



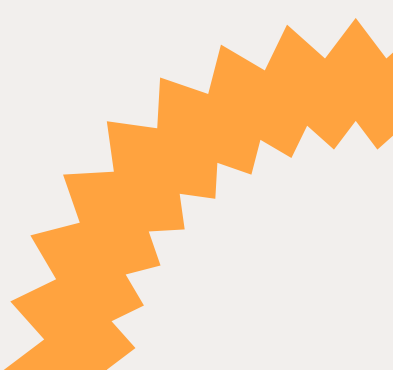
# New Manager Mentoring Programs

How to Plan, Launch, and  
Measure Your Program

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## Introduction

# The danger of “accidental managers” and how you can avoid it

No one starts their role as a new manager saying, “I’m going to be terrible at this.” And yet all too often that’s what ends up happening.

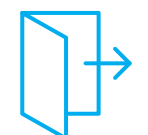
It’s not hard to see why this is the case

**82% of managers<sup>1</sup> take on their roles without any formal training, becoming “accidental managers.”**



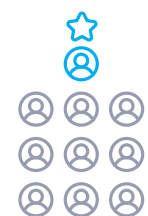
Dropping someone into a management role without giving them any training might not be quite as dangerous as skydiving without a parachute—but the results can still be pretty catastrophic.

**Half of employees<sup>2</sup> who have ineffective managers say they plan to quit their job within the following year.**



And the problem is more widespread than you might imagine. Gallup finds that

**only about one in ten people<sup>3</sup> naturally possess the talent to manage others,** though another two in ten exhibit some characteristics of basic managerial talent and can function at a high level if their company invests in coaching and developmental plans for them.



<sup>1</sup> CMI, “New Study: Bad Managers and Toxic Work Culture Are Causing One in Three Staff to Walk”  
<https://www.managers.org.uk/about-cmi/media-centre/press-releases/bad-managers-and-toxic-work-culture-causing-one-in-three-staff-to-walk/>

<sup>2</sup> CMI, “New Study: Bad Managers and Toxic Work Culture Are Causing One in Three Staff to Walk”  
<https://www.managers.org.uk/about-cmi/media-centre/press-releases/bad-managers-and-toxic-work-culture-causing-one-in-three-staff-to-walk/>

<sup>3</sup> Gallup, “Why Great Managers Are so Rare”  
<https://www.gallup.com/workplace/231593/why-great-managers-rare.aspx>

That last part is critical—coaching and development are the difference between managers that develop their craft and those that send their team members scrambling to find another job elsewhere.

“

“To be a good individual contributor, you must think about yourself, your performance, and how you can improve. But once you are a supervisor, you need to think about how to help other people do well. You can’t just expect people to make that kind of change on their own.”

– Peter Cappelli

Wharton professor and director of the school’s Center for Human Resources<sup>4</sup>

This is why new manager mentoring programs can be so powerful. They take the guesswork out of management, pairing new managers with experienced mentors who can help them develop the mindset and skills they’ll need to lead their team to success.

**Are you ready to stop leaving new managers to fend for themselves?**

This guide is designed to share concrete advice and best practices to help you build a transformational new manager mentoring program.



<sup>4</sup> Wharton, “Managing to Fail? Why New Leaders Need Training”  
<https://executiveeducation.wharton.upenn.edu/thought-leadership/wharton-at-work/2024/09/new-leaders-need-training/>





## Part 1

# What is a new manager mentoring program?

A new manager mentoring program is a structured initiative that pairs new managers with experienced mentors to accelerate leadership skill development through relationship-based learning.

But take note—this isn't just about having seasoned executives grab coffee with junior employees once a quarter. The most effective new manager mentorship programs are strategic and structured. Let's take a closer look.

### The core components



#### Intentional matching

Unlike informal networking, these programs use data-driven approaches to pair mentors and mentees based on complementary skills, career goals, and development areas



#### Structured framework

While relationships should feel organic, the best programs provide clear guidelines, conversation starters, and development milestones to keep pairs on track.



#### Skills-focused development

Rather than general career advice, these programs target specific leadership competencies new managers need to develop like emotional intelligence, strategic thinking, and team management.



#### Measurable outcomes

Successful programs track progress through goals, feedback loops, and performance metrics.

# How new manager mentoring differs from traditional training

Traditional new manager training (when it happens at all!) often follows a classroom model: sit in a room, listen to theories, complete assessments, maybe do some role-playing. It's predictable, scalable, and rarely leads to real results.

Mentorship flips this model. Instead of learning about leadership in isolation, emerging leaders experience it firsthand. They see how their mentor handles difficult conversations, makes strategic decisions, and navigates organizational politics. Research from Harvard Business Review<sup>5</sup> found that 54% of respondents rated mentoring as very or extremely effective compared to just 35% for traditional skills training. The reason? Learning becomes personal, practical, and immediately applicable.

