

Corporate Mentoring Program Luxoft Experience

HR API Conference

May 2018



Business request for Mentoring



Business request and objectives

PROBLEM STATEMENT

- High demand from business regarding **leaders scalability**: we need **leaders and experts available to start new business**
- High need of **managers retention**
- High need of new **flexible way of managers development**
Based on Engagement survey results 2017 35% of managers attending trainings “never” or “rarely”
- Based on engagement Survey results, we may see that all our **employees clearly understand career opportunities in the organization**
Based on Engagement survey results 2017 13% of managers do not understand career opportunities in organization and 21% are not sure they understand them

QUESTIONS THAT ARISE

- Are we able to **grow the future leaders** and provide them with actual knowledge, skills and experience timely?
- Are we able to provide our managers with **support of their professional and career aspirations** within the Company?
- Are we able to create a flexible education scheme that will meet managers expectations?
- As we have professionals in various stages of their experience and career, why not invite them to **share knowledge and raise their management maturity**?

WHAT DO WE NEED?

Clear managers development program related to:

- Planning and support of managers **career and professional development**
- **New leaders growth**
- Managers **retention**
- **Flexible and easy** to participate

BRIDGE TA

► One Global Company



BRIDGE mentoring '17-18 rollout

8 Luxoft locations: Bulgaria, Ukraine, Russia, Romania, Poland, Germany, the USA and Mexico

Program's target audience:

1700 employees in the locations mentioned

Applications: **56** Mentors **153** Mentees

Pairs matched: **117**

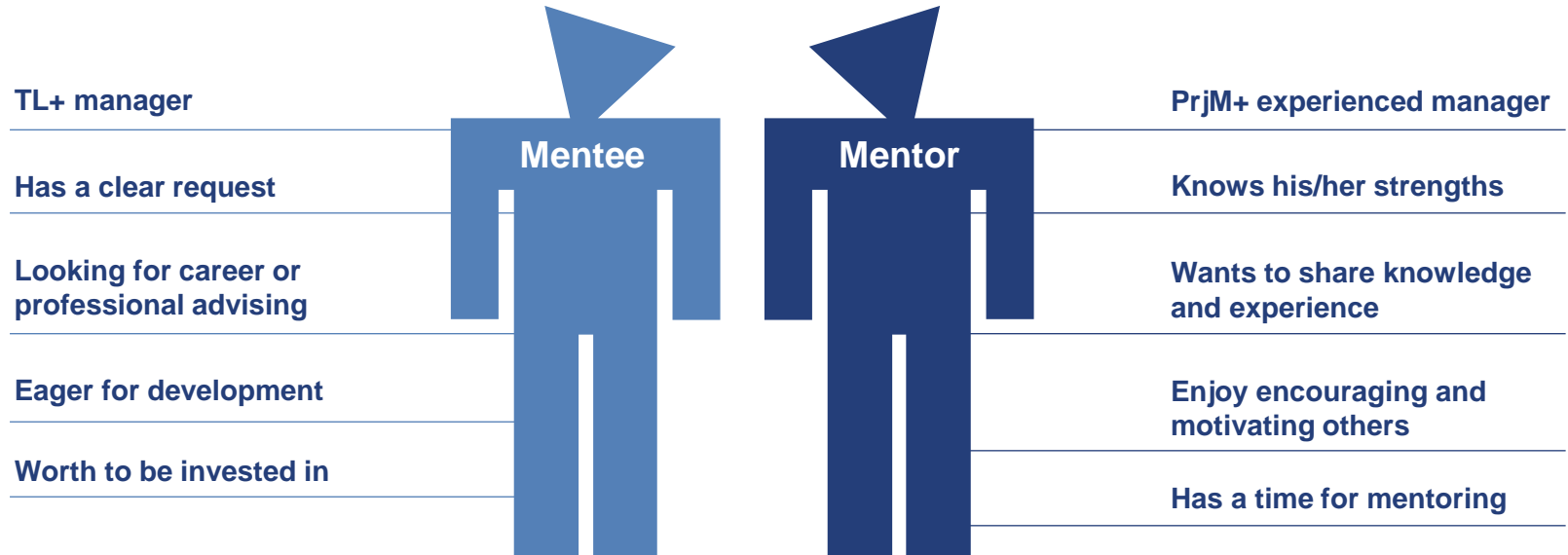
Local pairs: **61**

Cross-cultural: **56**

Implementation & rollout



Mentee and Mentor Profiles



Successful match: request and personalities

Mentees' popular requests

Managerial skills

- People management
- Negotiation skills
- Conflict management
- Raising team motivation
- Delegation skills
- Leadership
- Strategic thinking

