



**CIPRIANI COLLEGE**  
OF LABOUR AND CO-OPERATIVE STUDIES

**WHY MENTORSHIP IN THE WORKPLACE**

# **WORK MATTERS**

**MARCH 2026**

**COLUMN**

# Why Mentorship in the work place

**Ingrid Pilgrim, Assistant Lecturer, Elma  
Francois Institute**

Mentorship is all about guidance and support of an experienced colleague to a less experienced one with the aim of assisting them to develop and succeed in their personal and professional journey with extraordinary benefits to the organisation. It should not be mistaken for on-the-job training. Rather, it is a strategic necessity for organizations operating in today's world-of-work that is dynamic and highly competitive, seeking best-fit employees at all levels to support its drive for sustainability, resilience and innovation. Although it is difficult to assign a monetary value to benefits derived from mentorship, organizations that implement strong mentorship programmes realize significant returns. Ideally, during the hiring process organizations would want employees that are experienced and have practical knowledge in the relevant field. However, these are illusive qualities not acquired via formal training and academic qualification alone. Through mentorship, these employees would be exposed to real-life experiences such as problem-solving and decision-making enabling them to navigate any work place challenge efficiently and cost-effectively. Therefore, these skills/characteristics are easily harvested by the use of mentors whose focus is on employee development and moulding individuals into the right fit for the organisation. As a result, employees become more competent, confident and well-prepared for their roles and responsibilities and are prepared to treat with any challenge that may arise along the way. New and existing employees require mentorship to evoke the feelings that the organization has vested interest in their growth. As such, they would want to be an employee of the organization. Mentorship plays a major role in strengthening employee commitment, engagement and retention. Employees who feel a sense of belonging, trust, and purpose are more motivated to make greater

economically and productively efficient contributions to the organization. Alternatively, organization benefits from a reduction in staff turnover, commitment and loyalty and the preservation of institutional knowledge. It is also important for the development of strong leaders and improved succession planning. Mentors help identify and foster future leaders by pushing them to stem out of their comfort zone to allow mentees to practice, improve and develop new skills. Mentees develop competencies such as communication, emotional intelligence, adaptability, and accountability in preparation for leadership roles. This kind of intentional guidance align potential leaders with the organization's vision, mission, and values and solidifies organizational continuity and long-term resilience. Clearly, the entire organization benefits from mentorship programmes by reinforcing a culture of continuous improvement. It encourages collaboration, inclusivity, and knowledge sharing, all necessary elements to minimize or remove generational, cultural, and departmental gaps. In this way, mentorship supports comradery, solidarity and mutual respect among employees of the organization. Senior staff gain renewed sense of purpose with fresh perspective, while junior staff feel empowered willing to share their views, ideas and drive innovation. This kind of exchange further strengthens professional development of all staff. Mentors' success is based on their ability to ask insightful questions, have great listening skills and willingly share institutional knowledge. Mentors guide mentees with respect to their career trajectory in the organization. Mentors make recommendations and even suggest professional development needs, help identify goals and the necessary resources required to achieve these goals. They can also help in preparing mentees for an interview or promotion process, providing feedback on resumes and cover letters, as well as, tips for acing an interview. They are the cheerleader for the mentee, encouraging and supporting them in becoming the best version of themselves person, a professional

who makes valuable contributions to the organization. In essence, the benefits are unlimited, however, to maximise these benefits there must be commitment and formal planning, mentorship cannot be ad-hoc. It must be part of the learning, training and development and strategic objectives of the organization. The organization must provide the relevant support mechanism with clearly defined roles and expectation and it must be properly executed by trained Mentors. Most of all success of mentorship is dependent on having an environment with the pillars of trust, mutual respect and open communication. A well-planned mentorship program in the workplace would ensure committed employees reduce staff turnover, strengthen succession planning and strong leaders. It would foster a positive and inclusive organizational culture, and aid the achievement of strategic objectives. It enhances employee engagement, improves their performance, and prepare leaders while building and actively fostering an environment of care, support, and growth. As workplaces continue to change, organizations will become more resilient, better able to adapt and treat with challenges and be successful. These are all critical reason to have a well-planned, managed and executed mentorship program in the organization.