## Traditional training vs. mentoring

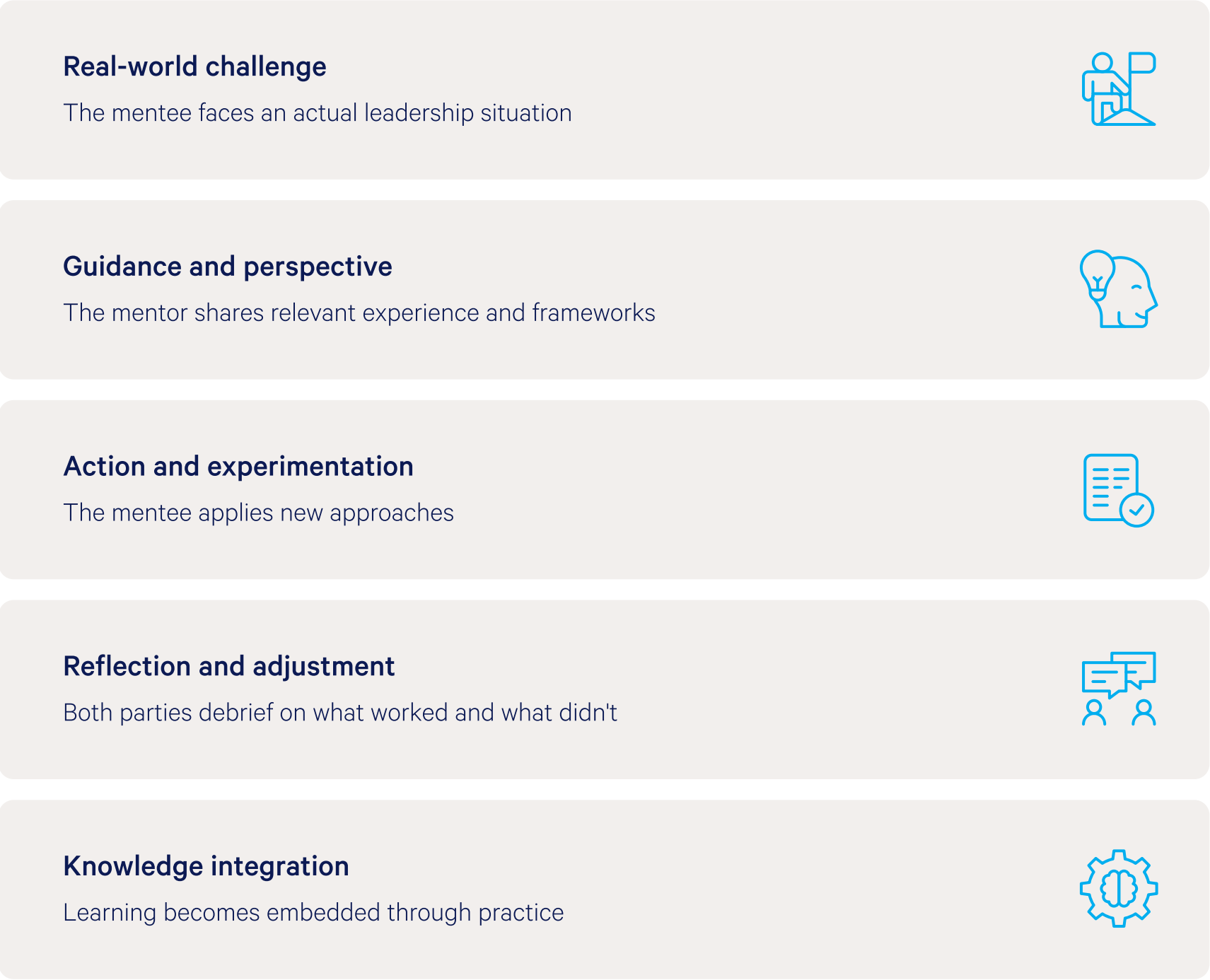
Traditional Training 	Mentoring 
Classroom based, standardized curriculum	Relationship-based, personalized guidance
Focuses on theory	Focuses on practical application
Participants are passive recipients	Participants are actively engaged
Delivered by external trainer who doesn't necessarily know company context	Mentors are tenured and experienced leaders with a deep understanding of company culture and context
Easy to scale	Requires careful matching and monitoring
Feedback is often delayed (generally given in post-training surveys)	Feedback is immediate and continuous (mentees can ask mentors to adjust topics, communication style, etc. at any time)



<sup>5</sup> Harvard Business Review, “Leveraging Coaching and Mentoring to Create More Effective Leaders.”  
<https://hbr.org/sponsored/2023/01/leveraging-coaching-and-mentoring-to-create-more-effective-leaders>

# The mentorship learning cycle

The magic happens in what we call the mentorship learning cycle:



Here's what makes the mentorship learning cycle powerful: It creates new managers who can actually do the work, not just talk about it.





## Part 2

# Why mentorship is integral to new manager training

Why do most new manager training programs fall short? Because they're based on a fundamental misunderstanding of how people actually develop leadership skills.

### The relationship imperative

Being a good manager is inherently about the way you relate to your direct reports. You can't lead in a vacuum, yet many new manager training programs try to teach management as if it exists in one.

Mentorship addresses this common oversight by embedding learning within authentic relationships. Here's a number that should get your attention: Companies with strong internal mobility programs see 53% longer employee tenures and 79% more leadership promotions<sup>6</sup>. But here's the part that should make every L&D professional pay attention—these aren't just statistics about job changes. They're evidence of what happens when organizations invest in relationship-based development.

### Knowledge transfer that actually sticks

There's a significant difference between what new managers learn in a training session vs. specific advice they receive from a mentor.

Mentorship creates “sticky” knowledge transfer because:

- 01 **Context matters:** Mentors share wisdom in the context of specific situations.
- 02 **Emotional connection:** People remember advice from people they respect and trust.
- 03 **Ongoing reinforcement:** Unlike one-time training events, mentorship provides continuous reinforcement.
- 04 **Personalized relevance:** Guidance is tailored to the individual's specific challenges and goals.