Career advising

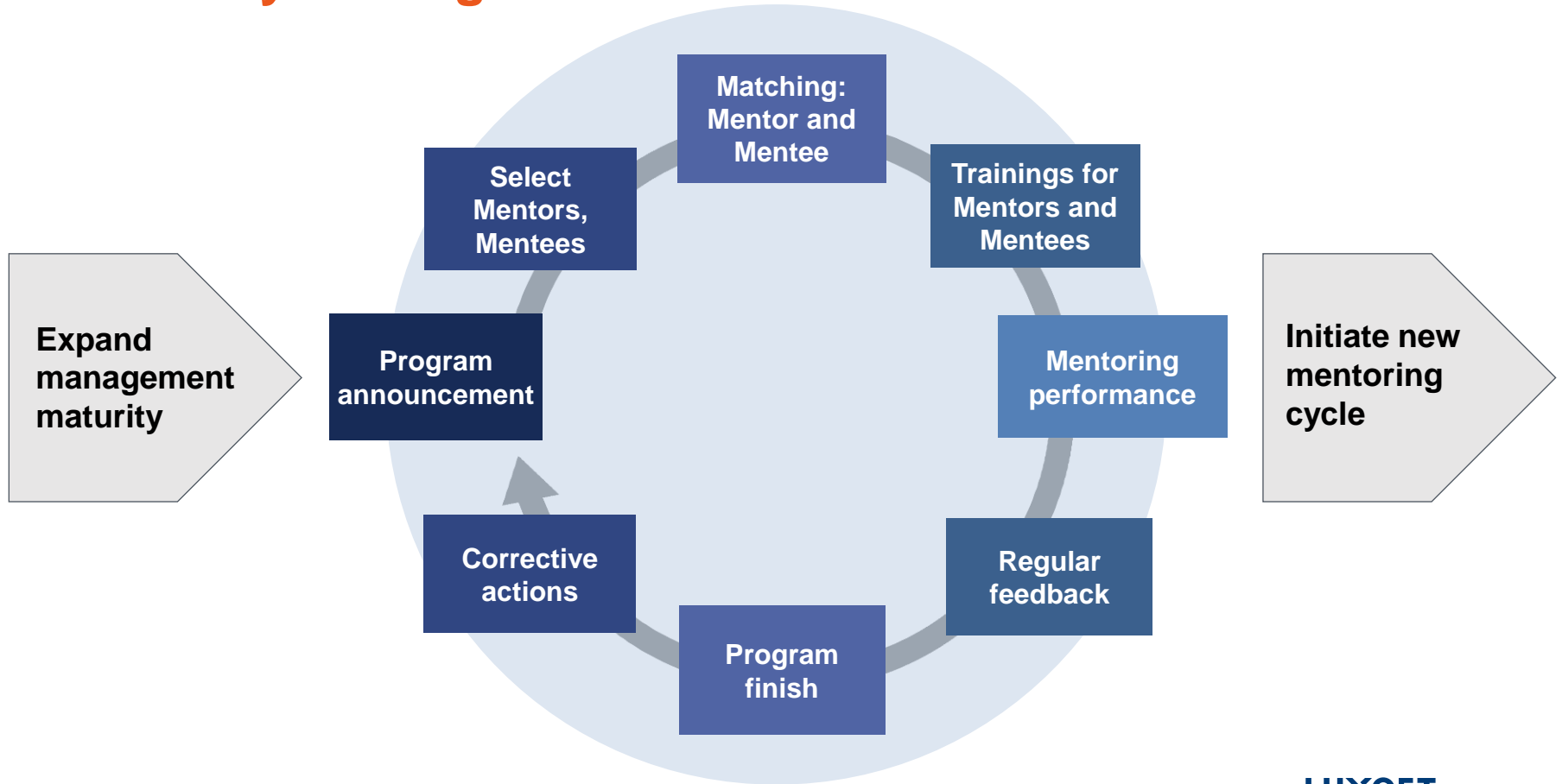
- Building a career
- Ways of growing to the higher position

Running the business

- Corporate management
- Building successful sales function
- Project management
- Forecast and Budget planning
- Risk management skills
- Client management



BRIDGE cycle stages



Corporate Communication Channels



LuxTown internal portal - knowledge base with social functions (blogs, communities, likes, gamification). Own product based on Atlassian Confluence

