



Report among participants in mentoring programmes

Mentoring through the eyes of Mentors and Mentees

May 2025

Introduction

Mentoring as a development method is growing in strength - more and more organisations are recognising its value as an effective method of development, building intergenerational relationships, improving engagement and motivation. From the beginning of **Mentiway**, we believe that a well-designed mentoring programme carries the power to change people, strengthen teams, develop leaders and shaping the culture of entire organisations.

We are a platform for comprehensive management of mentoring programmes. Since 2022, we have been supporting various types of organisations - companies, universities and foundations in the effective implementation, running and monitoring of mentoring programmes. Today, we support **thousands of mentoring processes** through technology. These collaborations have allowed us to gain unique knowledge of how mentoring works in practice, what really works and what is challenging and requires more work and energy.

One of the most valuable sources of knowledge for us is the feedback from people participating in mentoring programmes - mentors and mentees sharing their observations about mentoring, their use of the Mentiway platform and the value the process has brought to their development. We have already collected several hundred such surveys, and the results we decided to analyse and make more widely available in the form of a collective summary.

This is how the report you are reading was created - the extensive study based on the voices of **317 people** participating in mentoring in over **20 different mentoring programmes**. We are giving it to you for free as part of our mission to popularise mentoring and support those who want to implement it in their organisation.

We believe that the data and findings from the report will help you better understand the perspective of mentors and mentees, and perhaps inspire you to organise your own mentoring programme. If this is the case - **please contact us**. We'd be happy to share our experiences and help you create a programme tailored to your organisation's needs, using our technology.



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Key findings

The following is a summary of what we consider to be the most relevant findings of the study (in abbreviated form). You will find the full conclusions of the survey and its analysis later in the report.

1

97% of those participating in mentoring programmes would like to **implement mentoring more widely** in their organisations.

2

The **NPS** for mentoring as a method of personal development is as high as **78 points**.

3

Almost all participants in the mentoring processes (**95%**) are **satisfied** with the with the **pair selection** regardless of whether they chose the pair themselves or it was imposed by the organisers.

4

The three most frequently mentioned **benefits** of participating in a mentoring programme are regardless of role (mentor/ mentee):

- Broadening/learning a different perspective.
- Increased self-awareness and insight into oneself.
- Establishing new relationships and friendships.

5

Among mentees, differences can be seen in **benefits** depending on the **category of mentoring programme**.

Mentees perceive different benefits in corporate programmes, others in university and ‘foundation’ programmes.

6



The most commonly identified **barriers** related to the implementation of mentoring processes are:

- Lack of time.
- Difficulty in clarifying mentee goals.
- Mentor-mentee mismatch.

Evaluation of mentoring as a form of personal development

The survey available within the Mentiway platform on which this report is based begins with an evaluation of the mentoring programme in which the participant is taking part. However, we have chosen to open this report with a broader question - concerning the **general evaluation of mentoring as a form of personal development**.

In these surveys there are two questions on the evaluation of mentoring:

-  The first question asks how much (on a scale of 1 to 10) the participant would **recommend mentoring as a form of personal development**.
-  The second question is - if it were up to you to decide, **would you implement mentoring in your organisation?**

Both questions have exceptionally high scores.

95.4% of participants in mentoring programmes **positively evaluate mentoring** as a development method.

97.2% of participants in mentoring programmes would like to **implement mentoring more widely** in their organisation.

When asked to recommend mentoring, up to **95%** of participants responded positively (rating of 7 or higher on a 10-point scale). On the other hand, in the case of the question - would you implement mentoring in your organisation, this value is even higher - the answer 'yes' is given by as many as 97% of people.

It is also worth noting that the **NPS (Net Promoter Score)** for mentoring is as high as **78**, a value comparable to the most trusted brands in the world.

Experiences of mentoring programme managers

The CEE Digital Alliance is a network of seventeen leading digital marketing agencies from Central and Eastern Europe, bringing together nearly one thousand specialists. Last year, we recognized the need for stronger programs that would enhance both career growth and personal achievements within our community. This led us to discuss the idea of mentoring, but implementing a cross-agency and cross-border program seemed nearly impossible—until we discovered Mentiway. With Mentiway, everything fell into place, and we realized it was the ideal tool for our community.

We launched the mentoring program in the spring of 2024, and it exceeded our expectations in terms of success, with both mentors and mentees eager to participate. The feedback has been overwhelmingly positive from the start.

Running the program across different agencies and countries has provided a unique and enriching experience, allowing participants to gain new perspectives and insights from diverse backgrounds and cultures. Both mentors and mentees have shared great feedback, and seeing the impressive results at the end of the first season has made it clear that we will definitely have a second season, soon to be launched. Given the excitement surrounding the program, it is likely to become a core program of CEE Digital Alliance moving forward.