<sup>6</sup> LinkedIn, “New LinkedIn Data: How Internal Mobility Benefits Employers” <https://www.linkedin.com/business/talent/blog/talent-acquisition/how-internal-mobility-benefits-employers>









# The confidence factor

Research on nursing leadership mentorship programs shows that participants report increased leadership awareness, stronger motivation, better stress-coping mechanisms, and greater confidence as leaders<sup>7</sup>. In other words: We're much more likely to develop confidence when we see ourselves succeed in increasingly challenging situations, especially when we feel supported by someone who believes in our potential.

# The organizational multiplier effect

Randstad, the Dutch HR consulting firm, is proof of the connection between mentorship and employee retention. After implementing a global mentorship program using Together's platform, they found that employees participating in mentorship were 49% less likely to leave the organization<sup>8</sup>.

When you develop leaders through mentorship, you're not just improving individual performance—you're creating a cultural shift that results in:

-  **Improved leadership pipeline**  
A steady flow of capable leaders who have foundational management skills and are ready for advancement
-  **Stronger cultural cohesion**  
Shared values and practices propagate through mentoring relationships
-  **Enhanced knowledge retention**  
Critical organizational knowledge transfers between generations
-  **Increased innovation**  
Cross-generational and cross-functional mentoring sparks new ideas



<sup>7</sup> National Library of Medicine, "Empowering Leadership: A Journey of Growth and Insight Through a Mentoring Program for Nurses in Leadership Positions." <https://pmc.ncbi.nlm.nih.gov/articles/PMC11537044/>

<sup>8</sup> Together, "Skyrocketing retention rates by connecting employees with mentors." <https://www.togetherplatform.com/resources/randstad-report>

## Compass Group cultivates stronger relationships and more confident managers with mentoring

Compass Group delivers food services and facilities solutions across the US. With managers scattered across different regions and working in isolated environments, fostering meaningful connection and supporting their professional development was a challenge.

According to Kelly Pope, Onboarding and Development Program Manager, managers consistently expressed a desire for more support and connection. They wanted mentorship—not just in the traditional sense of career coaching, but also in the form of peer-to-peer support to troubleshoot daily challenges, share best practices, and feel a sense of community within a vast organization.

Compass Group needed a flexible, scalable solution that could meet diverse needs—without burdening already busy L&D administrators. They worked with Together to reimagine mentorship with flexibility at its core.

The Grow Program is a traditional, career-focused mentorship program that encourages mentees to receive mentorship from someone outside their immediate context, which provides both new perspectives and learning opportunities.

The Compass Group’s mentoring programs saw a major spike in activity thanks to a promotional campaign called “New Year, New Mentor.” The campaign included internal marketing, a team video, and a prize draw for those who completed a mentorship within a set timeframe.

### The results:

- A 39% increase in scheduled sessions during the campaign period
- Over 60 hours of future sessions booked, indicating sustained engagement beyond the promotional window

Notably, participants didn’t just “show up” to win prizes. They stayed engaged, scheduling additional sessions independently—demonstrating the long-term value they found in the experience.

One of the strongest indicators of the program’s success has been the qualitative and quantitative feedback from participants. In survey responses and follow-up conversations, employees highlighted how approachable the platform felt, how easy scheduling was, and how beneficial the resources were for both mentors and mentees.

**3.86**<sub>/4</sub>

Average feedback from  
Grow program mentors



**3.91**<sub>/4</sub>

Average feedback from  
Grow program mentees



**“Having a platform that integrates into the systems our teams are already using—like Outlook and Teams—was huge for participation, adoption, and ease of use.”**

**– Kelly Pope, Onboarding & Development Program Manager**

## Part 3

# Building your new manager mentoring program

Let's take a look at the essential steps that will help you build a new manager mentoring program.

## Define your new manager mentoring program goals

### Step 1

Start by defining your new manager mentoring program's goals. Identify the key skills new managers need and align their development with both their interests and your company's objectives. Clear, well-structured goals create a strong foundation, ensuring mentees gain the guidance and support they need to grow and succeed.

### The SMART-ER Framework for Mentorship Goals



- ✓ **Specific**  
Target particular leadership competencies
- ✓ **Measurable**  
Include quantifiable outcomes
- ✓ **Achievable**  
Set realistic expectations
- ✓ **Relevant**  
Align with business objectives
- ✓ **Time-bound**  
Establish clear timelines
- ✓ **Evaluated**  
Build in assessment checkpoints
- ✓ **Readjusted**  
Allow for program evolution

### Example Goal Framework

"Increase new managers' ratings by their direct reports by 30% within 18 months by developing communication and team management skills in new managers through structured mentorship relationships."





# Identify your participants

Step 2

Decide who should participate in your new manager mentoring program, both the new manager mentees and the more experienced mentors.

## Mentor Selection Criteria

Look for:



Established leadership and management skills  
(seen as a role model to other managers)

Emotional intelligence and communication skills

Availability and general interest in development

Diverse perspectives that represent your  
organization’s values

Willingness to receive training on being  
an effective mentor

## Mentee Selection Process

Look for:



First-time or early-career managers who will  
benefit most from structured mentorship

Growth mindset and openness to feedback

Commitment to the program requirements

Diverse representation across functions, levels,  
and backgrounds

# Design Your Program Structure

Step 3

As you’re designing your program, there are a few structural elements to consider, including what type of mentoring format will work best, which milestones you’d like participants to achieve, and the nuts and bolts such as how long the program will last and how frequently mentees will meet with their mentors.