Poppulo tool for constructing news Digests for emailing

Email. Most important and urgent announcements

Townhalls. Cascading key strategic messages from Top Management

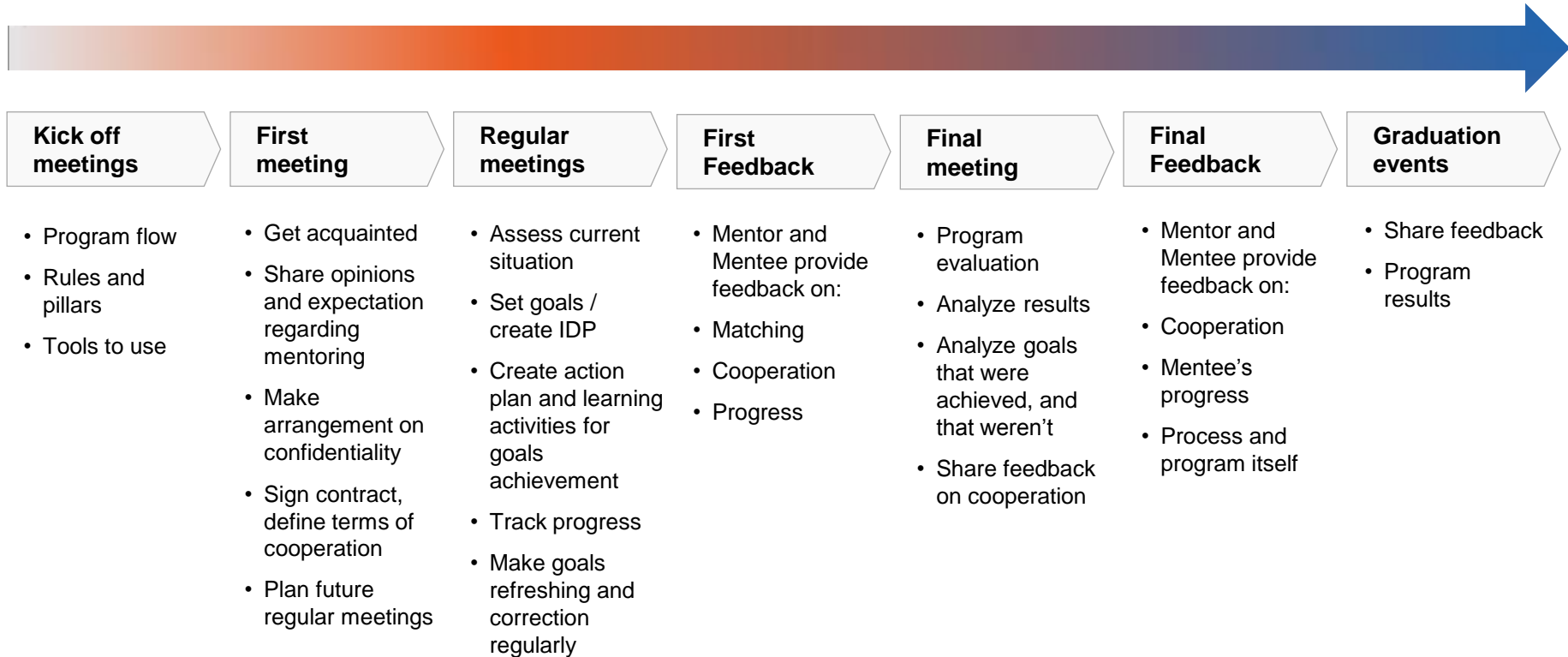
Lockscreens for internal promotion campaigns

Posters - used in internal promotion campaigns

(new!) **Workplace by Facebook Enterprize** Social Network tool, trial version – key corporate updates, groups, blogs, townhalls live streaming, employee feedback

