
Mentoring for Effective Management of Indian Companies

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Abstract

Mentoring concept becomes the buzz word in the corporate world. India being the leaping giant in economic activities must adopt mentoring concept in letter and spirit for its rapid development. A protégé gets emotional and professional guidance from the immediate superiors. Now even the peer group member could be the mentor to facilitate the development of the employees. In India the mentoring may be formally introduced by emulating the successful models of foreign counterparts.

Keywords: *Mentoring, Eastern management, Indian Business*

Introduction

Mentoring relationship helps in increasing the productivity and conducive environment in many corporations around the world. In India, the age old pattern of Guru and Sysya with that of trainer and trainee is well appreciated. Indian business set up is typically different from others where the employees feel one with the firm and the owner. The employees live like a family and professional and personal guidance must be considered as the ways for true mentorship programme. Of late, the seniors and peers could be the part of the mentoring programme. This peer mentoring helps in mutual expertise, equality and empathy which would prove to be potent tools of development. A true company can foster and develop the mentoring concept for the development of the employees and the organization as a whole.

Objectives

- To understand the mentoring concepts
- To consider the application of mentoring to Indian business
- To prepare Indian business for next gen companies

STATEMENT OF PROBLEMS

It could be faced by the option of premise that there are a lot of variables through mentoring activities. Further it power need flexible attitude when an unexpected situation occurred. There might be situations that mentors could not afford alone. But, there are over 7,500 companies about the world. The majority of them fail.

REVIEW OF LITERATURE

Santamaria, (2003) is of the view that mentoring is a one to one relationship. The expert or a senior person voluntarily helps the junior by giving his time. This could be considered as the emotional support and guidance which will be beneficial for the youngsters to learn and adapt to the existing situation. [1]

Bell, (2000) considers that all mentors are not supervisors or managers. But all effective supervisors and managers should be mentors. Mentoring must become that part of every leader's role. The mentor has different roles as to identify career goals of the protégé rendering advice, personal development and professional development. [2]

Jacobson and Kaye (1996) studied the successes and failures to learn from past problems and opportunities to learn. The study observed that (i) Mentoring must promote international learning, coaching, modeling and advising, (ii) analysis about success and failures and (iii) both mentor and protégé take joint responsibility for learning.[3]

Benabou, (2000) stated that formal mentoring programmes are essential for the development of a country. The informal mentoring is considered better for the furthering the improvement of the country. It points out for the formal mentoring programmes covering the companies Colgate-Palmolive, New England Telephone, Jhonson & Jhonson, Pacific Bell, Pitney Bowes, Proctor & Gamble, Federal Development Ban, U.S. Department of Transportation, the Navy, the Air Force, the Air National Guard, Agilent Technologies, Intel, and Southwest Airlines.[4]

Maxwell (1998) identified mentoring as empowering. Empowerment is powerful not only for the person being developed, but for the mentor. The formal mentoring programme is highly successful. The impediments for career development remain as the female perception, gendered values and perceptions of the management and the leadership. The formal mentoring could offset any such impediments. [5]

Indian companies need to include the following in their mentoring programmes

- They have to understand the organization culture of the firm
- Preparing the personnel for meeting any work pressure and ready for business transition
- Self-management and motivating
- Career guidance leading to professional and self-development

SELECTING THE MENTORS

Lonnie D. Inzer and C.B. Crawford (2005) [6] have mentioned about three important basic questions to be answered about the selection of the mentors.

1. Who should the mentors be?
2. How does the organization select them? And
3. What is their role?

MENTOR SHOULD HAVE THE KNOWLEDGE AND WISDOM TO PASS ON TO OTHERS

The mentor may be a person whom the protégé finds good friend and develops good relationship. The protégé should not expect the solution for every question and remedy for every malady he or she encounters in the working process.