## Essential program elements

### Kickoff Session

Bring all participants together to explain expectations, provide initial training, and create excitement

### Goal-Setting Workshop

Help participants establish specific development objectives and success metrics

### Mid-Program Check-in

Group session to share experiences and troubleshoot challenges

### Skills-Building Modules

Optional content on topics like giving feedback, difficult conversations, and strategic thinking

### Networking Events

Opportunities for cross-functional learning and relationship building

### Capstone Project

A visible way for mentees to apply their learning

### Celebration Event

Recognition and program graduation





## Choosing the right format for your mentoring program

Explore which format will work best for your company and is most likely to help you meet your program goals.

### ✓ Traditional 1-on-1

Traditional mentorship pairs a senior employee with a junior one and the focus is on employee development and growth.

### ✓ Group mentoring

In a group mentoring experience, there may be one or more mentors and several mentees. Group mentoring is particularly good for new managers since it allows them to develop their skills, connect with peers, and experience diverse perspectives.

### ✓ Peer mentoring

This usually involves employees at the same level of hierarchy in an organization mentoring one another. Peer mentoring is best when there are few mentors, and new managers have existing skill sets that would be beneficial to share with other new managers. Perhaps one manager is particularly good at developing strategies and another is great at motivating their team. They can mentor each other, focusing on advice that's more tactical and actionable than advice from a senior manager.

### ✓ Reverse mentoring

When a junior employee mentors or passes their skills and understanding on to a more senior colleague, this is called reverse mentoring. Reverse mentoring often works well for programs that provide visibility to new managers from underrepresented backgrounds (women, black, LGBTQ+, etc.).

### ✓ Virtual

Any mentoring style can be tailored for a virtual setting using video calls, chat platforms, or collaborative tools. Virtual mentoring also helps global organizations build meaningful connections where employees can benefit from mentorship regardless of location.

### How long should your program last and how often should mentors and mentees meet?

At Together, we've found that 12–18 months provides enough time for meaningful relationship development and skill building. Shorter programs feel rushed; longer ones risk losing momentum.

For meeting cadence, we find monthly 60–90 minute meetings work best for most participants.

## Create your matching process

### Step 4

The matching process is one of the most important factors in creating a great experience for mentors and mentees. You'll need to develop a strategy for matching pairs, considering:

#### Functional alignment

Same or complementary areas of expertise

#### Personality compatibility

Communication styles and working preferences

#### Development goals

Mentor's strengths align with mentee's growth areas

#### Career stage

Appropriate experience gap between mentor and mentee

#### Logistics

Geographic location, time zones, and availability

To manage this effectively, especially as programs grow, consider using a mentor matching app to achieve the best possible results.

These apps can build matches based on standard criteria like skills and departments—but also around shared interests, hobbies, or goals. Fully automated matching saves time, but you still have the option to personalize or customize specific matches when it makes sense.

### The Together advantage

Our platform uses sophisticated algorithms to analyze dozens of data points and create optimal matches, significantly improving relationship success rates compared to manual matching





## Provide structure and resources

### Step 5

Support the mentoring relationship by equipping mentors and mentees with valuable content and resources. Share articles, TED Talks, sample questions, or discussion prompts to spark meaningful conversations. This helps break the ice and also keeps each session engaging and productive.

Mentoring platforms like Together have template agendas on various topics like problem-solving, goal setting, and career development. Resources are available for all programs and include mentee, mentor, and colleague handbooks; email templates; program agendas; and personalized discussion points for every match.

## Launch and support

### Step 6

Now you've got all the pieces in place, you're (almost) ready to launch your new manager mentorship program. But before you roll it out, consider whether you might want to run some experiments first.

For example, you might decide on a soft launch where you pilot the program with a smaller group of participants to identify issues.

Once you feel confident that all the logistics are handled and any bugs have been addressed, you can fully roll out the program.

Remember that just because your program has launched, that doesn't mean your work is done. You will also want to provide regular touchpoints to support participants and collect feedback.

### These might include:

- ✓ Quarterly pulse surveys
- ✓ Resource updates
- ✓ Optional group sessions
- ✓ Troubleshooting support



## Part 4

# Proven best practices from successful mentoring programs

There are a few elements the most successful mentorship programs tend to share. We break them down for you below.

### Executive sponsorship that actually sponsors

The best mentorship programs have sponsors who don't just endorse—they participate. True sponsorship includes:

Executives serving as mentors

Adequate resource allocation

Regular communication about program importance

Integration with performance reviews and promotion decisions





# Cultural integration, not just add-on programs

Mentorship works best when it feels like a natural part of how your organization operates, not another HR initiative to manage. Here are a few ways to integrate mentorship into your company:

## Onboarding new hires

Offering mentorship to new hires creates a sense of belonging and ensures new employees have everything they need to be successful.



## Leadership competency models

Explicitly include "develops others" as a leadership expectation so all aspiring leaders know they're expected to mentor others, both formally and informally.



## Performance management

You can incorporate mentoring goals into individual development plans to demonstrate how much your company values mentorship.



## Career pathing

Make mentoring participation visible in promotion criteria.



# Technology as an enabler

Here's where we need to be honest about the role of technology in mentorship. Software doesn't create great mentoring relationships—people do. But the right technology can absolutely enable and enhance those relationships.

