

GUIDE TO MEASURING MODERN MENTORING PROGRAMS

HOW DO YOU MEASURE MENTORING?

To understand the organizational impact of your mentoring program, you'll need to identify key metrics of success related to the high level goals your organization is hoping mentoring will help achieve. At Chronus, we look to a valuable and widely used model to understand mentoring impact.

The Kirkpatrick Evaluation Model, created by Donald Kirkpatrick in the 1950s and refined by the Kirkpatrick Partners, is a widely used measurement framework that helps organizations evaluate the effectiveness of their learning and training initiatives. The model has four levels of evaluation, and performance is typically measured before and after training. Some organizations measure during training to make program adjustments.

This whitepaper was drafted by Chronus LLC based on fundamental principles of the widely used Kirkpatrick Evaluation Model. This white paper was not written in coordination with Kirkpatrick Partners and is not meant to be an endorsement by Kirkpatrick Partners of Chronus LLC or the mentoring modeling techniques described herein.

THE KIRKPATRICK MODEL

Results	Measure and analyze the impact your training has had at the business level, and be sure to tie it to the individual or program.
Behavior	Measure how much your training has influenced the behavior of the participants and evaluate how they apply this information on the job.
Learning	Measure how much information was effectively absorbed during the training and map it to the program or individual learning objectives.
Reaction	Measure your participants' initial reaction to gain an understanding of the training program and valuable insights into material quality, educator, and more.

Adapted from The Kirkpatrick Model.

MEASUREMENT TOOLS

Results: Observation of change, generally by participant manager or self-evaluation

Behavior: Post- and pre-assessment of skills

Learning: Questionnaire, survey, verbal feedback

Reaction: HR and organizational KPIs

GOAL MAPPING

Prior to beginning the mapping exercise for your program, it's important to first define your goal. All mentoring program success begins with this crucial stage. Think through the organizational objectives of the program.

A few examples of goals that are commonly addressed with mentoring programs include:

- ✓ Improved retention rate of employees, including diverse populations or high potentials.
- ✓ Improved the first-year attrition of new hires.
- ✓ Improved leadership efficiency of new managers in their first year.

Once this is defined, begin mapping out each layer of the evaluation model as it pertains to your specific program goals. It's best to work backwards from Results through to Reaction. For example, if your organizational goal is to enable the success of women in leadership roles as measured by a target of 50 percent women in executive-level positions, keep this audience in mind as you define the four levels.

In addition to the four levels of the model, we recommend considering an additional factor of volume. Volume helps the organization gauge program adoption, which is especially important when measuring mentoring programs. While it's not the most exciting metric, it's an important one to gauge initial program adoption success.

APPLYING THE MODEL TO THE TOP FOUR MODERN MENTORING USES

LEADERSHIP DEVELOPMENT:

Volume: What was the total participation of mentors/mentees and what is the percent of eligible high potential employees participating?

Results: What is the change in bench strength of the organization as a result of the program? Was turnover reduced among high potentials?

Behavior: What leadership qualities and behaviors were impacted as a result of the training?

Learning: What would participants self report as their leadership competency development?

Reaction: Did participants think this was a good use of time? What leadership values do they see in their mentor?

CAREER DEVELOPMENT:

Volume: What was the total population participation? What is the ratio of eligible participants to population?

Results: Was turnover reduced or engagement increased in the participant population?

Behavior: Did managers note less truancy, more initiative, or more collaboration?

Learning: What is the participant's self-reported goal completion and competency development?

Reaction: Would participants recommend this program to others?

DIVERSITY & INCLUSION:

Volume: What was the total minority population participation and what is the ratio of eligible minority participants to total population?

Results: Was there greater gender/veteran/LGBT/ethnic parity in leadership levels or higher levels of innovation? Do we have an improvement in minority retention rates?

Behavior: Are there fewer HR complaints or more minorities applying for leadership positions? Is there greater promotion of qualified minorities to leadership positions?

Learning: Are participants able to articulate what elements are required to foster inclusive environments?

Reaction: Did minority participants feel their unique perspectives were valued/appreciated/understood/welcomed?

NEW HIRE ONBOARDING:

Volume: What was the total participation of mentors/mentees and what is the ratio of mentors to mentees?

Results: Was there a decrease in new hire time-to-competency or lower first-year turnover?

Behavior: Are new hires able to perform the necessary job functions better or faster? Have greater numbers started participating in post-onboarding cultural groups/activities?

Learning: How well do new hires understand the organizational culture or on-the-job knowledge?

Reaction: How well-prepared do new hires feel for beginning their role?

TIP: Ask the same question at the one-month and three-month mark following the program to determine if their assessment has changed after experience on the job.

CONCLUSION

Measuring the impact and results of your mentoring is key to your success. Without it, you won't be able to gauge how successful or beneficial your program has been – and you won't know what the areas of improvement are.

We hope that this model provides you with a framework that you can use to develop a well-rounded measurement plan to gauge how impactful your modern mentoring has been.

ABOUT CHRONUS

Chronus, the leader in mentoring software, helps people connect and learn from one another in the pursuit of growth, development and support. We power hundreds of thousands of successful mentoring connections for some of the world's largest companies, educational institutions, non-profit organizations and professional associations. Our unique MatchIQ® technology, expert support, and exceptional user experience enable mentoring programs to scale and drive impact for organizations while changing lives through the power of mentoring. With a guided experience for participants, a mobile app for people on the go and the most configurable platform in the industry, we work with organizations to support a variety of programs and mentoring formats. In addition to integrations with collaboration tools, like Zoom and Slack, Chronus also includes built-in video and chat capabilities within the platform for more meaningful virtual connections.

Learn more at www.chronus.com.

MEASURING MENTORING WORKSHEET

Levels of Evaluation	Evaluation Criteria	Evaluation Tools
RESULTS	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>
BEHAVIOR	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>
LEARNING	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>
REACTION	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>

Volume:

Mentors _____ Ratio _____
 Mentees _____ Population _____

Goals of Program:

Primary _____
 Goal _____
 Secondary _____
 Goal _____