Anca Munteanu  
Operation Executive
CEE Digital Alliance



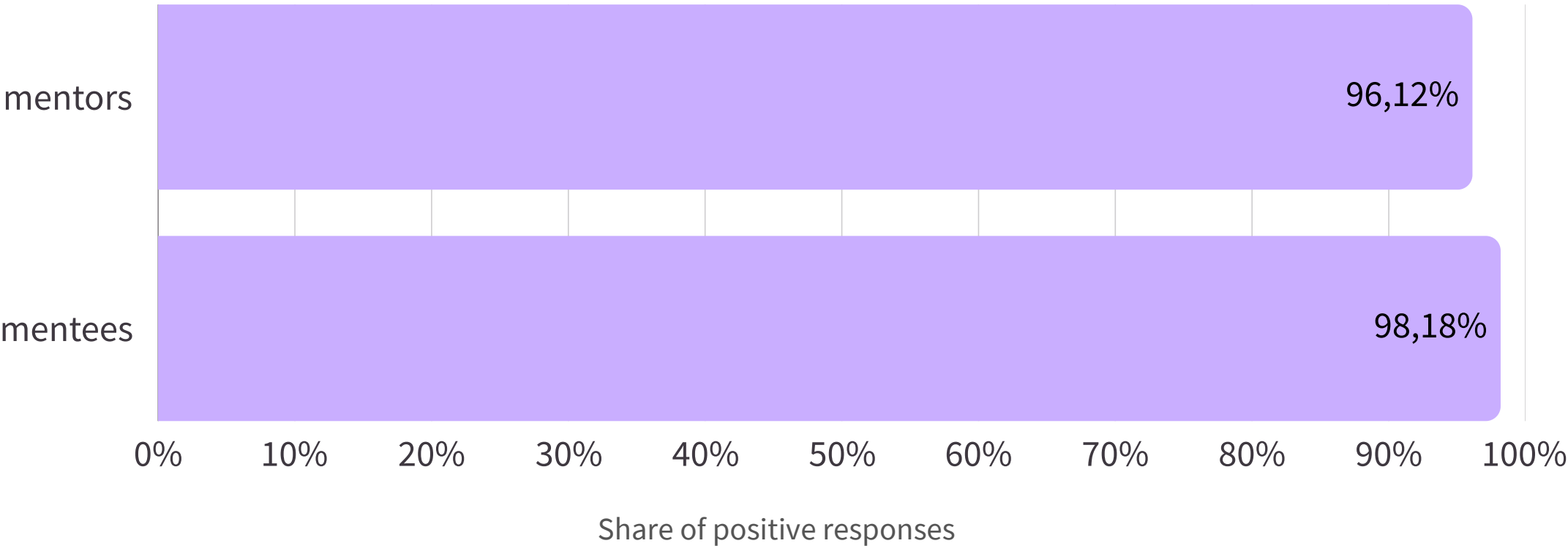
International mentoring programme within the CEEDA alliance

Differences in the evaluation of mentors and mentees

When asked about their desire to implement mentoring more widely in their organisation, both mentees and mentors gave similar, very positive answers.

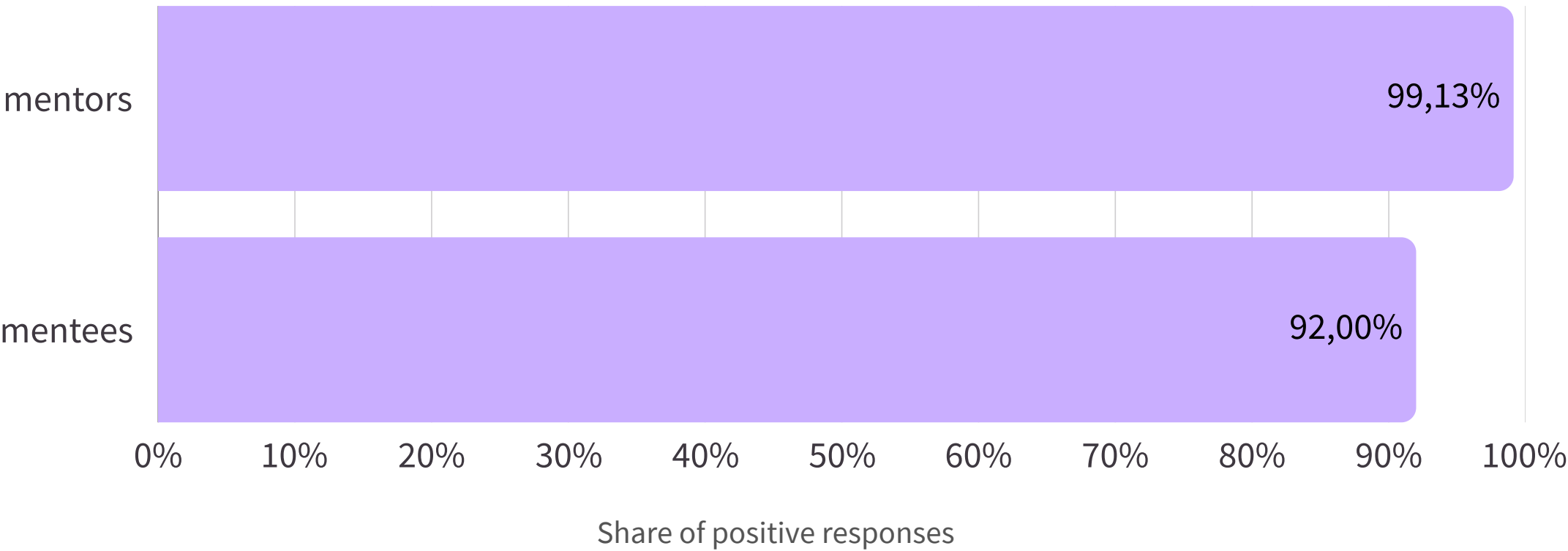
In both cases, more than **95%** of participants would like to **implement mentoring more widely**.

