



Employee Development

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Learning Objectives

- Understand the benefits of coaching, mentoring, and sponsorship in professional development
- Apply key techniques for effective coaching and mentoring
- Differentiate between coaching, mentoring, and sponsorship and understand when to use each
- Identify common challenges in employee retention and implement strategies to improve it




Discussion

- How do you define a high-performing employee? What are the characteristics?
- What is the difference between a high-performing employee and a high-potential employee?
- What are some of the challenges of maintaining and retaining high performers?



Benefits of coaching & mentoring for individuals

- Skill development
- Increased confidence
- Goal setting & achievement
- Personal growth
- Career advancement
- Better decision-making



Benefits of coaching & mentoring for organizations

- ❑ Improved employee performance
- ❑ Higher engagement & retention
- ❑ Stronger leadership pipeline
- ❑ Knowledge transfer
- ❑ Cultural alignment
- ❑ Innovation & agility



Discussion

- ❑ Have you participated in a coaching or mentoring program?
- ❑ How was your experience?
- ❑ What were the benefits?

Characteristics of coaching vs. mentoring

Characteristic	Coaching	Mentoring
Focus	Performance and specific skills	Career development and long-term growth
Timeframe	Short- to medium-term	Long-term (can last months or years)
Structure	Structured with defined goals and outcomes	Informal or semi-structured, more flexible
Agenda	Driven by coach and performance objectives	Mentee-driven, based on development needs
Role of Guide	Coach is an expert or trained facilitator	Mentor is often a more experienced peer or leader
Approach	Task- and goal-oriented	Relationship- and guidance-oriented
Formality	Often formal, with scheduled sessions and feedback	May be informal and evolve naturally
Measurement of Success	Measured by achieving specific performance goals	Measured by personal and professional growth
Skills Developed	Job-specific or soft skills (e.g., communication)	Broader skills (e.g., leadership, strategic thinking)
Feedback Style	Direct and focused	Supportive and reflective

Steps to establish a mentoring program



DEFINE THE
PURPOSE &
GOALS



GAIN LEADERSHIP
SUPPORT



DESIGN THE
PROGRAM
STRUCTURE



CREATE
PROGRAM
MATERIALS



RECRUIT & MATCH
PARTICIPANTS

Steps to establish a mentoring program



TRAIN & PREPARE
PARTICIPANTS



LAUNCH THE
PROGRAM



MONITOR &
SUPPORT



EVALUATE THE
PROGRAM



CELEBRATE &
SUSTAIN

Mentoring process

1

Initiation /
preparation

2

Establishing
the
relationship

3

Goal setting &
planning

4

Development
& growth

5

Closure &
evaluation

Mentoring program issues

Issue	Description	Possible Solutions
Lack of Clear Goals	Mentors and mentees don't know what they're working toward.	Provide goal-setting templates and training on setting SMART goals.
Poor Matching	Incompatible pairs can result in ineffective or strained relationships.	Use detailed matching criteria (skills, goals, personality) and allow rematching if needed.
Low Commitment or Engagement	Meetings are irregular or participants drop out.	Set expectations early, provide scheduling tools, and send regular reminders.
Lack of Training	Participants don't understand their roles or how to mentor/be mentored effectively.	Offer brief orientation or training sessions with role descriptions and communication tips.
One-Sided Relationships	The mentor dominates or the mentee is overly dependent.	Encourage mutual responsibility and active participation; offer coaching on healthy dynamics.
No Time or Scheduling Conflicts	Busy calendars prevent regular meetings.	Emphasize time commitment in advance and provide calendar tools or flexibility options.
Lack of Confidentiality or Trust	Participants hesitate to share openly.	Reinforce confidentiality, build trust early, and provide communication guidelines.
No Program Evaluation	It's unclear if the program is effective.	Use feedback surveys, track goals, and report outcomes to leadership.
Mentor Burnout	Mentors feel overburdened or unsupported.	Recognize mentors, keep group sizes manageable, and provide peer support or resources.
Inconsistent Support or Oversight	Program leaders are not visible or available.	Assign a program coordinator to check in regularly and offer ongoing support.

Tips for success



Start with a pilot program to test & adjust



Provide structured resources



Use mid-point & final check-ins to monitor progress & resolve problems early



Celebrate success stories to build momentum & value for future participants

What is retention?

- The percentage of employees who remain with an organization over a given time
- Key goals:
 - Reduce turnover
 - Maintain institutional knowledge
 - Improve morale & productivity



Discussion

- Why is retention important?
- What are the costs of turnover?