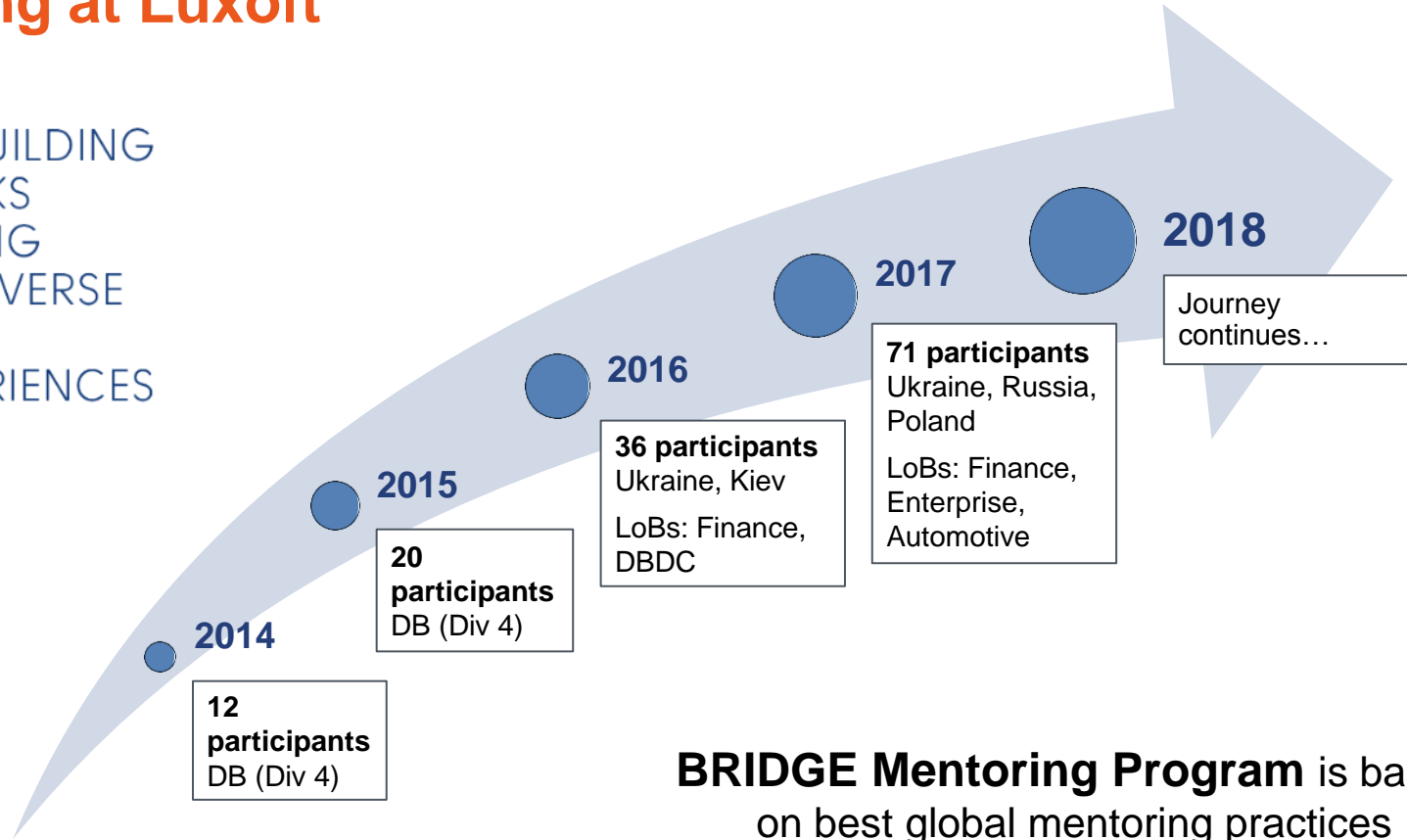
Word of mouth advertising by Leaders and decision makers

