



## Getting it right: mentor makeover

Mentors are incredibly useful; they act as a sounding board for figuring out workplace issues and provide general career guidance. But sometimes mentoring is used instead of other rewards, and disadvantaged groups may find themselves assigned a mentor rather than given a pay rise or promotion.

Are we getting it right?

While mentoring is valuable, we also need to address structural inequities in the workplace – that way, we will have a real impact.

### #GettingItRight



Look at your employment structures; what is the **purpose** of your mentoring program? Who is mentoring working for? We know that women are underpaid, overlooked for promotions and don't have role parity in the workplace. So too are people of colour, members of the LGBTQI+ community and people with disability. Not all these issues can be solved by mentoring, but mentoring can become a **tool** to open our eyes to diversity and structural barriers.



Consider your **leadership funnel** and the characteristics of entry-level staff and those on a pathway to leadership. Who needs to be represented at the top level of your organisation? Can you reach them via your mentoring program? Look at the systemic barriers and match people with mentors from across the career spectrum who can share strategies for managing their unique challenges.



Open your mentoring program up to **diversity**. Every person has valuable experiences and perspectives built up throughout their lives that can be shared with others.



Don't assume that a successful manager is necessarily a **good mentor**; great mentors consistently and skilfully offer generous listening, affirmation, challenge, feedback and insider information, networking, visibility and intentional **role-modelling**.

## Interested to learn more?

- Read [this](#) article by the Harvard Business Review and find out how you can improve your organisation's mentoring options.
- Read this report from [Jobsbank and the Centre for Future Work](#) on strategies to achieve inclusive and sustainable employment, including the factors that hold disadvantaged employees back.
- Visit our [Resource Centre](#) or [get in touch](#) with our team today.