital part of it.



The 70:20:10 model recognizes that most workplace learning, perhaps 70%, comes from experience – doing day-to-day tasks, taking on a new challenge or project, practicing techniques. 20% comes from exposure. This is social learning from and with colleagues, peers, team collaboration, personal learning networks, leaders, mentors and coaches. Just 10% of workplace learning is derived from formal education and training. Mentoring is important to each part of 70:20:10.

### Experience

Mentoring is critical to experiential learning. Mentors invite the learner to reflect on their experience. If there's no reflection there's no lesson. You want people to gain insight from their experience that can be used to improve performance. So whether it's positive reinforcement of

**Copyright © Mentoring Works 2014.**

I give permission to reproduce or share this article/post provided that you:

1) Reproduce it in full; 2) State that it has been reproduced or shared 3) Acknowledge Ann Rolfe as the author 4) Name Mentoring Works as the publisher and copyright holder; and 5) include the website address: <http://mentoring-works.com>

what they did well, corrective guidance, or simply noticing whether or not they are learning the right things - or learning at all – a conversation with a mentor adds value.

Amplify the 70 by:

- Assisting people to develop the skills to mentor and be mentored
- Providing mentoring programs
- Enabling access to informal mentors and building a mentoring culture

## **Exposure**

Employees need leaders they can emulate, who show interest and take time to develop them because people who report to the managers who are most effective in developing them outperform those who don't by 25%<sup>i</sup>. So leaders who mentor increase productivity.

People learn from the norms presented to them in the workplace, so exposure to the right role models is vital. Attitudes, values and behaviours are absorbed from the environment. That's is why investing in onboarding for new hires is so important. Mentors and leaders who mentor convey the vision, mission and culture you want to foster.

Proactive learners seek out feedback, people with whom to debrief, or bounce ideas off. They will reach outside the workplace, using online networks as well as people in close proximity. These employees are likely to be your best talent, but you must keep them engaged to keep them. They are likely to be confident, hungry for development opportunities and mobile. Conversations with a mentor, or a leader with mentoring skills, is critical if you are to retain them. Ensure that their self-directed learning is acknowledged and put to good use.

Add Value to the 20 through:

- Mentoring new hires, graduate recruits and interns
- Ensuring managers understand their role as developers of their people and have mentoring skills
- Showing proactive learners how to get the most from personal learning networks and mentors

## **Education**

Although it represents the smallest part of the equation, formal education and training is the most expensive part of workplace learning. The cost of taking people away from the workplace, travel and accommodation as well as course or conference fees mean that it really must provide a good return on investment. Yet it's not just the quality of the off-site learning that determines the value add; it's what happens before and after in the work environment. Managers are responsible for the success or otherwise of education because only 16% of learning is applied in the workplace in any meaningful way, without mentoring or coaching<sup>ii</sup>.

If managers and mentors discuss the purpose of off-site education before the learner goes, they can agree objectives, implications and expected benefits. The conversation afterwards is about

outcomes, actions, support and plans for ongoing feedback. If you want workshops, conferences and courses to be more than a feel-good exercise, ensure they are complimented with mentoring.

Ensure Return On Investment in the 10 by

- Requiring managers to plan with employees before and after any off-site education
- Complimenting all in-house training with mentoring and coaching
- Empowering employees to manage their development with a mentor to support them.

70:20:10 is an important strategy for employee engagement and development. Mentoring amplifies it, adds value and ensures a return on investment.

### Want to know more about mentoring?

Subscribe to my newsletter: <http://mentoring-works.com/resources/newsletter/>

Buy my book: <http://mentoring-works.com/product/mentoring-mindset-skills-tools/>

Contact me: [ann@mentoring-works.com](mailto:ann@mentoring-works.com) or phone +61 2 4342 2610



### References

---

<sup>i</sup> Learning and Development Roundtable. 2004. 'Driving Results Through Employee Development: Understanding Your Role as a Manager', Corporate Executive Board.

<sup>ii</sup> **Wick, Jefferson & Pollock** (2009) *Getting Your Money's Worth From Training and Development*. John Wiley & Sons Inc.