

Case Study

Creating New Pathways For Employees Through Mentorship



 CHRONUS X 

UNLEASH THE POWER OF FUTURE-READY MENTORING®

The Opportunity

Mentorship can do more than boost skills advancement and support individual career growth. As Amazon's mentoring strategy demonstrates, these initiatives can elevate an employer's brand, provide opportunities to learn more about employee challenges and build a management pipeline that ensures innovative voices are heard.

Amazon's initial challenge was how to support growth, build skills and cross-organizational understanding across a global enterprise with over 1.5 million employees.



Amazon launched the Amazon Mentoring Program (AMP) in partnership with Chronus in 2016. The program provides a personalized platform for matching mentors and mentees across a variety of mentoring programs with the flexibility to adapt to new priorities and objectives as they arise. The program has grown 750% since its first year. What started with 18,800 users now supports 160,000 employees, including nearly 50,000 who identify with one or more affinity groups—a group of employees linked by a common interest, background, demographic or goal.

In the last year, Chronus enabled the Amazon mentoring team to scale up AMP to help leaders create a more productive, more diverse and more just work environment.

“Mentoring provides a safe space, empowers employees to take ownership of their growth and development, and enables leaders to show up authentically,” said Melony Menard, senior program manager at Amazon Mentoring. “Both mentors and mentees share their successes and their challenges to pay it forward for the next generation.”



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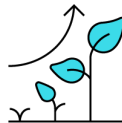
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- Melony Menard, Senior Program Manager



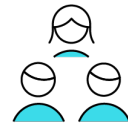
2016

AMP
Created



+750%

Program
Growth



160K

Supported
Employees

The Objective

At its core, Amazon has long understood the link between culture and employee connection in the workplace. Amazon turned to mentoring as a formal practice in order to drive connection and propel development for a more productive and engaged workforce. To do this effectively, the Amazon team built their mentoring strategy on four distinct pillars:

Community Building

Create a safe space for authentic relationship-building across the organization. Mentors play a critical role in developing the community due to the size of the company and the rise of remote work.

Professional Growth

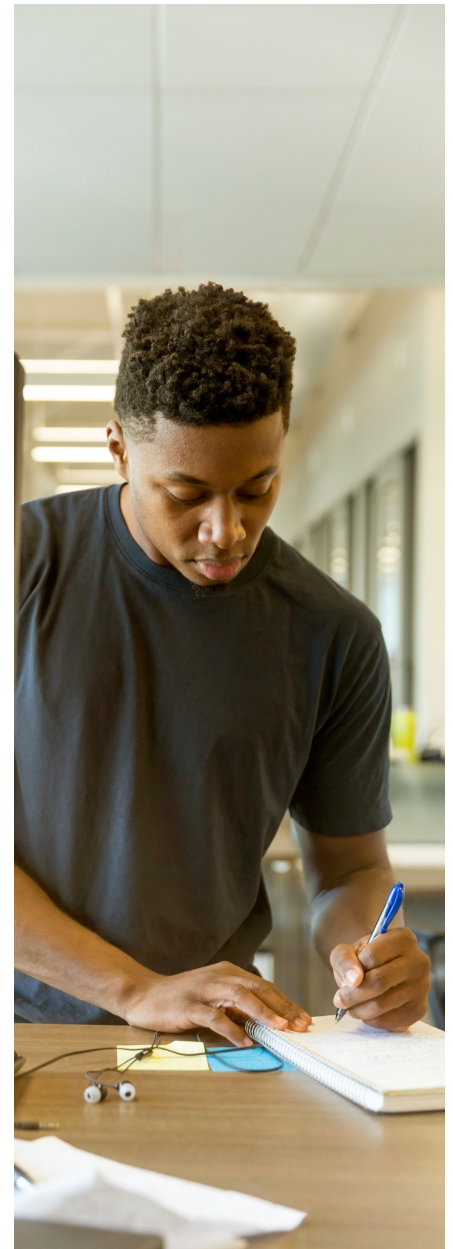
Drive ownership of career development. Mentors benefit by developing their leadership skills (e.g. actively listening, providing actionable feedback and leading with empathy). Mentees benefit through exposure to new ways of thinking while getting real-time feedback and support.