If it were up to you to decide, would you implement mentoring in your organisation?



When asked about the degree to which mentoring is recommended as a development method, some differences can be seen. There are slightly fewer positive values (7 or more / 10) for **mentees (92%)**, while for **mentors** this value reaches almost **100%**.

Would you recommend mentoring as a form of development?



Experiences of mentoring programme managers

From my perspective - as a mentor with many years of experience and as someone who designs mentoring programmes in organisations - the results of the report show how optimistic the people participating in mentoring are about this form of development.

Mentoring is extremely flexible - both for mentees as well as for mentors. The style of the process can be very different: more or less directive, question-based, experience-sharing or a hybrid - a unique combination of these approaches in any in any proportion. Every mentor and mentee can find their own authentic style.

And it is in this flexibility that the strength of mentoring lies - it is a method of development that can also adapt to the mentee's individual needs and goals.

In my experience, it is clear: everyone benefits from a well-run mentoring process - mentee and mentors, as well as the whole organisation. It is not a one-sided transfer of knowledge, but a process, in which both parties develop, gain greater self-awareness, learn from each other and broaden their own perspective.

The result of this process is not only the individual goals achieved by the mentee, but also impulses that can make a real difference to the on the culture of the entire organisation - for example, by supporting its transformation into an efficient learning organisation.

Ola Wagasewicz  

Design and implementation of mentoring programmes
Mentor, Trainer of Mentors, Project Manager
TheBloom.pro



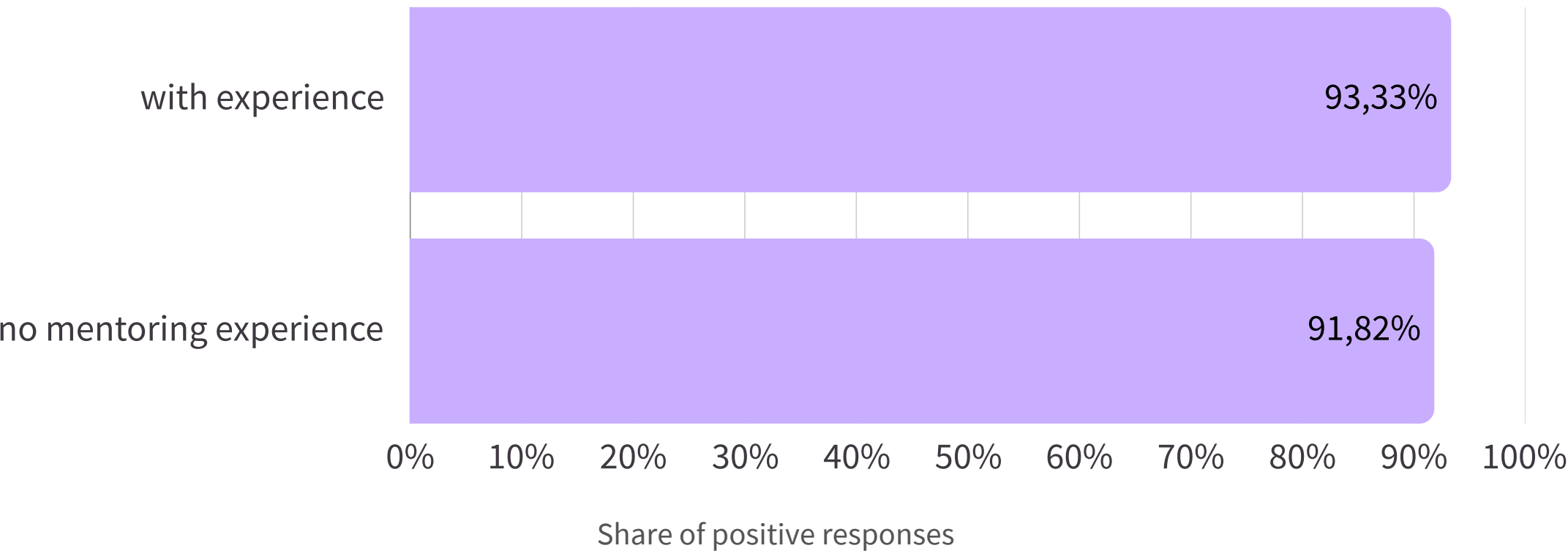
Evaluation of mentoring according to previous experience

Mentoring programmes supported by the Mentiway platform are attended by participants who have had previous exposure to mentoring as well as those who are just beginning their mentoring journey.

