EMCC
European Mentoring & Coaching Council

22nd Annual Mentoring and Coaching Conference
19-21 November 2015– Istanbul, Turkey
Building Business Engagement

A mentee-led, light touch mentoring programme case study at Vodafone Turkey

Sanem Çelikyılmaz, Vodafone Turkey Red Academy
Tim Bright, OneWorld Consulting

www.emccconference.org

Major GSM operator in Turkey

Total mobile customers: 22m

Total market share: 35.9%

Average age: 34.45

Average tenure: 6.44

Total employees: 3,300

Total eco-system: 50,000

Vodafone dynamics

Aim to support **coaching culture** across the organization. Increase focus on **'manager as coach'** approach

A need for **people development** to meet future needs and retain top staff

A programme that would 'scale' and not just be for perceived 'top talents'

Continuous and **radical changes** in the organization

Ambitious, competitive, assertive employees with **high expectations**

'Speed' a key company value

Our concerns

- **No time**
- Difficult to select **pool of mentors and mentees**
- **Matching:** hard to carry out and justify
- Interest and commitment might drop off during the year
- Possible **resistance** to 'HR or top management led programme'

Our Solution

- Design a programme to meet the **specific situation** and **needs**
- It's largely a **self-service programme, mentees self-select**
- **Mentee:** chooses, leads, informs
- **Mentor:** can reject the request, maximum 3 mentees at any time
- Ground rules for programme – mentor must **not be in same reporting line** (preferably different unit) and confidentiality
- We recommend a **one year formal relationship**, one meeting per month

Process

Program launch: August 2014

1st wave workshops: October 2014

2nd wave workshops: January 2015

Supervision sessions

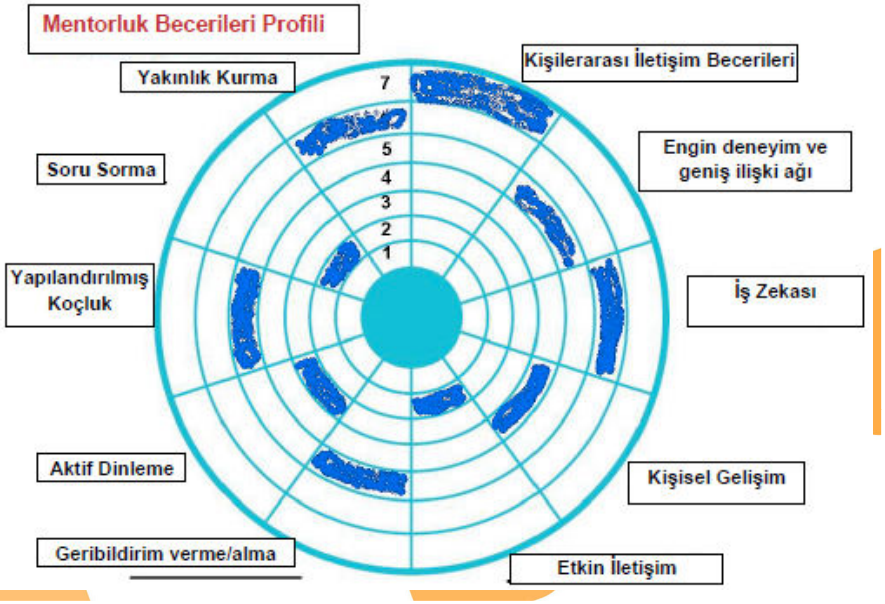
3rd wave workshops: June 2015

Closure meeting & 1 year celebration : December, 16th

Continuous support face to face and through the portal

Vodafone Türkiye Mentorluk Kiti

RED ACADEMY



Vodafone Learning
We're at our best when you're at yours. Power to you

E-learning

Vodafone Mentorluk Eğitimi

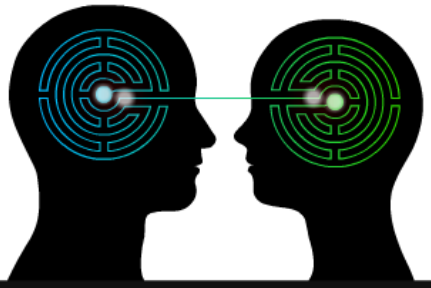
1. Adım - Mentorluk Sürecini Anlama

Mentorluk Süreci ve Temel Kurallar

Vodafone Mentorluk Eğitimi

Mentorluk Neden Önemlidir?

