

ASTD 2013 Dallas Knowledge harvest 2
Case study AT&T mentoring case study
Presented by Jeffrey Kudlala & Randy Emelo

AT&T employs close to 240 000 employees
They have created a unique multifaceted mentoring approach that can be leveraged by all of their employees

Their business case for mentoring.. Why are they doing this?

- Enhanced employee development
- Broaden senior level exposure
- Break down knowledge silos
- Greater levels of workforce engagement
- Diversity management and inclusion
- Accelerate leader readiness

Their employees need the following around their own growth and development. These pointers shaped their mentoring offerings

- Speed rapid information
- Flexibility of learning
- Creativity encourage this from diverse learning connections
- Access to information and people –creating knowledge networks

Their mentoring journey

2007 A strong mentoring programme in targeted areas of the business

2009 Small strategic mentoring focusing on high potentials

Thoughtful deliberate expansion in BU's based on organizational needs

2013 Significant ramp up of mentoring

Greater traction on a mentoring culture within the business

Multi faceted 4 platform approach

AT&T 4 platform approach

1. Talent development programmes

- 8 formal programmes running in the business
- Dedicated programme manager for each programme
- Both 1on1 and group mentoring
- Mentoring circles (group mentoring) their learning on this...
 - Smaller is better (6-10)
 - Use tele-presence in absence of face to face
 - Provide structure
 - Each mentoring circle starts with “Kick off” facilitated session
 - Facilitate “get to know you” early on
 - Once you commit be there

2. Specialized programmes

- Different BU's have their own programme based on business needs, employee engagement issues and diversity targets
 - These BU's provide their own structure for the programme
 - Identify champions for mentoring
 - Facilitate matching and
 - Track and measure progress and success
 - Young professional programme called "Oxygen"
 - Women of AT&T

3. Open mentoring via AT&T mentoring connections

- Competency based learning connections

4. New media approach to mentoring

- Social platform called "mentoring to go"
 - 8-12 minute videos posted via corporate intranet
 - Availability anytime anywhere
 - Great feedback from the business on this
- "Morning cup of mentoring" A Tuesday tradition
 - Short videos generated by subject matter experts 2-3 minutes
 - Structured content also created
 - Topics include "your electronic personality" procrastinate no more
 - "Know your business" theme created for short videos

AT&T now also has a strong web based approach called "River"

- Profiles on mentors
 - Their leadership, business and functional competencies
 - Their current mentoring relationships
 - Their network connections
 - This web based approach allows the business to expand the implementation of mentoring and to leverage innovative approaches that allows everyone to benefit from mentoring

Final thoughts on mentoring

- They have a strong relationship focused measurement - to assess the success of the mentoring relationships, a further measure 18 months after the programme to assess if business needs have been met.

They encourage self directed approaches where development should be

70%

Experiential learning
Focus is on experience

20%

Social learning
Focus on exposure

10%

Formal Learning
Focus on education

**This Knowledge harvest prepared by Niel Steinmann
For Peoples Dynamic Development**