## What Technology Should Do



### Simplify logistics

Easy scheduling, communication, and resource sharing

### Enhance matching

Data-driven pairing based on meaningful criteria

### Track progress

Goal setting, milestone tracking, and outcome measurement

### Provide resources

Centralized library of content and tools

### Enable scale

Support hundreds or thousands of pairs efficiently

## What Technology Shouldn't Do



### Replace human connection

The relationship is still the core of mentorship

### Overcomplicate simple interactions

Don't add friction to natural conversations

### Become the focus

Technology should be invisible, enabling the relationship

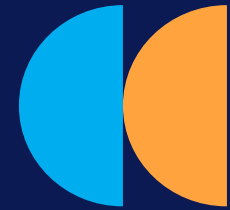


## Measurement that matters

Track both leading indicators (things that predict future success, like relationship quality, goal completion, engagement) and lagging indicators (things that measure ultimate impact, like promotions, retention, performance improvements)

### The Together advantage

Our platform automatically tracks both types of metrics, providing real-time insights into program health and long-term impact measurement.



## Flexibility within structure

Provide clear frameworks while allowing relationships to develop organically:



### Structured

Program timeline, goal-setting templates, resource libraries



### Flexible

Meeting frequency, conversation topics, communication styles, additional activities

## Continuous learning and iteration

Great programs evolve. They gather feedback, analyze data, and make improvements continuously rather than waiting for annual reviews.

### Iteration tactics to test out

- Quarterly feedback collection
- Short surveys to identify issues early
- Focus groups
- Deep-dive sessions with participants to understand experiences
- Data analysis
- Regular review of engagement and outcome metrics
- Best practice sharing
- Highlight successful relationship strategies
- Program updates
- Regular refinements based on feedback and results

## Part 5

# The role of technology in modern mentorship

Do you really need mentorship software? If you want to run a program at scale, with consistent quality, measurable outcomes, and manageable administrative overhead—then yes, the right technology is non-negotiable. Here's why.

### The scale challenge

Let's take a closer look at why manual program management doesn't scale:

A program with 100 mentor-mentee pairs generates 1,200+ meetings per year, 200+ goal-setting processes, and hundreds of coordination requests. Managing this manually isn't just inefficient—it's a setup for failure.

**Let's take a closer look at what the day-to-day experience actually looks like for program administrators.**

#### In a typical workday, you'd:

- ✓ Respond to multiple "Who should be my mentor?" emails
- ✓ Manually update your matching spreadsheet with dozens of new manager requests
- ✓ Cross-reference mentor availability, expertise, location, and preferences
- ✓ Send dozens of individual emails introducing mentor-mentee pairs

#### In a typical workweek, you'd also:

- ✓ Field "What should we talk about?" questions from program participants
- ✓ Hunt down goal-setting documents and manually send them to new matches
- ✓ Wonder who's actually meeting and who isn't (with limited to no visibility into these numbers)



## At the end of the month and quarter, you'd also:

- ✓ Send surveys via a separate tool and manually track responses
- ✓ Export data from different tools like Survey Monkey, Google Forms, and email
- ✓ Spend multiple hours building a report in Excel and PowerPoint
- ✓ Realize you're missing data from about one third of participants
- ✓ Struggle to prove ROI to leadership
- ✓ Make educated guesses about what's working and what isn't
- ✓ Be exhausted from all this manual effort

## What great mentorship technology does

### Intelligent Matching

Together's algorithm analyzes dozens of factors including leadership style preferences, career goals, communication preferences, and industry expertise to create optimal matches.

### Relationship Management

Great mentorship software acts like a CRM for mentoring relationships:

- **Goal setting and tracking:** Structured frameworks for establishing and monitoring development objectives
- **Communication tools:** Secure messaging, video calls, and document sharing
- **Resource libraries:** Curated content tailored to specific development needs
- **Progress monitoring:** Dashboards that show relationship health and milestone achievement

### Program Administration

For L&D teams, the right platform provides:

- **Real-time analytics:** Understanding program engagement, satisfaction, and outcomes
- **Automated workflows:** Reminder emails, check-in surveys, and milestone notifications
- **Reporting capabilities:** Executive dashboards and detailed program analysis
- **Integration options:** Connection with HRIS, LMS, and other enterprise systems



## The Together platform advantage

Here's where we're going to be direct about why mentorship software matters—and specifically why Together has become the platform of choice for organizations serious about new manager mentoring.

### Comprehensive program management

Together manages multiple program types, relationship structures, content types, and complex organizational hierarchies in one platform.



### Enterprise-grade integrations

Seamless integration with HRIS systems like Workday, SuccessFactors, and BambooHR, plus communication platforms like Microsoft Teams and Google Workspace.



### Advanced analytics

Predictive relationship analytics, cohort analysis, custom reporting, and ROI measurement tools that would be impossible to track manually.



Remember the typical program administrator's schedule we shared earlier? Here's an updated version of what you'd be capable of if you use technology to streamline some of those tedious manual tasks.

### **In a typical workday, you'd:**

- ✓ Review AI-suggested matches based on 40+ compatibility factors
- ✓ Approve dozens of matches with one click
- ✓ No longer be responsible for sending personalized introduction emails, calendar invites, or goal-setting prompts since these would go out automatically

### **In a typical workweek, you'd:**

- ✓ Review your dashboard that shows real-time engagement metrics (no more guessing!)
- ✓ Receive notifications only for mentor/mentee pairs that need intervention
- ✓ No longer need to send conversation guides or other resources since these will be available on demand

### **At the end of the month and quarter, you'd:**

- ✓ Have the results of automated pulse surveys that were delivered to all participants
- ✓ Be able to generate a report in just a few minutes—no more copying and pasting from different data sources!
- ✓ No longer need to chase program participants to share feedback because your mentorship platform sends reminders and follow-ups automatically
- ✓ Have increased bandwidth to think about your broader mentorship strategy and enhance your program





## Part 6

# Measuring the success and ROI of your mentorship programs

How do you prove that your mentorship program is actually working? Keep these guidelines in mind.