In the case of **mentors**, **no significant differences** can be seen in the degree to which mentoring is evaluated, regardless of whether we are talking about **beginner or advanced** participants.

A slight difference emerges among **mentees** in favour of participants who had previous experience with mentoring (**93.3%** versus **91.8%**).

Would you recommend mentoring as a form of development? Responses among mentees.



From the data quoted it can be concluded that mentees with experience are likely to:

- know what to expect and how to use the process,
- understand that the effectiveness of mentoring depends on them,
- contract more easily and communicate needs openly,
- have less fear and uncertainty at the start.

Satisfaction with mentoring programmes

Noteworthy is not only the high evaluation of mentoring as a method of personal development, but also the positive perception of the mentoring programmes in which those surveyed participate.

Mentoring is much more than just meeting in a mentoring pair.

It is a complex process involving many stages from planning, recruitment, implementation, including in terms of the mentoring processes themselves, to an appropriate conclusion and celebration ([for more information on the implementation of a mentoring programme, see our blog](#)).

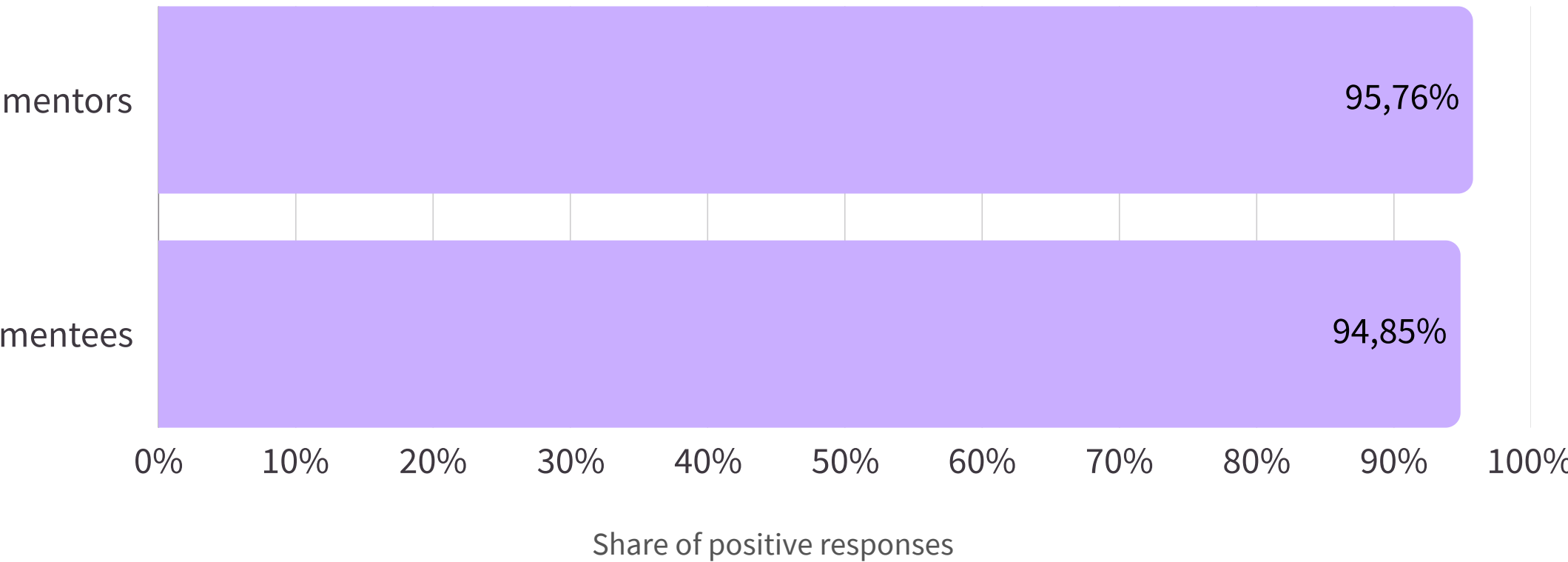
The satisfaction of programme participants is therefore influenced not only by the mentoring process itself.

In the surveys conducted among the Mentiway users, the first question is precisely about the satisfaction rating of the **overall mentoring programme** in which these people participate. It turns out that this score among Mentiway-supported programmes is very high at over **95%**.

This value is equally high among both mentors and mentees.

In order to achieve **high satisfaction** of the **mentoring programme**, in addition to providing the right pair, it is necessary to **prepare** participants, communicate and providing support at every stage of the process.

Degree of satisfaction of participants with the ongoing mentoring programme



The programmes organised within the Mentiway platform are for the most part **professionally prepared by the organisers**, taking into account, among other things: adequate communication, participant induction, additional training, workshops, supervisions/interviews. This definitely has a positive impact on the participants' evaluation of the mentoring programme.

In our blog you can find out more about the [6 principles of a good mentoring programme as defined by the EMCC organisation](#).

Experiences of mentoring programme managers

A mentoring programme is not just a competence development tool - it is an **inspiration for action** and building the future.

