



Mentoring in Indian Scenario

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Mentor, Mentee, Mentoring, Corporate Social Responsibility

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ABSTRACT *Mentoring is a successful way of serving people to advance in their career paths. Mentoring as an influential tool which results in empowerment of people. Mentoring would have been experienced by people in different phases of ones life. Career ,family, Decision making , Higher studies etc are some areas which seek mentoring. The process of mentoring works both ways, for the mentor and the mentee which results in increasing the job involvement and satisfaction of the mentor. In case of the mentee, he feels valuable, the job satisfaction increases and there is essentially a transfer of knowledge and skills. History is rich with many cases of mentorship.*

Modern India needs a strong Mentoring for healthy nation build up as well as for effective utilization of youth power. Many Corporates have started Mentoring as a part of their CSR. Some cases of Reverse Mentoring is also found which can be effective for Indian Scenario.

Mentoring is a very common phenomenon that occurs in almost all human beings' life at least once in their lifetime. Mentoring is one of the most effective career development program these days. In India it is gaining popularity in industries such as Hospitality, Health, Education, even among SMEs (Small medium enterprises). It is in fact one of the best ways to promote relationship within individuals across the organizational hierarchy.

Mentoring is a process of developing formal relationships between junior and senior members of the organisation, in certain cases mentoring also takes place between peers. In other words it is a process of developing relationships between more experienced members of an organisation and the less experienced ones for transfer of knowledge and skills. These associations are developed with the intent of developing career functions. For example, coaching, sponsorship, protection to peer, challenging assignments, introduction to important contacts and resources are certain ways in which mentoring may happen.

Thus, it has been proved very effective and efficient in raising the working standards of employees, and also in boosting the quality of work

Mentoring is also targeted to psychological functions; role modeling, counseling, benchmarking individual practices are various ways in which the latter is achieved. It is no doubt an imperative tool that apart from employee development also leads to increased job satisfaction, organisational dedication and career achievement.

The process of mentoring works both ways i.e. it benefits both the parties, the mentor and the mentee. It increases the job involvement and satisfaction of the mentor. In case of the one mentored, he feels valuable, the job satisfaction increases and there is essentially a transfer of knowledge and skills.

Many Popular companies such as Bank of America and Federal Express have formal mentoring sessions for the benefit of the employees.

Bank of America had done a different initiative. Unlike normal mentoring sessions, it brought together business leaders, LGBT employers, LGBT employees and allies to discuss best practices and participate in training sessions. In November 2014, Bank of America sponsored and participated in the annual Out & Equal Workplace Summit in San Francisco, which brought Employees from across the nation to the Summit to formulate strategies for advancing equality in the workplace.

This program provided the employees with a learning opportunity as well as a place to share how to promote LGBT equality in the workplace.

Contrasting the mentoring efforts in American Express Bank here the employees of FedEx engage in mentoring FedEx employees serve as mentors to high school students. They also do a career shadow day for Career Literacy for African American Youth, CLAAY, which is coordinated through Duquesne University. They also have a summer bridge program with Sewickley Academy(Pennsylvania).

NOTABLE EVIDENCES OF MENTORING:

Global

One of the popular Television personalities Oprah Winfrey was known to be a very submissive child in her earlier days. It took a great Mentoring effort of her teacher Mary Duncan in shaping Winfrey to what she became in her later years.

Tom Hanks is a worldwide known Oscar award winning actor whose achievements can be attributed to his teacher Rawley Farnsworth who identified his latent talent and mentored him to this mountainous success.

Obama : The president of United States Barack Obama also has been mentored but here his grandparents chose his mentor. They opted Obama to be tutored in his youth by Frank Marshall Davis. Davis was known to be a Stalinist agent working in the United States - part of a well established communist network operating on the Hawaiian islands. So many of his ideas reflect Davis's thoughts.

Dalai Lama: On Jan 1st 2015 in an interview Tibetan spiritual leader Dalai Lama said that 'The Indians' are his Mentors. The great Indian thoughts specially the Nalanda Monastery had a vital mentoring effect on him.

Thus endless list of Mentors can be cited for the worldwide eminent personalities and at this juncture it would be fine to highlight few Indian Personalities and their Mentors.

Indian:

Indian History has many evidences of mentoring like Great Indian Epics of Ramayana and Mahabharata's Parashuram and ShriKrishna. Infact when Mughal kings ruled our nation, that time also shows some great era of mentoring by mentors such as Bairam Khan, Muhammad Ibrahim Zauq etc.

Kautilya was a great mentor to Chandragupta and Bindusara. His mentoring was the sole force of victory of Maurya empire over Nanda dynasty and in uniting most of the kingdoms to almost today's India.

Our father of the nation Mahatma Gandhi has mentored a lot of personalities including Jawaharlal Nehru but it is a noteworthy fact that he himself was mentored and counselled by a prominent Indian leader Dadabhai Naoroji regarding the starting of Indian independence movement.