### The multi-level measurement framework

Effective measurement happens at multiple levels, from individual relationship health to organizational business impact. Here's the framework that actually works:

#### Level 1

##### Reaction and satisfaction

- Participant satisfaction scores and Net Promoter Score
- Completion rates and engagement metrics

#### Level 2

##### Learning and skill development

- Pre/post leadership competency assessments
- 360-degree feedback improvements
- Goal achievement rates

#### Level 3

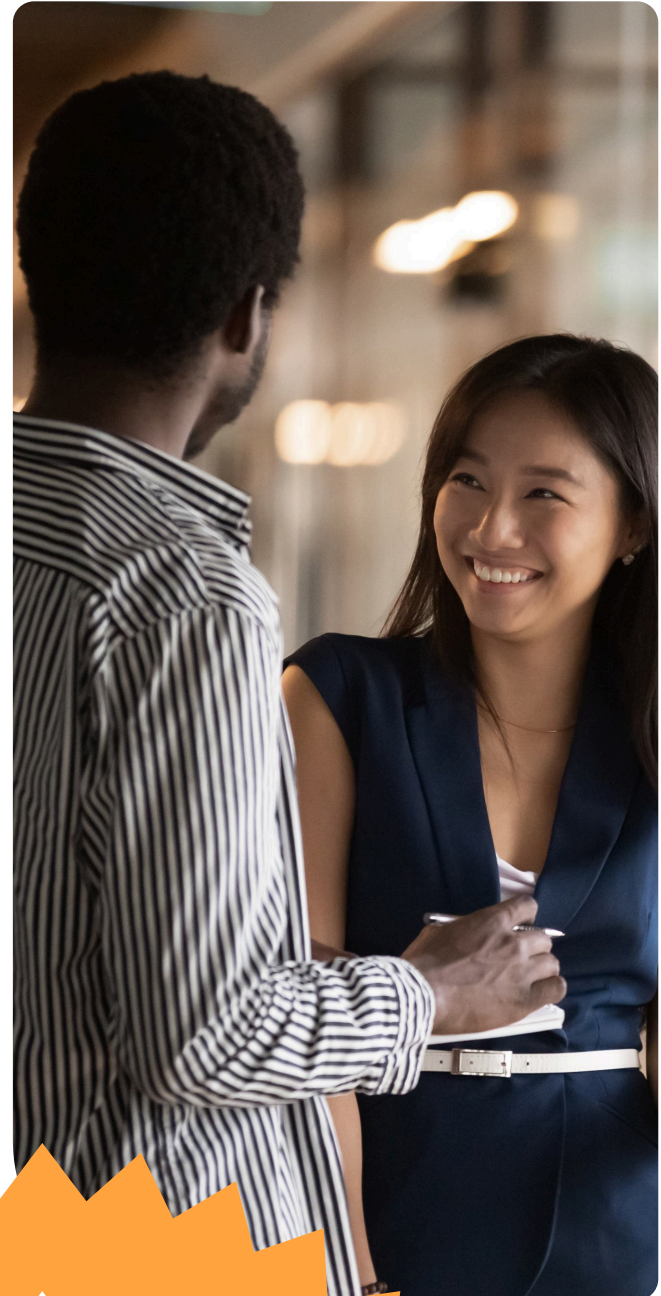
##### Behavior change and application

- Leadership behavior observations
- Manager effectiveness ratings
- Self-reported confidence increases

#### Level 4

##### Business results and impact

- Internal promotion rates
- Retention improvements
- Team performance metrics



Key performance indicators (KPIs)

Relationship health metrics

- Meeting frequency and engagement quality
- Goal progress and satisfaction scores



Program impact metrics

- Promotion rates (percentage of mentees promoted within 12-18 months)
- Retention rates (difference between participants and non-participants)
- Leadership pipeline strength



Business outcome metrics

- Team performance improvements
- Cost savings from reduced recruitment and training



Calculating financial ROI

Here’s the formula that makes CFOs pay attention:

**ROI = (Program Benefits - Program Costs) / Program Costs × 100**

Example ROI Calculation

Let's say you have 100 participants in your mentorship program:



Retention improvement

20% reduction in turnover saves \$500,000  
(assuming \$50,000 average replacement cost)

Productivity gains

15% improvement in performance equals \$750,000 in value

Total benefits

\$1,250,000

Program costs

\$200,000 (platform, staff time, materials)

**ROI:** (1,250,000 - 200,000) / 200,000 × 100 = **525% ROI**



## Part 7

# Common pitfalls and how to avoid them

Let's talk about mentorship program killers—those seemingly small decisions that can doom even well-intentioned initiatives.

### Warning signs your mentorship program needs help

#### Does any of this sound familiar?

- ! You've invested all of your time and effort into matching participants and don't have time to support what comes after
- ! Mentees complain that they have nothing in common with their mentors
- ! Mentees say they enjoy their conversations with mentors but aren't really sure what they're getting out of the sessions
- ! Mentors regularly ask you "What should we talk about in our sessions with mentees?"
- ! The majority of mentors come from the same background or have similar work experience
- ! You have no visibility into program engagement metrics
- ! Executive leaders don't participate in or endorse the program
- ! You don't know how to answer when leadership asks about the program's ROI

If you checked three or more boxes, it's probably time to restructure your approach using the solutions we've provided below.