Program content



Mentoring at Luxoft

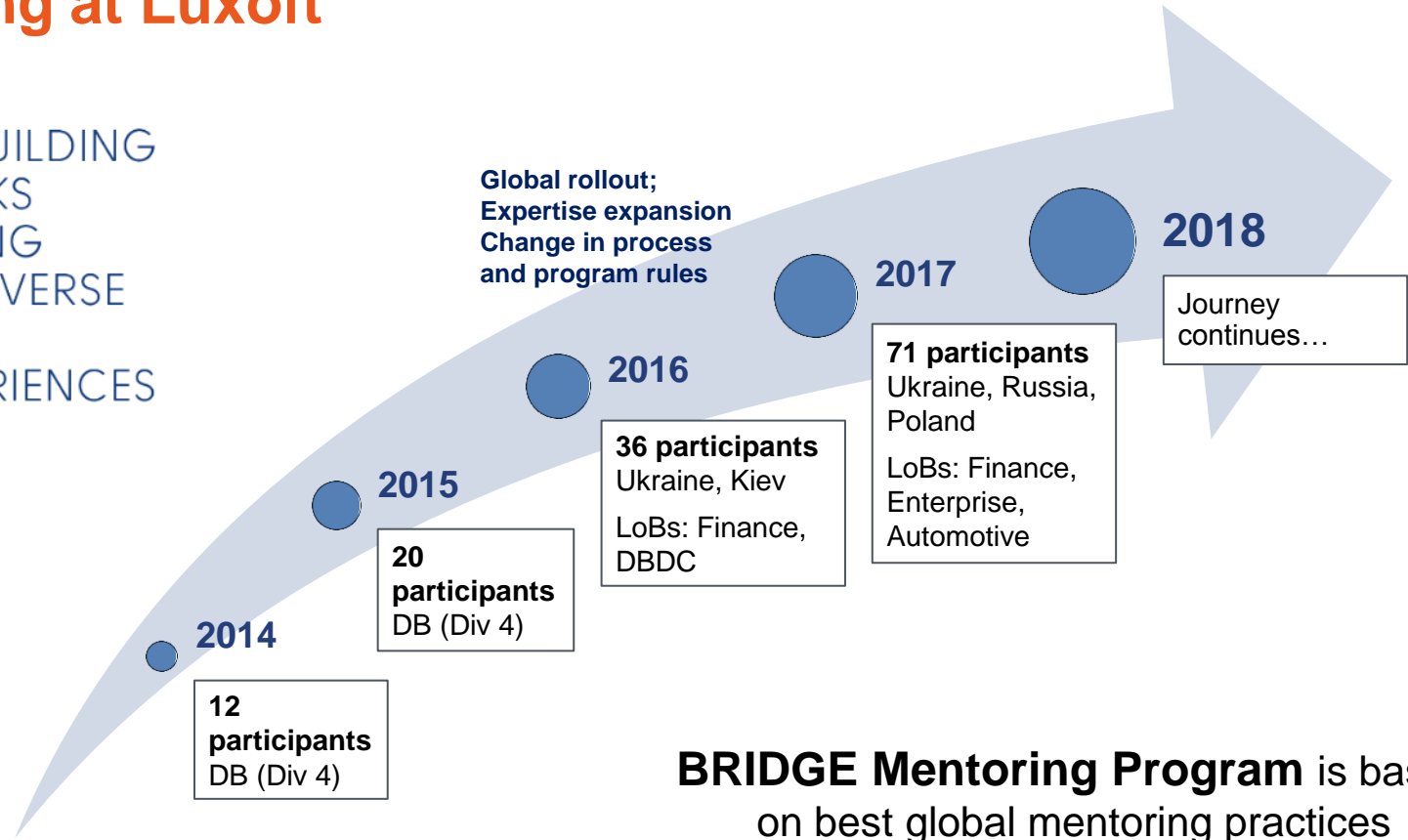
BUILDING
NETWORKS
CREATING
DIVERSE
LEARNING
EXPERIENCES



BRIDGE Mentoring Program is based on best global mentoring practices

Mentoring at Luxoft

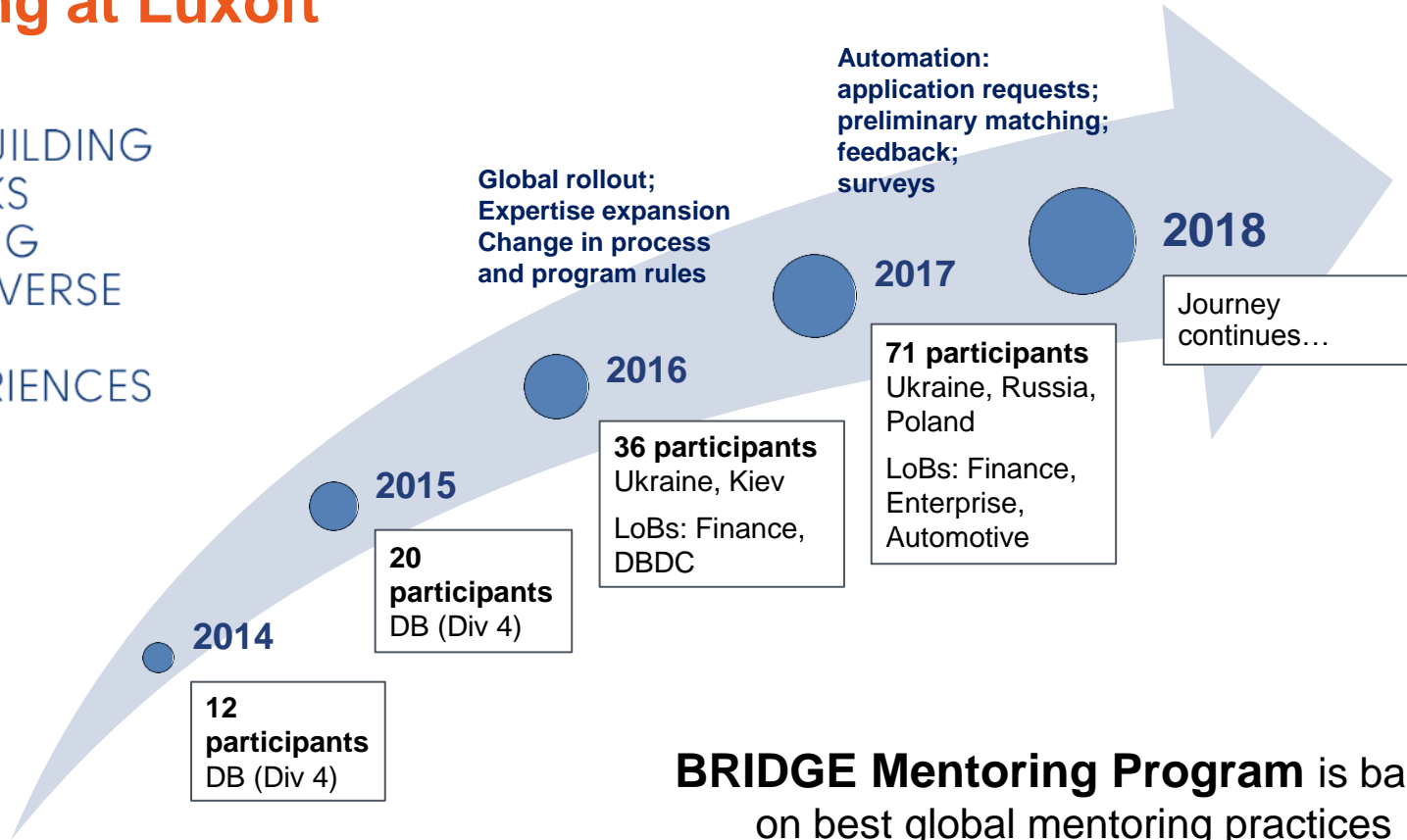
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Risk management