THE RELEVANCE OF MENTORING FOR INDIAN ORGANIZATION IN THE PRESENT SCENARIO

If we want to compete with the established leader at the global level we have to incorporate the mentoring concept in Indian firms. It may be a small firm to Indian MNC. we have to continuously adopt the mentoring programme so as to get maximize the revenue and minimize the cost. India is a country blessed with intelligent people but on the team work side we have to learn a lot. Here comes the mentoring which is a win-win situation for both the firms and the individuals.

EFFECTIVE TOOL FOR PEOPLE DEVELOPMENT

Mentoring acts as the positive tool for the development of the people who in turn would increase the production and be supportive for the firms to grow leaps and bounds in a sustained manner. Mckinsey (2000) shows that Seventy one per cent (71%) of Fortune 500 and private companies use mentoring in their organizations. It is a less cost, less pain yet more gain and the most preferred method in the recent days as more and more educated elite personnel want support and recognition, not bullying.

MENTORING AND STRATEGIC BUSINESS OBJECTIVES

- High potential
- Succession planning
- Attract and retain talent
- Support diversity
- Recruitment
- Retention
- Visibility and overcoming glass ceiling
- Commitment to execute the mentoring models

Management Mentor Pilot Program (Men pilot) allows the people and the management to understand and addresses the issues. Organization sponsored formal mentoring is meant for developing the protégé and the productivity in the organization itself. It is more structured and would be one of the broader development programmes. Human relationship is a delicate one which needs to be balanced well in order to maintain the firm at the helm of Business Empire.

RETAINING TALENT MANAGEMENT

The mentoring concept would help in assessing the people's knowledge and guidance. In the coming years retaining one person in one company for a long time would be difficult as the talented would shift to the organization where development opportunities are available. It is here comes the mentoring to the rescue of management. It should create a feeling of oneness with the company and when the person wants to leave the reasons for his leaving in 360 degree should be analyzed. Most of the time people leave the company not due to not liking the company but the immediate supervisors.

FAMILY LIKE STRUCTURE

Age and batch differences could be found in work place. Even generational divides could be found in and worldwide differences and how they career moves.

The organization should create a love and empathy towards the workers. Whenever some mistakes take place, the reason should be found and the not the person to be blamed for. Most of the time we look for the person as a safe goat for our problem rather than the actual problem is. The good manager should create an ambience essential for the work to be completed smoothly.

MENTORING TO MAINTAIN WORK-LIFE BALANCE

Many people are unable to give their best due to the inability to maintain the proper work life-family balance. The real mentor could provide suggestions to have a happy family life and work life. Everyone should love to

spend time with the work place. The small things like jealous, complaining others unnecessarily and petty politics should give way for development of the team work.

Modern people are affected by non-contagious diseases like heart ailment, diabetes and others due to various reasons but no one can deny the role of stress and tension sucking their energy level and interest in working.

MENTORING EVEN TO TOP MANAGEMENTS

It does not mean that mentoring is only needed for the newly recruited juniors at the lower level. The mentoring of that much may not be required for the top managers, but it is also essential for the officials to carry out the work in time. The humans are like in feelings and aspirations but the experience makes this stable for the company.

WHAT IS EXPECTED OF THE COMPANIES?

The exceptionally well performing companies consider friendly working environment, special health care facilities, working time flexible, team work and good mentoring facilities are available. This will make the top companies from ordinary companies.

SUGGESTIONS

India is known for its extensive natural and excellent human resources that have to be honed to make it the leader in business and economic arena in the years to come. The firms must facilitate for the formal and informal mentoring mechanism for the effective personal relationship and development. The knowledge will freely flow and spread to other areas where amiable relationship exist between the superiors and the subordinates. India has to embrace the eastern and the western concepts for the development of the firms leading to the India emerging as the market leader legacy.

CONCLUSION

Mentoring occupies the central role in many organizations. The employees have relationship across the organizations. Hence it is to be noted that it has to be nurtured for its full blossom and development.

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