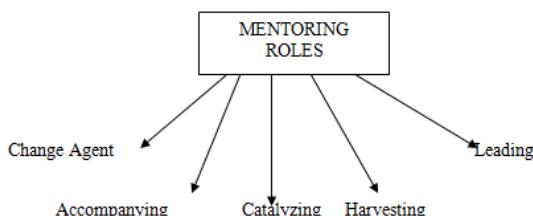
Vasantrao Gajendragadkar, Kashinath Bagwade,KK Shastri and Anantrao Kale were the few persons who had a deep impact as mentors on our Prime Minister Shri Narendra Modi.

These are just very few Indian examples. Our history, geography and political setup is rich with enormous cases of Mentoring.

Since the purpose of this article is to throw some light on present mentoring scenario in India and mentoring needs of Indian mindset, lets deviate a bit.

MENTORING ROLES in Indian Scenario:

Mentoring roles can be performed in the following ways:



ise in need for effective Mentoring not only for the adults but even for children at school levels. Few reasons of Mentoring are pinpointed below:

- Heavy syllabus and competitiveness among children right from school level causes stress even at their level
- These days most of the families are nuclear, making the children deficient in support and affection
- Many cases of single parenting either due to parental divorce or either of parents going for job away, also causes a stress in children which also gives rise to mentoring needs
- Software industries employ people at very young

age say 21-25 where still their mind would not have attained a maturity level.

- Young age, being away from trustworthy relations and deadline driven work pressure forces employees to be mentored
- These days there is no sure concept called Job Security.
- Technology change and constant need for updation leads to something known as "Survival of the fittest".
- Human interaction face to face has almost vanished. Facebook, Twitter, Whatsapp are few things that are in the name of Social Networking. That is not same as societal interaction. An individual can learn fully from the society. This lack of interaction also leads to the need for Mentoring.
- Gender bias and issues related to it also demands for mentoring
- These are some major causes stated here, yet there are many more minor reasons which necessitates for Mentoring in today's India.

Indian Mentoring Efforts:

Mentoring for Children: *Mentor Me India* program is a one-to-one community-based mentorship model, similar to Big Brothers Big Sisters of the U.S. which is carefully tailored to the Indian context. They provide intensive training and parental engagement, a month-long induction phase, bi-monthly small group mentoring sessions and extensive monitoring and support structures. They are unique in India that focuses exclusively on mentoring younger children through a one-to-one relationship in a community setting.

Mentor Recruitment – they recruit both male and female young professionals through their corporate partners, social media outlets, alumni groups and personal networks. Anyone interested in becoming a mentor, can visit their page "Volunteer".

Mentee Recruitment – They partner with various non-profit organizations to identify schools in low-income communities where students could benefit most from having a mentor. Based on teacher recommendations, they select boys and girls aged 10-12 to participate in our program.

Mentoring Sessions:

Mentors participate in 2 four-hour training sessions prior to meeting their mentees. They also offer another mid-year training session. Topics covered include roles/responsibilities of a mentor, handling difficult situations, designing mentoring sessions, and much more.

Induction Phase – Each mentor-mentee pair attends 8 hours induction sessions at the start of their mentoring relationship. These sessions form the foundation of the relationship as mentors and mentees get to know one another in a safe group setting and get acquainted with the Mentor Me India program. In addition, mentors meet their mentees' parents and get to know other mentors, teachers and Mentor Me India staff.

Reverse Mentoring: *Bharti Airtel* pioneered a different kind of mentoring session to bridge the skill gap among some of their elderly workers. Here the youth were the mentors who contributed in updation of latest technology to the mentees which also facilitated in a personal development technique, that is, an ongoing relationship of learning, dialogue, challenge and change.

This is known as Reverse Mentoring. Reverse mentoring

can re-energise older employees, keep younger workers occupied and improve relationships between the different generations in the workplace. For instance, junior mentors can help managers understand how to motivate and retain young workers. They can also share first-hand knowledge of a younger customer base — critical for companies aiming to tap the youth market.

Some companies use reverse mentoring to enhance diversity training for the senior staff. Each successive generation tends to be more open and knowledgeable about diversity in society than the previous generation. With reverse mentoring, the junior mentor can help the senior leaders understand the issues around cultural diversity better.

Mentoring for Women Entrepreneurship: Few organizations such as Start-Up Accelerator Chamber of Commerce(SACC), Confederation of Indian Industry's Young Indians (CII's Yi) and Noida-based Sheroes are initiated with the aim of promoting women entrepreneurs. It provides a platform for the women entrepreneurs to interact with the successful entrepreneurs to gain insights to various issues related to entrepreneurship.

Mentoring for making Women Directors Effective: Shri. Arun Duggal Chairman of Shriram Capital , heading the Federation of Indian Chamber of Commerce and Industry associated with Corporate Governance has a noble vision of having more women on corporate boards.

His mentorship program involves Anjali Bhansal's(managing partner Spencer Stuart,India) leadership of Mentoring program for women and to have Directors Forum, a peer group programme and a resource centre to assist directors on specific governance issues , and a Board Evaluation programme.

Conclusion:

Myriad concepts such as Worklife balance, Quality of work, Knowledge Management, Job satisfaction etc are areas where many research has already been carried out and yet being done. All these can be more effective if Mentoring is added to these areas. Thus Mentoring is a promising area of research which can contribute not only to Indian society but also to the Multinational setup of organizations. It is thus a promising area to be explored.

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