The e-business mentoring we deliver at Digital Bridge Mentorship, focused on developing the competencies of the future, is much more than just formal mentoring processes.

Digital Bridge Mentorship is a comprehensive ecosystem that additionally includes workshops, training and a whole environment to support the development of both Mentors and Mentees. This is why our innovative formula for mentoring programmes at Digital Bridge, is so effective - it combines parallel development paths for both parties, preparing them for key roles in the digital business.

Dedicated workshops and training not only develop technical competencies, but also build soft skills such as communication and leadership.

Programmes such as Digital Bridge are designed with flexibility and individual needs of participants.

Mentors and Mentees have the opportunity to adjust the pace of learning and use advanced tools to support the mentoring process. A key element is the creation of a mentoring culture - a space where relationships are based on trust, openness and mutual respect.

Justyna Skorupska  

Co-founder & CEO of Digital Bridge,
Member of the Council of the Chamber of Electronic Commerce





Digital Bridge mentoring programme for e-commerce and online marketing professionals

The matchmaking

An important element of the mentoring programme is the pairing of participants into mentor-mentee pairs. This process is important because, regardless of the experience of the organisation, there is always the risk of a mismatch between individuals in a pair. Many factors come into play, and yet the aim is to pair up individuals to go on a mentoring journey together over many months.

Mentoring programmes on the Mentiway platform use two approaches to the process of pairing participants:

-  identifying mentoring pairs **by the organisers** with the support of a recommendation system derived from Mentiway's proprietary algorithms,
-  allowing participants (usually mentees) to review applications and **make decisions autonomously** within such pairs via the Mentiway platform.

The most frequently chosen method of pairing participants into mentoring pairs (affecting almost **80%** of pairs) is the first option, i.e. selecting pairs based on criteria defined **by the organisers** that are the same for everyone. The organisers usually additionally review and accept the proposals created in this way.

78% of pairs completing mentoring processes at Mentiway are **set up** by mentoring programme **organisers**.

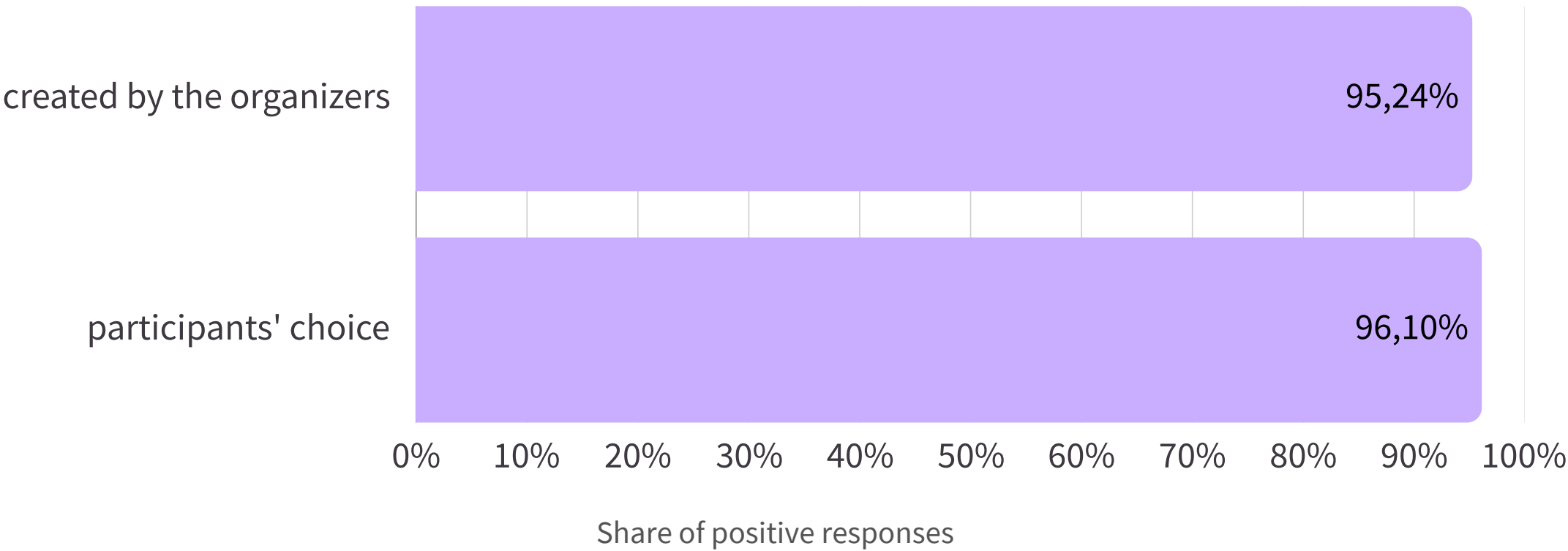
A key advantage of this method is the most objective matching of **all mentees** to available mentors.

In this approach, **no person is left without a pair**.

It also turns out that, **regardless** of how the mentoring pair was set up, participants rated their level of **satisfaction** with the selection of the other person **equally high** (over **95%**).

