Mentoring matrix

This matrix outlines the range of mentoring types, with suggestions for how they might fit within a mentoring program.

A successful practice-wide mentoring strategy will take advantage of multiple mentoring types. Some elements of semi-formal or formal mentoring may be provided by groups outside the practice – benefits include opening the practice to a wider range of role models, influences and skills.

Considerations	Overview	Informal	Semi-formal	Formal
Objectives	≥ What are practice objectives? ≥ What skills are to be targeted? ≥ How is bias in the process to monitored and managed?	≥ Develop practice behaviours and processes ≥ Develop skillsets ≥ Learn by doing	≥ Focus on aspects of skill development and practice culture not directly addressed in day to day work ≥ Ability to address and encourage difference and broaden the practice	≥ Most focused/targeted skill and leadership development ≥ Ability to bring in influences from outside the practice ≥ Change practice culture
Responsibility	≥ Who is responsible for managing the process? ≥ Accountability ≥ Tracking outcomes ≥ Monitoring/managing process and its success.	≥ Project architect and leader	≥ Mentoring lead?	≥ Mentoring lead?
Agenda / management and reporting	≥ How is process structured/managed to ensure objectives are met? ≥ Who manages this in each case? ≥ Record participation and track budget costs	≥ Mentoring included as a topic of project reporting	≥ Report on outcome of group meetings (confidentiality)	≥ Report on development of both mentors and mentees
Budget	≥ What is the budget for this process? ≥ Considered in disbursements, time, external management or systems costs	≥ Regular project cost with potential minor increase in reporting cost	≥ Time and disbursements	≥ Time and disbursements ≥ External party / process costs
Frequency / duration	≥ How long will the process run? How frequently will groups meet? (This is for budgeting as will change on a case-by-case basis.)	≥ Ongoing	≥ To budget	≥ To budget
Role models	≥ Identify mentors (linked to objectives) ≥ Consider compatibility and skillset ≥ Consider entrenched bias ≥ Consider availability (do you need to go externally?)	≥ project leads ≥ directors ≥ more senior architects ≥ team members with specialised skills	≥ Participants in structured process (selected) yet informal within the process ≥ project leads ≥ directors ≥ more senior staff ≥ team members with specialised skills	≥ As selected