### Pitfall #1: The “set it and forget it” mentality

#### The Problem



Organizations launch programs and then assume that relationships will manage themselves.

#### The Fix



##### Build ongoing support into your design:

- Monthly pulse surveys to identify issues early
- Quarterly group sessions for troubleshooting
- Clear escalation paths when relationships need help



## Pitfall #2: Poor matching = program failure

### The Problem



Random or superficial matching kills participant enthusiasm.

### The Fix



#### Invest in thoughtful matching:

- Comprehensive intake surveys capturing goals and preferences
- Multiple matching criteria weighted by importance
- Trial periods allowing for re-matching if needed

## Pitfall #3: Unclear expectations and goals

### The Problem



Vague objectives lead to vague outcomes.

### The Fix



#### Provide clear structure while maintaining flexibility:

- SMARTER goal-setting workshops
- Template conversation guides and development tools
- Explicit time commitments and meeting expectations

## Pitfall #4: Inadequate mentor training

### The Problem



Being a good leader doesn't automatically make someone a good mentor.

### The Fix



#### Comprehensive mentor development:

- Training on coaching skills and feedback delivery
- Workshops on different mentoring styles
- Ongoing development opportunities for mentors

## Pitfall #5: Diversity & inclusion oversights

### The Problem



Programs can inadvertently perpetuate existing inequalities.

### The Fix



#### Intentional inclusive design:

- Actively recruit diverse mentor pools
- Cultural competence training for all participants
- Regular analysis of outcomes by demographic groups

## Pitfall #6: Executive support that's only surface deep

### The Problem



Leaders who endorse programs publicly but don't provide real resources or participation.

### The Fix



#### Genuine leadership commitment:

- Executive participation as program mentors
- Clear communication about program importance
- Integration with talent management processes



## Conclusion

# Your next steps

It's not a stretch to say that many companies are facing a management crisis. We mentioned earlier the shockingly high occurrence of accidental managers—82%<sup>9</sup>.

Let's take a closer look at the impact it can have when companies fail to provide adequate support for their new managers.

- **Eighty-four percent** of workers in the US<sup>10</sup> say poorly trained managers are causing them unnecessary work and stress.
- **One in three employees<sup>11</sup> say they've left a job due to a bad manager.** Consider how that type of attrition can hurt productivity and morale—not to mention the time and resources it takes to hire replacements.
- If you do want to put a number to it, Gallup estimates that **the cost of poor management in the US is between \$960 billion and \$1.2 trillion per year<sup>12</sup>.** And globally, the cost of poor management approaches \$7 trillion.

But it's not all bad news: Effective training for managers is linked to higher employee engagement and productivity<sup>13</sup>. And many of the known weaknesses (those identified both by the managers themselves and their direct reports) are things like meaningful feedback, motivation, removing barriers to performance, and discussing strengths<sup>14</sup>. In other words, these are exactly the types of skills that can be developed and practiced through mentoring.

If you're convinced of the value of a new manager mentoring program, what can you do to make that idea a reality?

**Here's the key takeaway: It's all about starting somewhere.**

Don't worry about building the perfect program from day one—just lay the foundations for a good program and improve it over time.

<sup>9</sup> <https://www.managers.org.uk/about-cmi/media-centre/press-releases/bad-managers-and-toxic-work-culture-causing-one-in-three-staff-to-walk/>

<sup>10</sup> SHRM, "Survey: 84 Percent of U.S. Workers Blame Bad Managers for Creating Unnecessary Stress" <https://www.shrm.org/about/press-room/survey-84-percent-u-s-workers-blame-bad-managers-creating-unnecessary-stress>

<sup>11</sup> CMI, "New Study: Bad Managers and Toxic Work Culture Causing One in Three Staff to Walk" <https://www.managers.org.uk/about-cmi/media-centre/press-releases/bad-managers-and-toxic-work-culture-causing-one-in-three-staff-to-walk/>