Mentorluk sürecinin amacı
taraflar arasındaki öğrenme ve gelişim süreçlerini desteklemektir.



3 / 29 %0

Vodafone Mentorluk Eğitimi

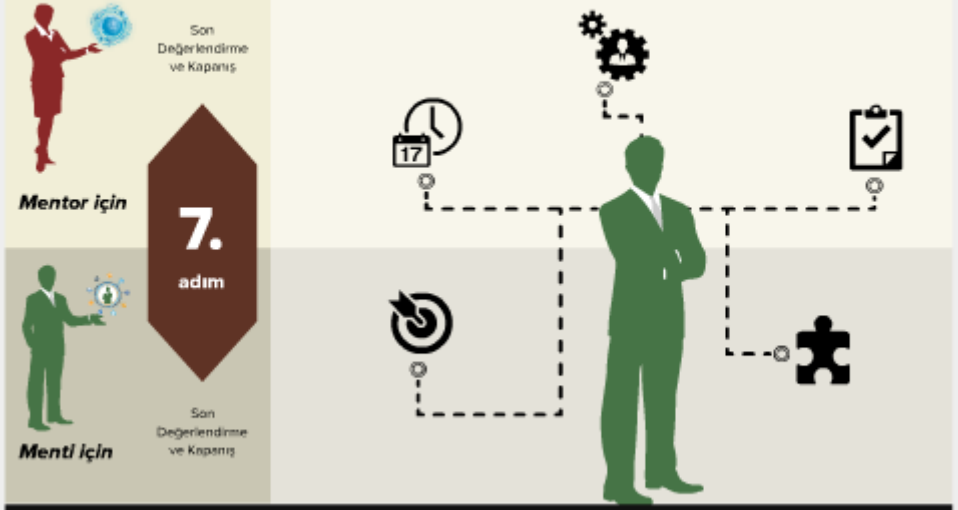
4. Adım - Mentorluk İlişkisine Başlama

İlk mentorluk görüşmenize hazırlanmak için yeterince zaman ayırmak, ilişkinize iyi bir başlangıç yapmanızı sağlar.