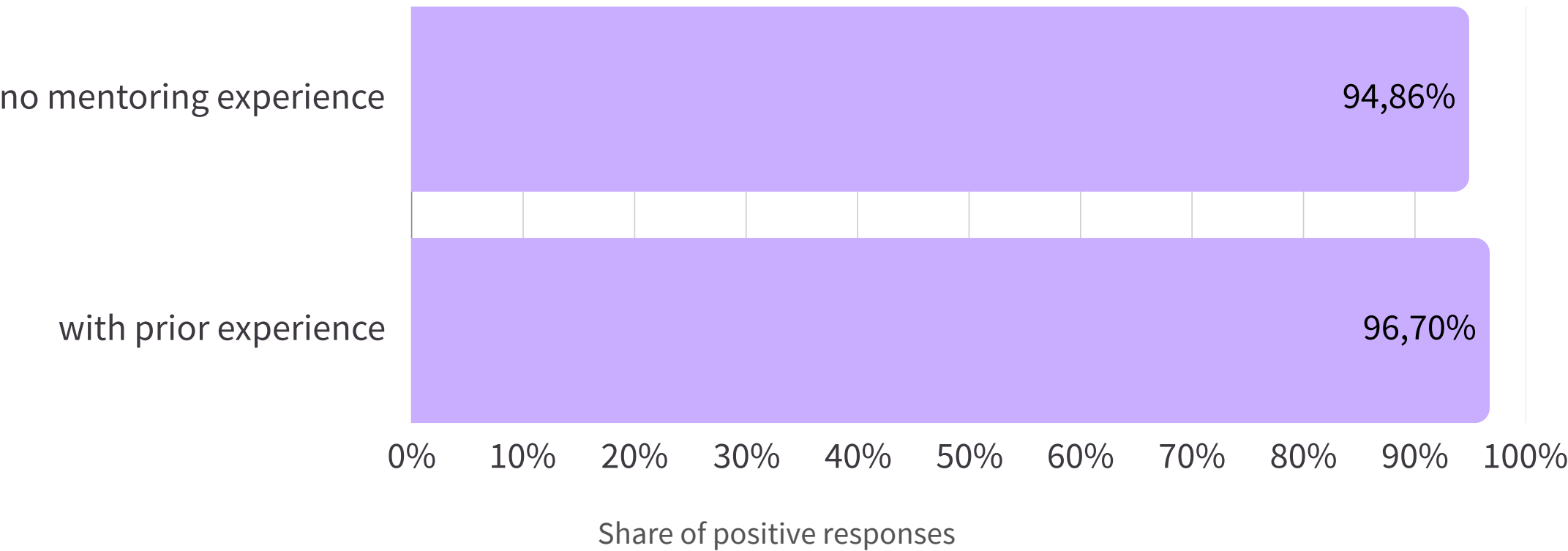
Both among pairs created by the organisers and those matched by the participants themselves, the level of **satisfaction** of the of matching **pairs** is over **95%**.

Degree of satisfaction of participants with the selection of the mentoring pair according to how the pairs were created



It can be seen that there is a slight difference in satisfaction levels when comparing the responses of those with **previous mentoring experience** to participants with no experience. Perhaps for the lower score of participants new to mentoring is due to a mismatch between the reality of mentoring and their expectations.

Degree of satisfaction of participants with the selection of the mentoring pair according to mentoring experience



Experiences of mentoring programme managers

Since the beginning of the history of our mentoring programme, matching has always included decision-making **by both sides of the process**.

Our Mentors are professionals who undertake the role pro bono, and Mentees are willing students who apply from all of our courses in any given academic year. The targeted recruitment of Mentors in this situation would have been very lengthy, so we decided on a process where the Mentees applying to the Programme get to know the profiles of the Mentors and at the stage, where they are already making a decision to participate. Then it is up to them to apply to the professionals of their choice.

No matter in what form Mentors and Mentees get to know each other and what mechanism initially support their choices, the prerequisite is always a 'zero meeting', which allows both parties to check whether the objectives named by Mentees can be taken care of by a given Mentor in the professional context in which he or she currently operates.

When preparing Mentees for these conversations, we also make sure that - beyond the compliance aspect - they also treat these meetings as an experience of a potential relationship.

The mentoring process can be difficult and uncomfortable - and often is. It requires working with one's own attitudes and beliefs, which can be uncomfortable and demanding. That's why we have this inner conviction that how we feel at the thought of meeting the other party can - and most often does - matter. Each of us has completely different sensitivities and what for some is a motivating and supportive behaviour, for others can create a block.

We experience such feedback after 'zero sessions', where we hear about the Mentor from one student that it was a very difficult conversation and he could not work with such a person, and from another that if he is to participate in the Programme, it is only with this person, because he/she is special. We respect this and accept it, that the so-called 'chemistry' is also important, not only in the relationship itself, but especially in the development process.

Anna Malenda-Iwankiewicz  
Coordinator of Mentoring Programmes,
University of Economics in Wrocław



Mentoring programme for students at the Wrocław University of Economics

Experiences of mentoring programme managers

The selection of pairs in the Women in Law Foundation's mentoring programme is a thoughtful and careful process that begins with an analysis of mentees' applications, taking into account their development goals, specialisation, experience and expectations, in order to create duos that best complement each other.