POSSIBLE RISKS

- ◆ Dissatisfied applicants
- ◆ Conflict of interest (manager/subordinate)
- ◆ Confidentiality
- ◆ Internal hunting

RISKS HEDGING

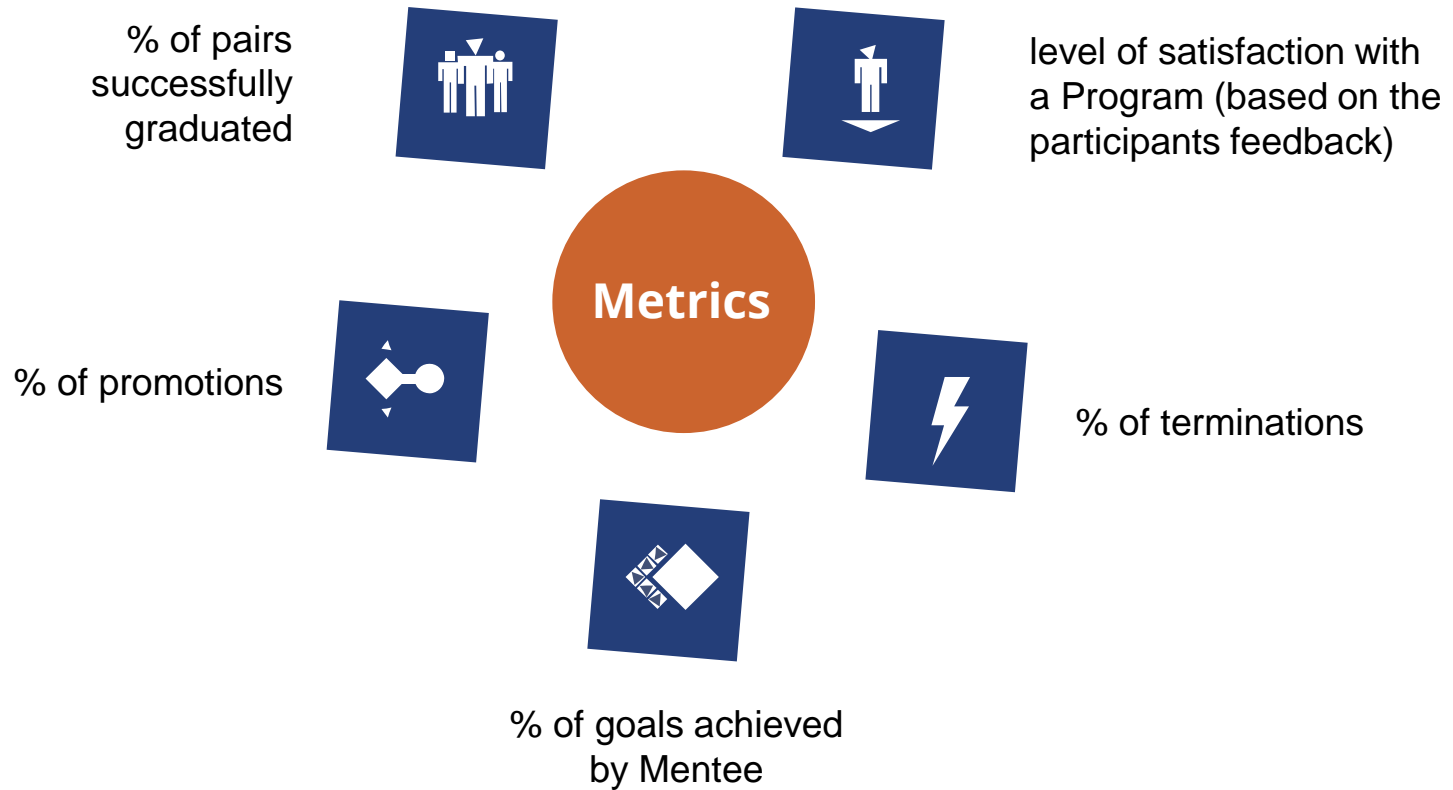
- ◆ Expectations management. Transparent Program Entering rules
- ◆ Transparent communication. Seeking for management approval. Training for Mentors
- ◆ Two-sides confidentiality agreement. Training for Mentors and Mentees
- ◆ Corporate Internal Mobility regulations