14 / 29 %0

Vodafone Mentorluk Eğitimi

7. Adım - Son Değerlendirme ve Kapanış



17 / 29 %0

Vodafone Learning
We're at our best when you're at yours. Power to you

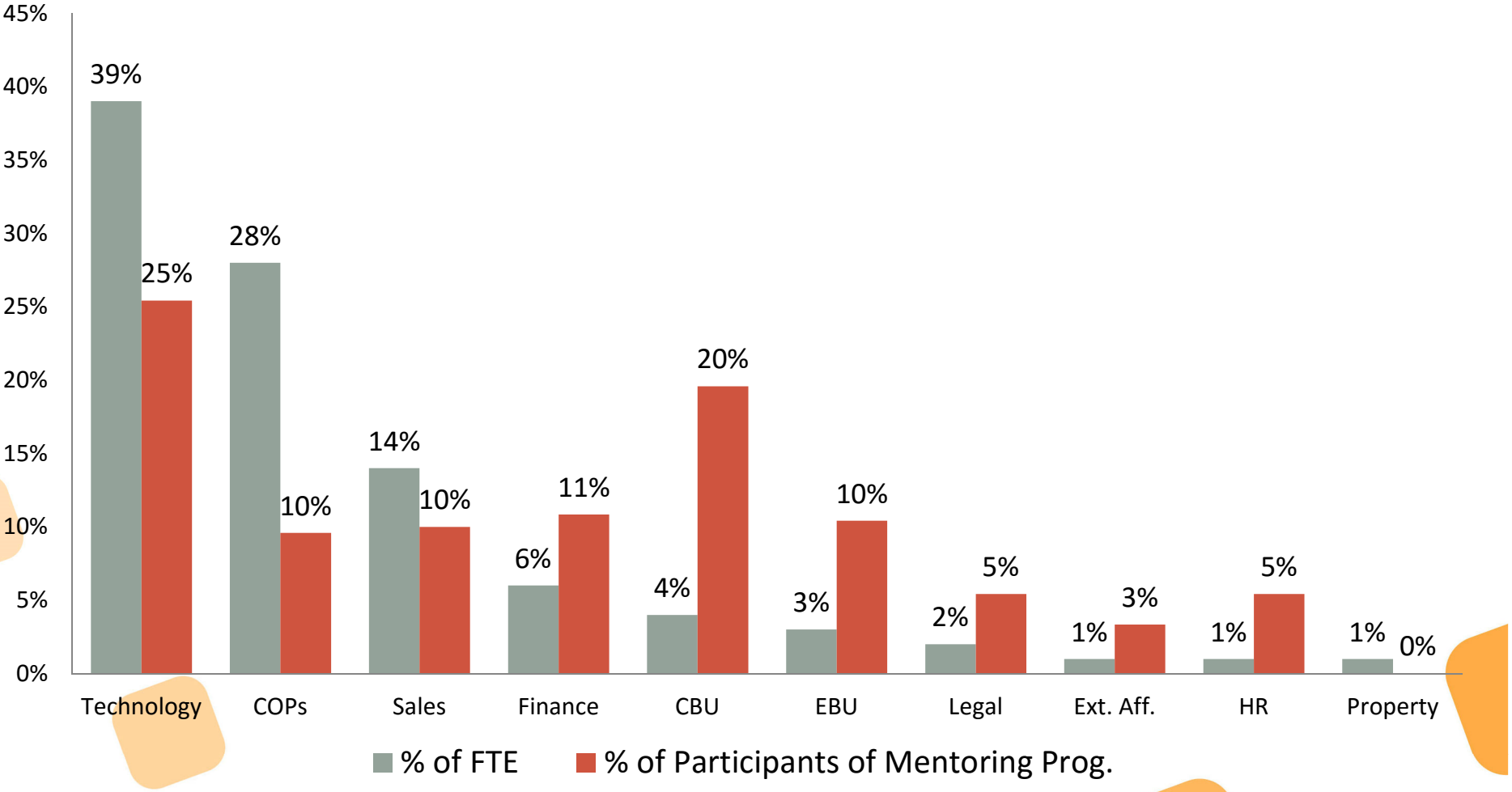
E-learning

What's happened?

- Much greater interest and participation than expected
- **85** initial pairs
- 2nd and 3rd wave started within the first year
- Over **155** pairs currently
- **48** pairs waiting for 4th wave
- **16** participants are both mentors and mentees

Workshop & Supervision sessions

What does the Dashboard say?



