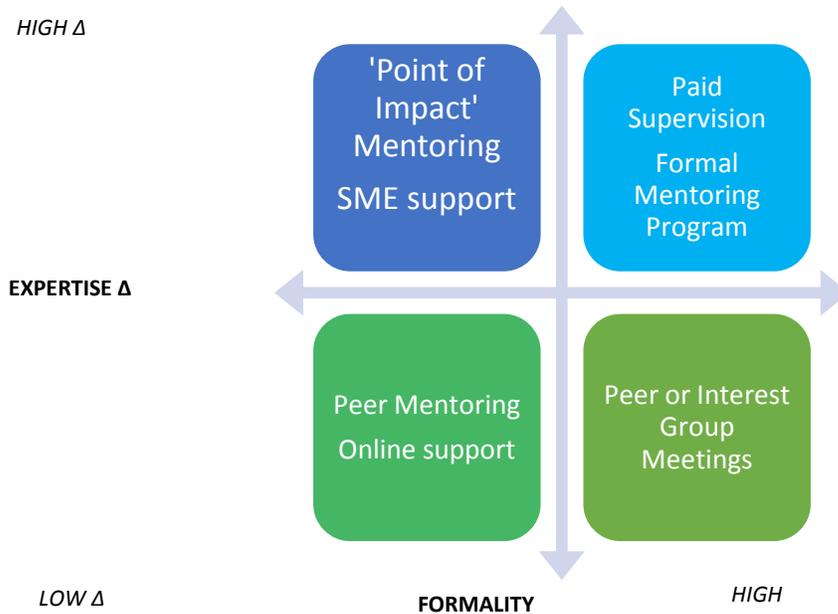




Mentoring Matrix*

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X-axis: **DEGREE OF FORMALITY**. The amount of structure, process, and rules of engagement required to keep the mentoring relationship on track.

- *Low Formality* mentoring may lack a regular structure and may be opportunistically determined. For example, you may pose a business question to a LinkedIn group with expertise in that domain. You may get no responses or 100 responses. Further mentoring may occur through continued conversation, but there is little adhesion to a relationship and it may end at any time. Another example is peer mentoring. You may have a close colleague who faces some of the same client delivery challenges that you face. You have a situation arise where you need some counsel and direction, so you call the peer, get some great counsel, and go on your way. There may be no formal follow-up or commitment to a future engagement (or perhaps there is, but there is significant flexibility in timing, length of commitment, etc.)
- *High Formality* mentoring has an explicit structure, often with clearly defined goals, timeframes, objectives, and rules for engagement. Company-sponsored mentoring programs often fall into this category, as does supervision for which the mentor is financially compensated. Groups that follow set meeting schedules, such as Young Presidents Organization (YPO) or Women in Technology (WIT), are examples.

Y-axis: **EXPERTISE DELTA**. The degree of difference between the expertise of mentor and mentee in the specific domain for which mentoring is being sought.

- *Low Delta* mentoring indicates a small gap between the two individuals' experience bases. With a similar base of knowledge, the mentor relies more on perspective, objectivity, and provision of a listening ear rather than counsel based on experience. These relationships tend to have clearer mutual benefit. The peer-mentoring situation discussed above is a good example.
- *High Delta* mentoring indicates a large gap in experience base between mentor and mentee in a particular domain. In this case, there may be a need to more clearly demonstrate the value of the relationship to the mentor (or create value through compensation). Mentoring may take place in an ongoing, formal way or only around a specific point of impact. For example, a very seasoned business professional may be struggling to leverage technology effectively. She may seek out mentoring from a younger, tech-savvy Subject Matter Expert who can help her through a specific tech problem (informal) or who meets with her biweekly (formal) to develop her skills.