The pairing process is based on a detailed analysis of each mentee's needs and available mentors, allowing for a precise match between the competencies and experience of both parties.

We first gather information on mentees' professional and personal goals, their preferences regarding the form of cooperation and the areas in which they want to develop.

We then analyse the mentors' profile in terms of their specialisation, professional experience and working methods in order to find the mentor who best meets the mentee's needs.

Matching communication styles is also an extremely important part of this process, ensuring a comfortable atmosphere for collaboration.

The whole process is carefully monitored to make adjustments where necessary and to ensure that each pair has the right environment to work effectively.

Participants speak very highly of the accuracy of the matching, emphasising that the well-matched pairs made their collaboration natural, inspiring and full of real benefits.

Both in the surveys and in interviews, mentees and mentors indicate that a comfortable relationship and mutual understanding facilitated their work and allowed them to achieve specific professional and personal goals.

The Women in Law Foundation's mentoring programme not only grows with each edition, but more importantly, it truly supports women in the legal industry, helping them to develop at a pace and direction that is right for them.

Kamila Kurkowska  

President of the
Women in Law Foundation



Mentoring programme for young female lawyers: Women in Law

Benefits of participating in the mentoring programme

The Mentiway user surveys also include multiple-choice questions about the benefits and challenges of mentoring that are most important to them.

In the case of challenges, there is a clear predominance of one problem, which is most often indicated (you will read about this in the next section of the report).

The list of benefits, on the other hand, is more **diverse**. Out of a list of 16 answers to choose from, as many as **12 are indicated by at least 40%** of the participants.

This demonstrates the remarkable **versatility** of mentoring. Each participant finds different benefits for themselves and the main one is not at all the development of selected skills in mentees.

Participants point to as many as **12 different benefits** of participating in the mentoring programme.

The most important benefits cited by at least 40% of respondents were:

- 1 To broaden/get a different perspective.**
- 2 Establishing new relationships and friendships.**
- 3 Increased self-awareness and insight.**
- 4 Receiving feedback and constructive criticism.
- 5 Development of selected/mentored skills and competencies.
- 6 Development of effective communication skills.
- 7 Increased motivation and commitment to work.
- 8 Increased clarity of one's professional and personal goals.
- 9 Increase in self-confidence.
- 10 Receiving useful tools for their own work.
- 11 Receiving help with career development.
- 12 Being able to share your problems with another person.

As you can see, the benefit that might seem the most obvious, i.e. the development of selected skills, is only in 5th place.

Experiences of mentoring programme managers

Mentoring is a tool for individual development as well as a real support in building an organisational culture. The data confirm that, from the perspective of the participants, the greatest value of mentoring is not the 'hard' development of specific competences, but the 'soft', profound changes in thinking, communication and self-perception.

It is what results in **stronger**, more **committed teams** and leaders becoming more **empathetic** and attentive in managing people.

From an organisational perspective, mentoring brings real value: it improves retention, supports leadership development, facilitates knowledge transfer and relationship building between different departments or generations.

It is an investment that pays off at the level of creating a strong organisational culture - one that is more supportive, open and based on trust, which translates into results for people, teams and entire companies.

Read more about the effects of implementing mentoring in companies in this article:

<https://mentiway.com/en/mentoring-program-case-studies-results-of-mentoring-in-companies/>

Tomasz Sasiadek  
Co-Founder
Mentiway mentoring platform



Benefits of mentoring according to mentees and mentors

If we analyse the responses by mentors and mentees then of course there will be some differences, but what is significant is that **the first three places** with both groups have **the same answers**:

- 1 Broadening/exploring a different perspective.
- 2 Increased self-awareness and insight.
- 3 Establishing new relationships and friendships.