Business value justification



Metrics



Success criteria

Process KPI's:

#	Name	Target			Description
		Green	Amber	Red	
1	Pairs successfully graduated	>70%	50-70%	<50%	% of pairs that successfully cooperated with each other during the program length and graduated at the end of the program - based on the calculated number of pairs and their feedback
2	Goals achieved by Mentee	>40%	20-40%	<20%	% of goals achieved by Mentees (100% of goal's achievement) by the end of the program (% from those that were planned and requested at the program start)

Metrics based on program results

#	Name	Target			Description
		Green	Amber	Red	
1	Satisfaction with a program (Mentors)	>70%	60-70%	<60%	Level of the Mentors satisfaction with their participation in the program - based on the participants feedback that is collected at the mid and end of the program
2	Satisfaction with a program (Mentees)	>70%	60-70%	<60%	Level of the Mentees satisfaction with their participation in the program - based on the participants feedback that is collected at the mid and end of the program
3	Terminations among Mentees	<10%	10-15%	<15%	% of Mentees who were enrolled and participated in the program and left the company after the mentoring cycle start
4	Promotions among Mentees	>25%	10-25%	<10%	% of promotions among Mentees who requested career development as their main goal for the participation in the program

BRIDGE business value

► Customized people development

Promotions in 2016 cycle:

33% of Mentees

31% of Mentors

Promotions in 2017 cycle (cycle finished in Sep'2017)

26% of Mentees

21% of Mentors

20% **Mentees** from 1st & 2nd program cycles **became Mentors**

29 vacancies were filled by BRIDGE participants internally instead of external hiring

BRIDGE costs for 2017 year cycle – **25\$** per participants

BRIDGE business value

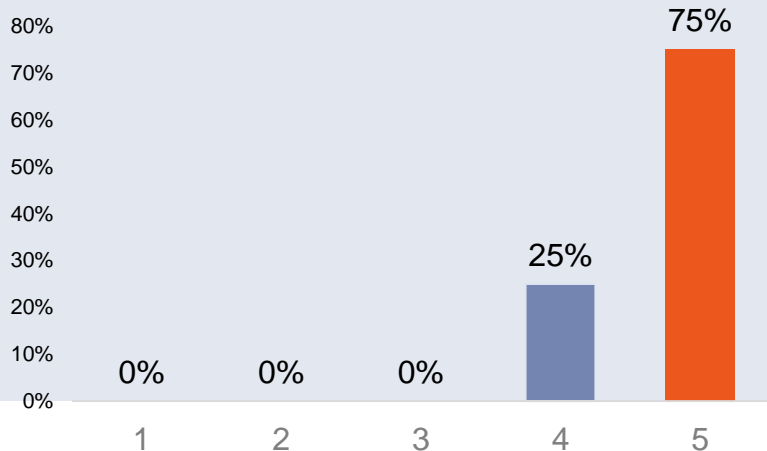
► Inspiration and engagement

BRIDGE raise valuable relationship in the Company

Based on Mentoring cycle 2017

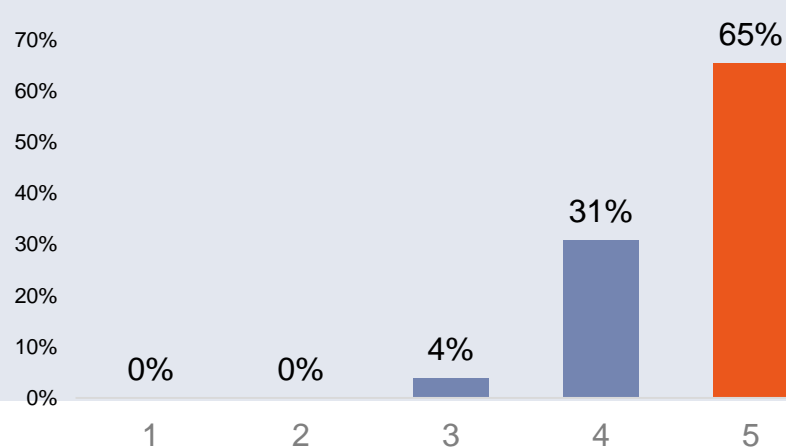
How are you satisfied with the relationship with Mentee