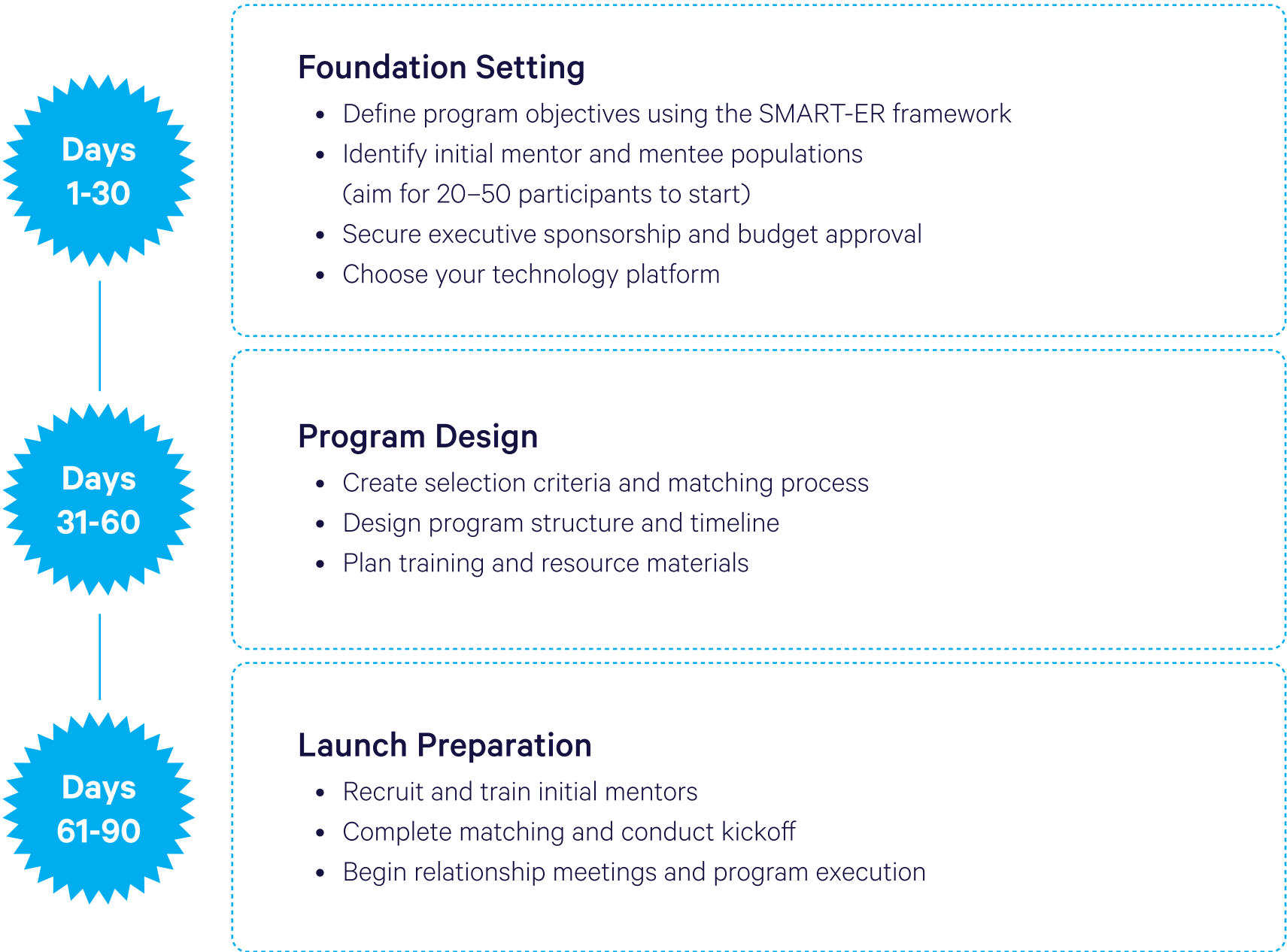
<sup>12</sup> Gallup, "The Strengths, Weaknesses and Blind Spots of Managers" <https://www.gallup.com/workplace/645299/strengths-weaknesses-blind-spots-managers.aspx>

<sup>13</sup> CIPD "The Importance of People Management" <https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/2023-pdfs/2023-report-importance-of-people-management-8329-may23.pdf>

<sup>14</sup> Gallup, "The Strengths, Weaknesses and Blind Spots of Managers" <https://www.gallup.com/workplace/645299/strengths-weaknesses-blind-spots-managers.aspx>

Here’s how you can make this happen.

The 90-day quick start plan



Ready to transform your new manager mentoring programs?

The best mentorship programs combine three elements: clear strategic vision, committed participants, and the right technology platform to support them.

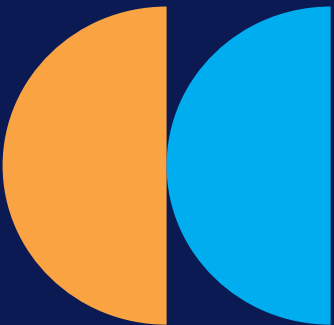
You've got the vision (if you've read this far, you understand the why and know how to go about setting your program goals).

You can identify the participants (every organization has new managers who could use a little extra support, and hopefully a few seasoned ones who'd be willing to share their insights as mentors).

The technology? That's where Together comes in!  
Book a demo at

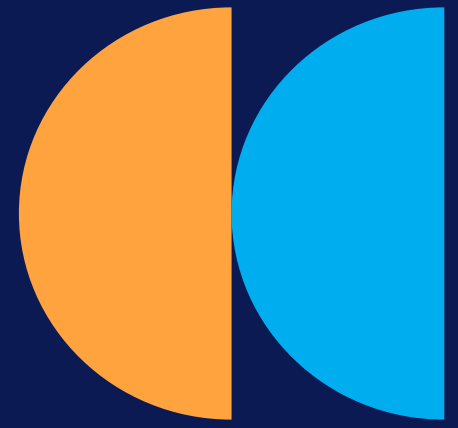
[togetherplatform.com/book-a-demo](https://togetherplatform.com/book-a-demo)

And see how our platform can help you build the new manager mentorship program your organization needs.





# About Together



Together, from Absorb, makes it easy to unlock the power of mentorship and coaching in your organization. Our platform removes the manual burden of running mentorship and coaching programs by automating matching, guiding and supporting matches with session agendas, delivering actionable insights through built-in reporting, and more.

Our impact speaks for itself. G2—the leading software review site based on verified user feedback—has consistently ranked Together as the top mentoring platform for enterprise organizations.

## Together Administrators Report...

**94%**



Improved  
Employee Skills

**95%**



A More Connected  
Company

**100%**



Improved Inclusion  
and Support

**79%**



Improved Retention

## Some of our customers include



[Book Demo](#)