Employees female

41% - 1,356

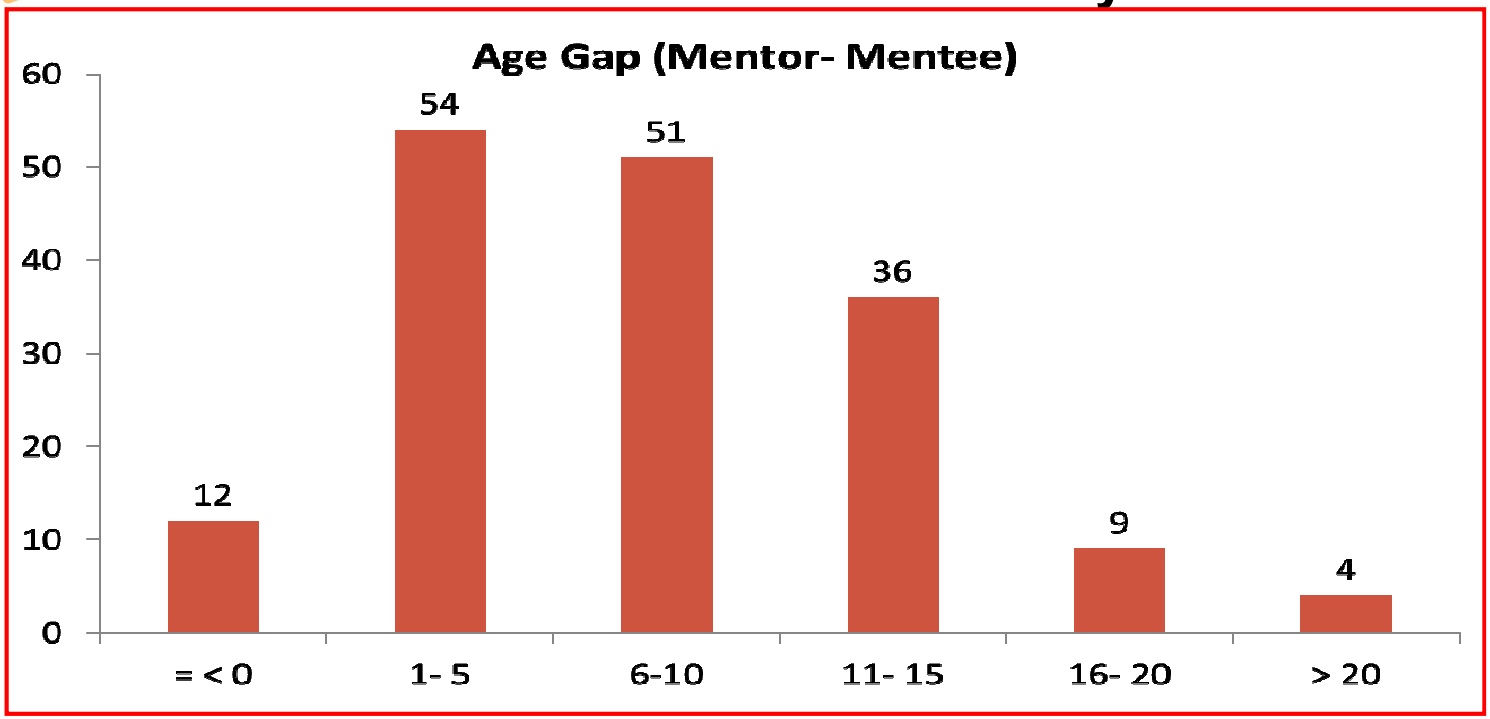
Employees male

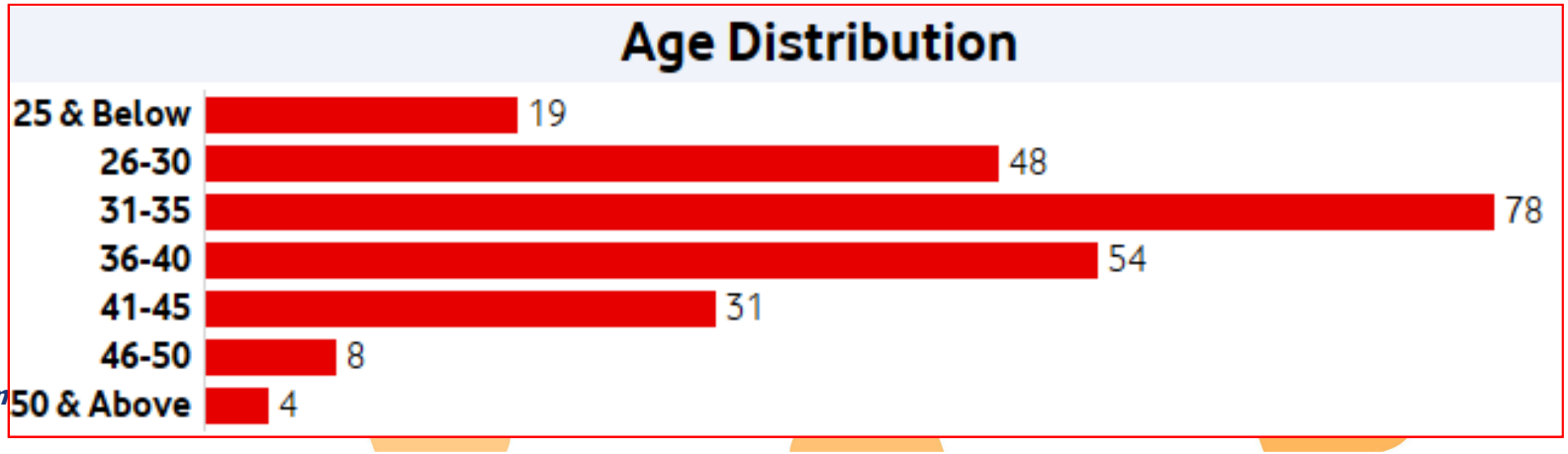
59% - 1,962

	Gender - Mentors	
Gender - Mentees	**Female**	**Male**
Female	**41% -39**	**59% -57**
Male	**26% -18**	**74% -52**

***Total number of employees: 3,318**

What does the Dashboard say?