DEI

Provide a valuable opportunity for seeking out diverse perspectives, gaining new or different ways of thinking and broadening perspectives.

Manager Development

Help new and existing managers leverage mentoring as a continuous professional development tool.



The Amazon Mentoring Program launched its first program, a one-to-one Amazon career mentoring, with a focus on self-directed matching. Beyond this, AMP introduced boutique mentoring tracks that allowed affinity groups and business units to customize their own mentoring solutions for their greatest needs.



“Mentoring raises Amazon’s collective performance bar and enhances our ability to deliver for both internal and external customers.”

- Melony Menard, Senior Program Manager

Since then, Amazon’s mentoring strategy has evolved into more than 100 individual programs, targeting everything from high-potential employees and leadership development to mentoring circles for affinity groups across intersections, including women, black employees, military employees and beyond. Here are just a few of their existing programs:



New-to-Amazon Manager Circles

Provides the support needed to develop the foundational skills to be an effective manager at Amazon. The programs are designed to help new and first-time people managers (less than 6 months) onboard to their new leadership role by learning from both peer managers and managers.



Amazon Matchup

Amazon's peer-to-peer mentoring program, offering Amazonians the opportunity to learn from their peers whilst building mentoring and coaching skills.



Military Mentoring Program (MMP)

A career development resource specific to Veterans, connecting new Amazonians with experienced employees outside of their site who can help translate their military background to Amazon's peculiar culture.



BENchmark

The Black Employee Network global mentorship program (BENchmark) sets the standard for professional development by prioritizing the needs and goals of the Amazon Black community via mentorship circles.



Limitless Mentoring Program

A 6-month mentorship program designed to provide mid-level leaders with opportunities to connect with leadership across all Amazon organizations to drive rich learning, elevate leadership capabilities and advance forward-thinking development.

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My mentor and I had several sessions where we discussed my day-to-day role, assessed my broader career trajectory, and identified areas I could work on to eventually move into a technical role. Not only was my mentor a significant influence in helping me get promoted, but in July 2022, I started a technical role as a Senior Solutions Architect, in which I'm learning a huge amount.

-Mentee

Why Chronus Mentoring Software?

Amazon knew it couldn't serve its large population of employees globally with a manual or informal approach to mentoring. In choosing a mentoring platform and partner, scalability was key. The ability to scale across large groups of employees, while also offering multiple programs to meet specific objectives and employees' needs allowed Amazon to support skills development, ensure continuous improvement through employee feedback and support a workforce with diverse backgrounds and experiences.



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“Chronus really allows us to create a custom, inclusive and structured environment for employees.”

- Melony Menard, Senior Program Manager

“Chronus really allows us to create a custom, inclusive and structured environment for employees,” said Menard. “Leaning into [mentoring] experts who have deep knowledge about what ‘good’ looks like and being able to tap into software to create a scalable mechanism that’s customizable to meet our needs was really valuable.”

The Solution

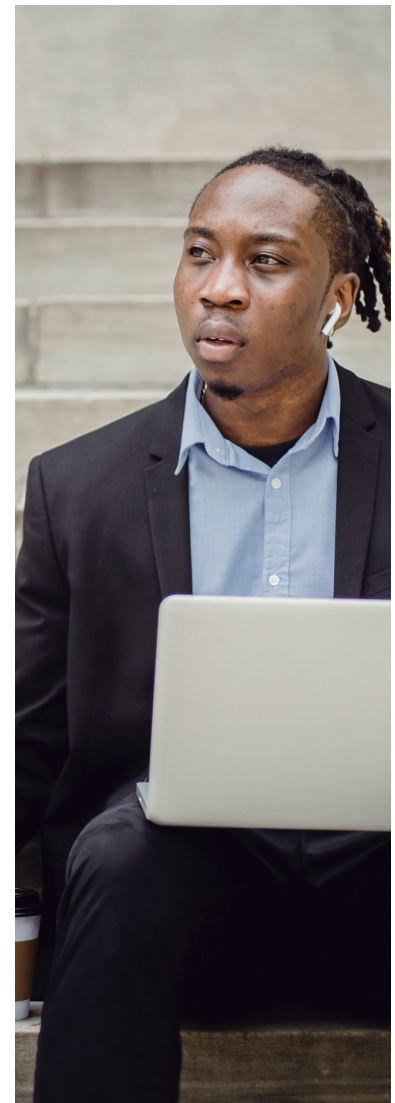
To support its goal of providing employees with more opportunities to learn from and engage with peers, Amazon's mentoring strategy focused on helping employees take ownership of their growth and development. The Chronus platform helped create highly compatible mentoring pairs and provide program admins deep analytical insight into program performance and organizational outcomes.

