

Mentoring in the Workplace

Name of Student

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In the business world today, mentoring in the workplace has proven to be of great importance among training and development departments. The purpose of this is to share skills and knowledge, as well as leadership styles. People identify themselves with important personalities and, therefore, treat them as role models by adopting their practices. Workplace mentoring, thus, has a positive impact on employee performance within an organization. Most organizations opt to incorporate workplace mentoring for their employees' professional development. Companies have seen dramatic improvements in the productivity, efficiency and performance of their employees through mentoring. Swap, Leonard, Shields and Abrams (2001) suggest that an organization's core capabilities include employees' critical skills, efficient management systems and effective norms and values. An organization's core capabilities may be formally and explicitly transferred. But, knowledge, particularly pertaining to rich tacit dimensions, is informally transferred through socialization and internalization processes. Mentoring and storytelling can leverage an organization's knowledge to build core capabilities. In contrast, formal mentoring in organizations is a technique used to arrange dialogue or meetings between a mentor and mentee. This is for the purpose of developing an alliance of mutual respect and trust to better share information and skills.

I have been a witness of the benefits of workplace mentoring on employees. I was previously employee at Toyota as a Business Development Executive. My job entailed working and collaborating with my team and the marketing team to generate product leads. With growing competition in the market, Toyota faced problems with Canadian sales. The company began taking specific steps toward improving the company's market performance through different strategies. Our department head took the responsibility for improving and increasing company sales in the new market. Therefore, he acted as a role model for us and began sharing his industry experiences to equip the department with the necessary skills to work as a team, for the organization's future. He had the disposition to prepare his

department for market challenges. He effectively shared his professional experiences with us, including his failures and the steps he took to build a strong sales career and a strong sales department. He took on the responsibility of developing and sustaining a viable relationship with the department employees. One-on-one sessions and several meetings were arranged for the department to discuss and share experiences with the mentor. He corrected our attitudes and behaviors. He also suggested different strategies for improving our performance and efficiency in the field. The mentoring strategy that Toyota adopted served as a skill-building exercise, which further helped us improve our performance through proper evaluation. We learned from our mentor's personal and professional experiences and whatever he incorporated from his knowledge and suggestion to work as a company team. Mentoring in organizations helps develop social capital. It also fosters commitment and helps employees develop a sense of belonging among employees, due to a collaborative learning environment. Mentoring in the organization fits well just as it does in real world, to change behaviors through sharing information and skills. This benefits all parties concerned, by developing strong relationships between the mentor and the mentees.

### References

Swap, W., Leonard, D., Shields, M., & Abrams, L. (2001). Using Mentoring and Storytelling to Transfer Knowledge in the Workplace. *Journal of Management Information System*, 18(1), 95–114.