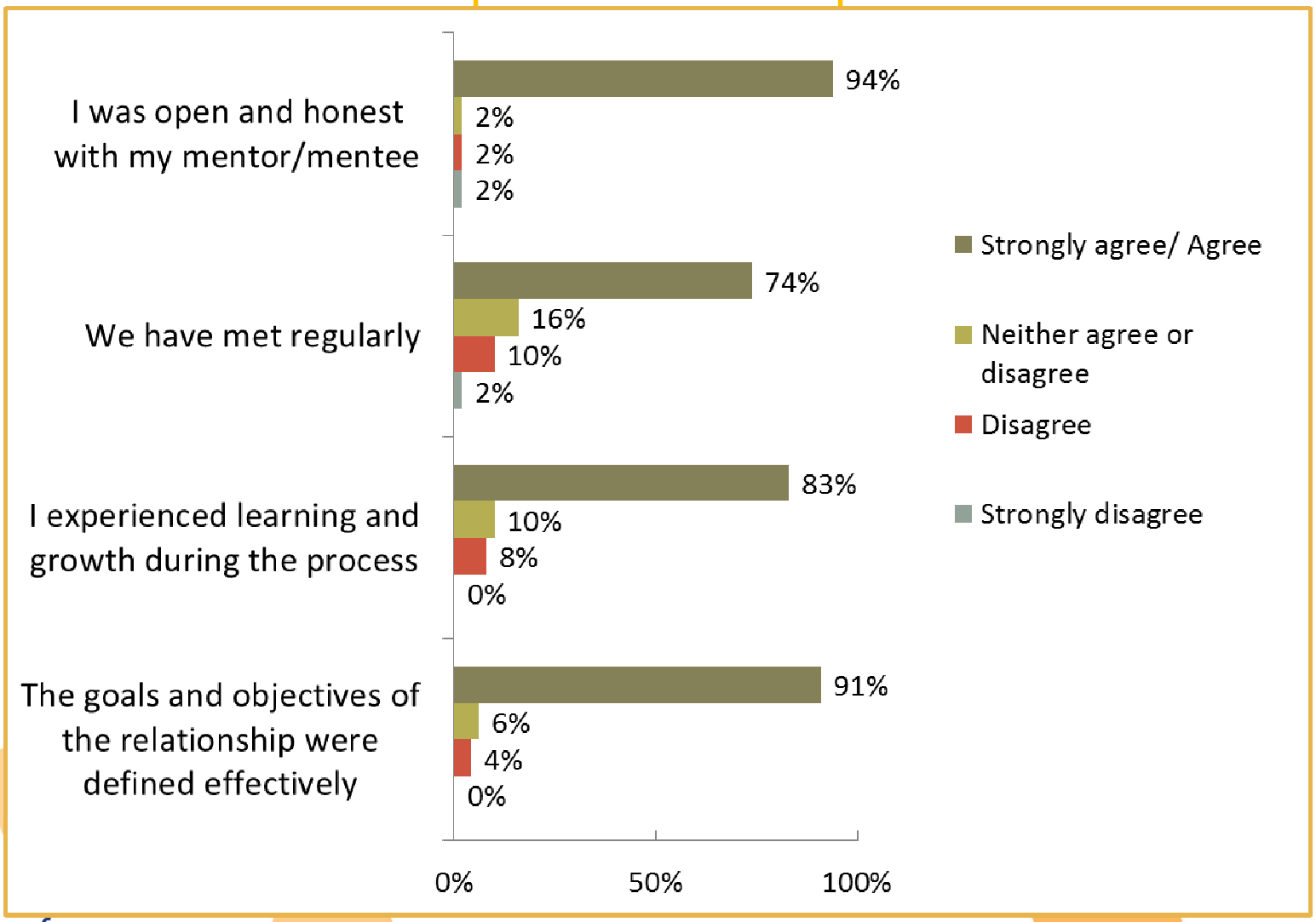


What does the Dashboard say?