Personalized Matching Criteria

Chronus enabled Amazon to personalize their matching algorithm to better support growth, skills building and cross-organizational understanding.

"The ability to create a custom algorithm that enables better aligned mentoring connections not only ensures scalability but creates a better customer experience," said Menard.

As the mentoring strategy at Amazon evolved, the program added admin matching and hybrid matching styles, alongside their self matching capability. With the addition of hybrid matching, mentees had autonomy in choosing whether to self-select mentors or lean on program admins for matching support, resulting in a program that was more customizable to participant preferences. **These types of decisions align matches based on what's most important to the employee, such as career level, job title, area of expertise or location.** Menard noted this is the foundation of the program—matching two people who are a good fit but otherwise wouldn't connect.



Personalized Experience, At Scale

Chronus enables organizations to launch multiple tracks under one program. Amazon used this flexibility to launch boutique tracks, enabling Amazon to meet the needs of more employee groups.

Going from one to more than 100 mentoring programs doesn't happen overnight. **Having the ability to set up new programs with their own admins, under one global governance system was a vital part of scaling AMP to what it is today.** In addition, being able to change the format of mentoring provided based on each program's need and audience allowed Amazon to better meet the needs of employee groups, based on what they wanted most from their development and connection.

Reporting & Data Visualizations

The platform's ability to showcase program performance from a global level, while also being able to dissect individual program performance makes it easy to see what's working and what's not. **With clear dashboards and reporting, the Amazon mentoring team is able to build on program successes.**

"Sometimes we're so knee-deep in the work," said Carla Love, Program Manager at Amazon Mentoring. "To be able to step back and look at the growth from a visual perspective has been not only invigorating but also rewarding."

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It didn't seem like an obvious match as my mentor is a very senior executive with brilliant technical knowledge, while I was just starting out in AWS. But he has proven to be the mentor I never knew I needed. He has allowed me to look at the business through his lens and pushed me to get out of my comfort zone. My mentor has been my ally, guided me in my decisions and held me accountable throughout.

-Mentee

The Impact

Understanding the participant or the customer experience is the cornerstone of every great mentoring program. In order to understand mentoring's true impact, Amazon looks at the following metrics:

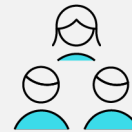
- Employee sentiment
- Customer Satisfaction (CSAT): Is this program best serving its core audience?
- Net Promoter Score (NPS): Would users recommend the program?
- Month-over-month program growth
- Month-over-month increase in total connected users
- Low ignore rates: Do mentees who send requests receive a response (either accept or decline)?

From inception to now, the Amazon Mentoring Program has seen exponential growth across nearly every metric.



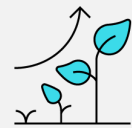
100+

Mentoring Programs



160,000

Mentoring Participants



750%

Program Growth



8%

Higher Job Change Rate For Participants



73%

Managers Had Connections Across Amazon Tenures



86%

Satisfaction Rate

About Chronus

Chronus empowers the world's top employers to shape the future-ready workforce, delivering mentoring software that unleashes the full potential of their people. Powering thousands of programs for millions of people, Chronus has been the market maker and innovator in mentoring software since the company was founded in 2007. The most innovative organizations in the world, such as Amazon, eBay, Electronic Arts, McGraw Hill and Uber rely on Chronus every day to power their inclusive and future ready programs.

Learn more at www.chronus.com.

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