Benefits of retention



Reduced turnover costs



Improved productivity



Stronger workplace culture



Better customer experience

Benefits of retention



Higher employee engagement



Knowledge retention



Improved employer reputation




Increased innovation & growth



Cost of turnover

- ❑ Replacing an employee can cost 30% to 200% of their annual salary, depending on the role.
- ❑ Direct costs:
 - ❑ Recruitment expenses
 - ❑ Onboarding & training
 - ❑ Hiring bonuses & relocation costs



Cost of turnover

- ❑ Indirect costs:
 - ❑ Lost productivity
 - ❑ Knowledge & experience loss
 - ❑ Team disruption
 - ❑ Customer service impact
 - ❑ Manager time



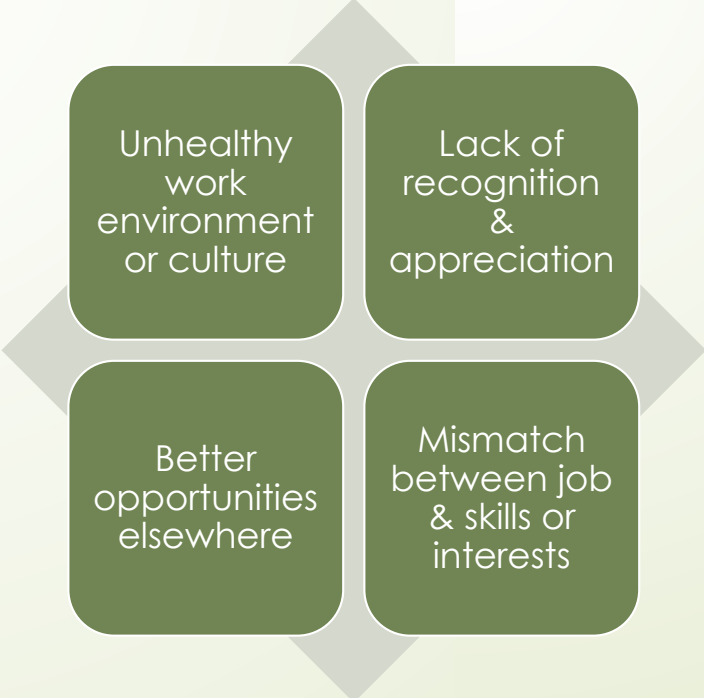
Lack of career growth or advancement

Poor management or leadership

Inadequate compensation & benefits

Work-life imbalance

Why employees leave



Unhealthy work environment or culture

Lack of recognition & appreciation

Better opportunities elsewhere

Mismatch between job & skills or interests

Why employees leave

Discussion

- What are some indicators that an employee wants to leave?

Pre-quitting behaviors



Decline in performance or productivity



Withdrawal or reduced engagement



Increased absenteeism or tardiness



Negative attitude or complaints

Pre-quitting behaviors



Reduced communication



Decreased initiative



Exploring other opportunities



Requesting changes

Retention process



Assess current situation



Set retention goals



Develop retention strategies



Implement retention initiatives



Monitor & measure



Evaluate & adjust



Sustain & embed

How to reduce turnover costs



Improve onboarding & training



Support career development & growth



Offer competitive pay & benefits



Encourage work-life balance



Foster a positive culture & leadership

Engaging existing employees



Clear communication



Recognition & appreciation



Professional development



Empowerment & autonomy

Engaging existing employees



Meaningful work



Positive workplace culture



Regular feedback & coaching



Employee involvement

Desired employee benefits / perks



Health insurance



Flexible work arrangements



Retirement plans



Paid time off



Professional development



Wellness programs



Free or subsidized meals & snacks



Casual dress code



Employee Discounts



Social events & team building



Transportation benefits

Desired employee benefits / perks

Discussion

- What retention strategies does your organization use to increase engagement and retention?



Recognition & appreciation



Flexible work arrangements



Career development support



Open communication



Positive workplace culture



Empowerment & autonomy



Health & wellness encouragement



Low-cost
retention
strategies

Medium-cost retention strategies

Structured training & development programs

Formal recognition programs

Enhanced benefits

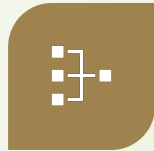
Career pathing & mentorship programs

Improved work environment

Long-term retention strategies



COMPETITIVE &
FAIR
COMPENSATION



WORK-LIFE
INTEGRATION



EMPLOYEE
ENGAGEMENT &
VOICE



RECOGNITION &
REWARD
SYSTEMS



LEADERSHIP
DEVELOPMENT

Discussion

- What strategies should your organization add?

Retention best practices



Hire the right people



Onboard effectively



Provide competitive compensation & benefits



Offer career development opportunities



Foster a positive work environment

Retention best practices



Engage employees regularly



Recognize & reward contributions



Support work-life balance



Develop strong leadership



Monitor & respond to turnover data

Questions?