Mentee Function	Mentor Function									Tot. # of mentees
	CBU	EBU	COPs	Sales	Tech.	Ext Aff.	Finance	HR	Legal	
Cons. Bus. Un.	16	7	1	2	1	1	4			32
Ent. Bus. Un.	3	7			2		1	2	1	16
Cust. Oper.	2	1	2	2	3	1	1	5	3	20
Sales	2	3		6			2		1	14
Technology	7	8		4	20	1	3	2	2	47
Ext. Aff.	3			1			1		1	6
Finance	2			2	3		4	3		14
HR		1	1		2		2			6
Legal	1	1			1		3	2		8
Total # of mentors	36	28	4	17	32	3	21	14	8	

EMCC
European Mentoring & Coaching Council

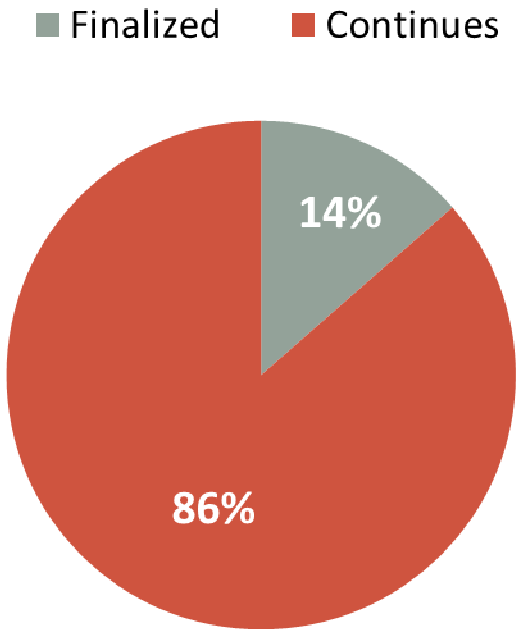
Email Survey*



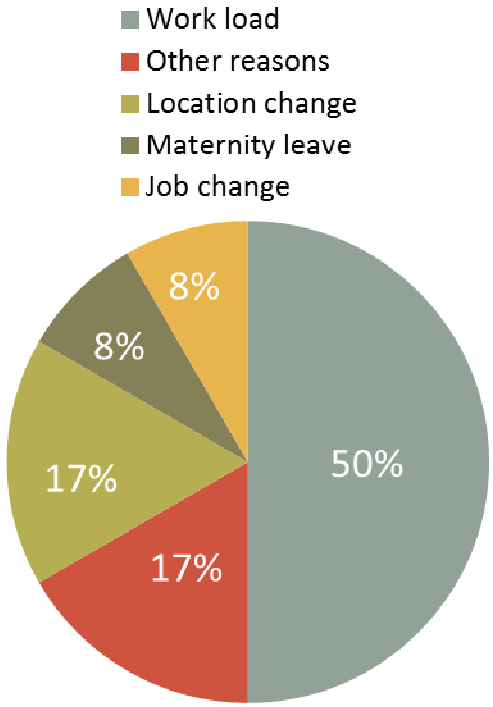
*Answered by: 45 mentees & 6 mentors

Tele Survey

Our mentoring process



Our process has ended because of...



12 pairs ended their relationship

* Survey results include 82 mentees

Observations

- The **programme design** has avoided many of the common problems
- Mentees drive the process and do the matching **there is no pool**
- Little drop off in energy and commitment
- Discussions about mentoring in daily business life
- **'be a mentor/mentee'** : in the development plans, spontaneously
- **Half day workshops** fitted people's programmes better than full day ones
- Programme Manager and External Consultant are **available for support** and we have been **consulted** by mentors and mentees during the year