where 1 is absolutely unsatisfied and 5 is absolutely satisfied

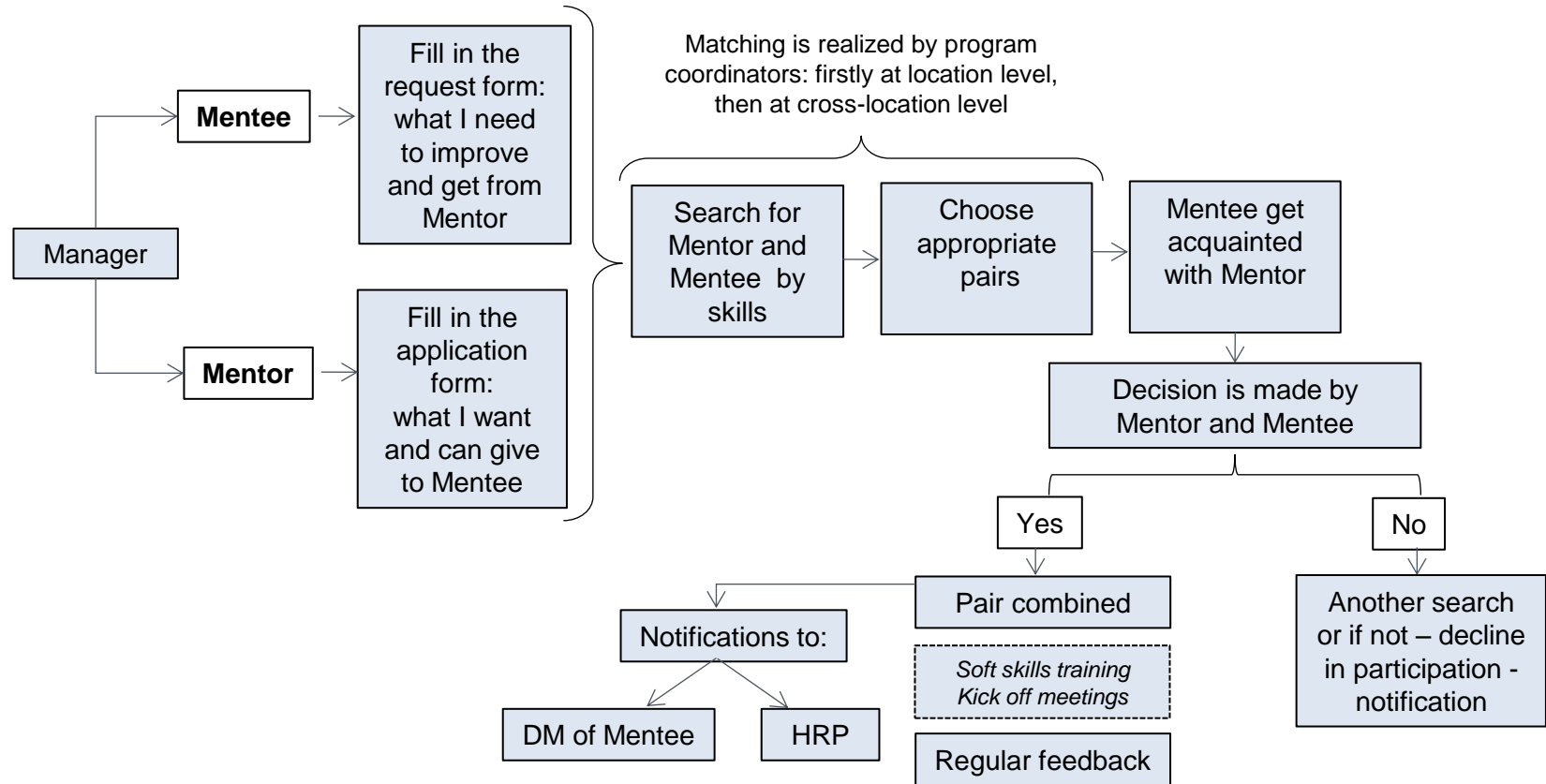


How are you satisfied with the relationship with Mentee

where 1 is absolutely unsatisfied and 5 is absolutely satisfied



Matching: how it looks like



Thank you!



BRIGHT MINDS
SHARP SOLUTIONS



LUXOFT

LXFT
LISTED
NYSE