

## **Mentoring Solutions support Diversity Initiatives**

Each of the Mentoring Solutions below was successful because each involved a **Mentoring Solutions Expert**, who facilitated **Collaborative Program Planning** with Key Stakeholders to design and implement the right kind of Formalized Program.

Properly-matched Mentoring Partners participated in **Mentoring for Results™ Partner Training** where actual mentoring began. This developed good mentoring relationships and produced faster goal attainment that satisfied the Business Case for launching the Program and produced ROI to offset costs.

All examples below – and others not listed – developed the **Diversified Workforce**. These examples illustrate that “one-size-fits-all” will not work, because each situation is different.

- ✓ Results-oriented Ex-pats (mentors) and Feeling-oriented indigenous workers (proteges) learned to work better at **Shell Oil** (Miri, Borneo).
- ✓ Executives at **AT&T** learned from Subordinates about Diversity.
- ✓ Inroads Interns became part of the corporate family at **Brooklyn Union Gas**.
- ✓ Mentoring stemmed high turnover of Women and Minorities in **Exxon’s** Sales Division.
- ✓ Mentoring developed all levels of the Diversified Workforce at **Pac Bell**.
- ✓ Mentoring & Coaching developed Leadership Competencies in Bell Atlantic’s diversified workforce (now **Verizon**).
- ✓ Cross-functioning Mentoring enabled departments (e.g., sales & finance) to work together better at **CSX Transportation**.
- ✓ Mentoring & Coaching developed 3 Levels of Leadership Competencies within the **Air National Guard**.
- ✓ Proteges in the diversified workforce rotated through Executive Mentors at **Winthrop Pharmaceuticals**, to learn new competencies and different perspectives from each mentor.
- ✓ Executive Mentors developed Female Leaders, who are members of the **Womens Foodservice Forum**.
- ✓ Co-Mentoring aligned Management and Union mindsets at **C&O Railroad**.
- ✓ Mentoring enabled results-oriented Project Managers to work better with other Styles (creative, analytic, feeling-oriented) at **Turner Construction**.
- ✓ Reciprocal Mentoring enabled PhD researchers in Chemistry and Electronics to create Imaging Science Hybrids at **Eastman Kodak**.
- ✓ Cross-functional Mentoring between Departments promoted silo-busting so **CSX Transportation**.
- ✓ Reciprocal Mentoring rectified inter-generational conflicts at **Varian Associates**.
- ✓ Mentoring made the “Valuing Diversity” initiative work at **Dow Chemical**.
- ✓ New Accountants hired via a Diversity Initiative became part of the corporate family at **Zittrer•Siblin•Stein•Levine**.