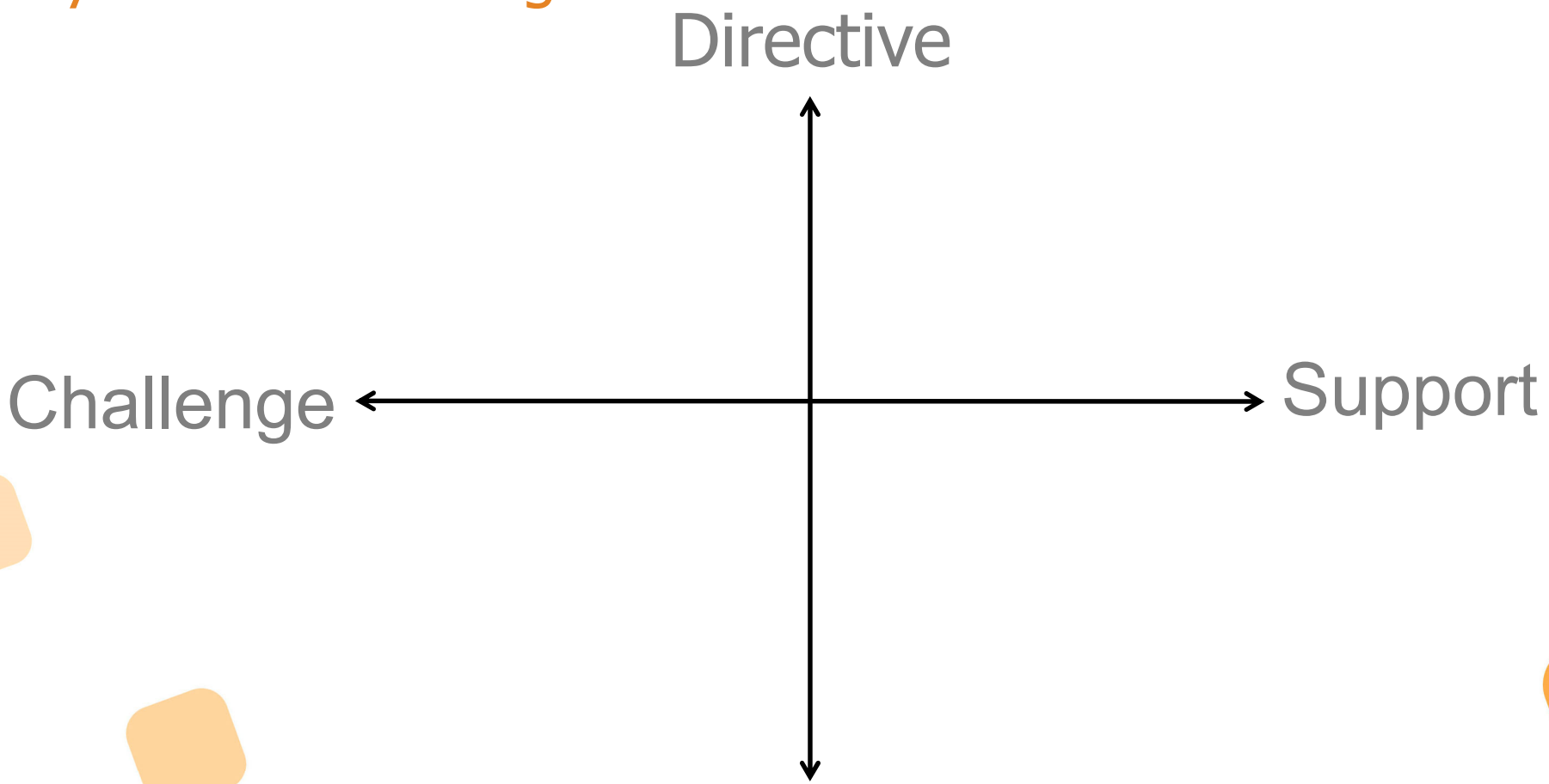
Challenges

- Sponsorship
- Quality of the mentoring?
- Career move target
- Some mentors volunteer but not chosen
- How to choose or approach mentors
- Mentor popularity

Learnings, what will we do differently?

- Aim to get more time to work with executive committee -> role models and champions for the programme
- More work with HR Business Partners
- More frequent supervision sessions
- Mentee workshop attendance before mentee - mentor matching
- Integration with other HR programmes - Diversity & Inclusion, Discover Young Talents
- In workshops emphasise the value of mentor from different function

Styles of mentoring



Clutterbuck, 2001

A Mentor can be a -

- Sounding board
- Experience sharer
- Critical friend
- Listener
- Counsellor
- Networking Coach
- Behaviour Coach
- Motivator

Thank You

For further info or to contact us -

http://www.vodafone.com.tr/VodafoneHakkinda/egitim-gelisim.php?default_id=hakkimizda-egitimgelisimi

One World consulting

www.oneworldconsulting.com