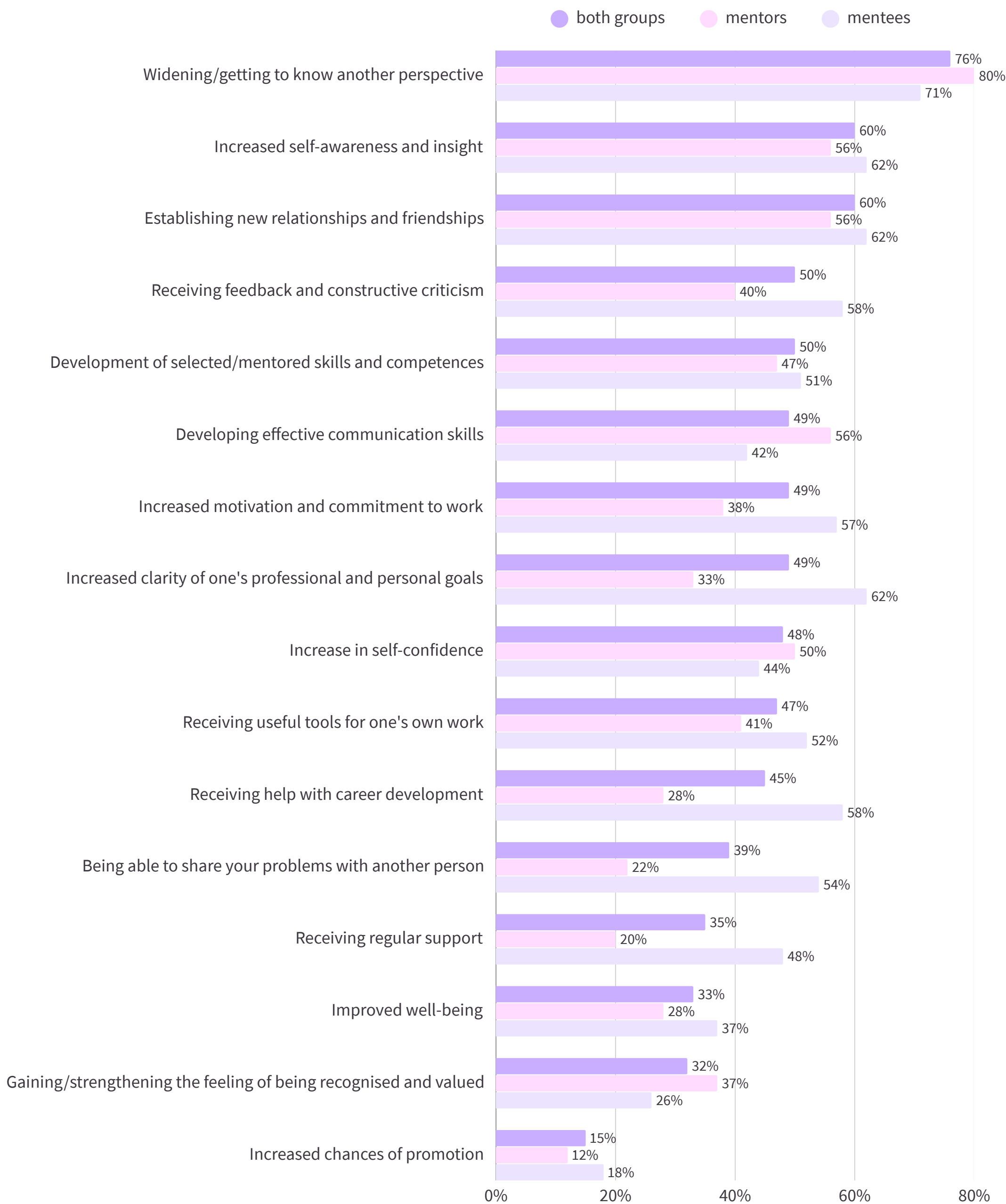
It is only in the next places that there are clear differences related to the weight and positioning of individual benefits.

Most frequently cited benefits of participating in the mentoring process

Rank	For mentors	For mentees
1	Broadening/exploring a different perspective.	Broadening/exploring a different perspective.
2	Increased self-awareness and insight.	Increased self-awareness and insight.
3	Establishing new relationships and friendships.	Establishing new relationships and friendships.
4	Development of effective communication skills. (#13 for mentees)	Increasing the clarity of your professional and personal goals. (#11 for mentors)
5	Increased confidence. (#12 for mentees)	Receiving help with career development. (#12 for mentors)
6	Development of selected/mentored skills and competencies. (#10 for mentees)	Receiving feedback and constructive criticism. (#8 for mentors)
7	Receiving useful tools for their own work. (#9 for mentees)	Increased motivation and commitment to work. (#9 for mentors)
8	Receiving feedback and constructive criticism. (#6 for mentees)	Opportunity to share your problems with another person. (#14 for mentors)
9	Increased motivation and commitment to work. (#7 for mentees)	Receiving useful tools for their own work. (#7 for mentors)
10	Gain/reinforce a sense of being recognised and valued. (#15 for mentees)	Developing selected/mentored skills and competencies. (#6 for mentors)

It is also worth noting that, with benefits in places further than the first three, differences in the popularity of a benefit between mentors and mentees can be significant:

The benefits of participating in a mentoring process and the differences between their popularity among mentors and mentees



Experiences of mentoring programme managers

When meeting mentors and mentees in the training room, I always point out that mentoring is a two-way process and developing for both parties.

The survey results show that both mentors and mentees see a number of valuable benefits in mentoring.

Interestingly - despite having different roles in the process - in the first three places both groups point to the same aspects: learning a different perspective, increasing self-awareness self-awareness and insight, establishing new relationships and friendships.

This confirms that mentoring is a relationship in which, although from different positions, we learn from each other.

Differences begin to emerge in subsequent positions, and this seems perfectly natural. The mentors I meet say that there is almost always a sense of satisfaction in being able to accompany the other person's development. The survey also shows that mentoring allows them to polish their communication skills, increase their confidence and use tools that work well not only in the mentoring relationship, but also in everyday work.

Mentees, on the other hand, are more likely to indicate greater clarity of goals and career support. When teaching mentees, I always stress to them not to rush into setting a goal. This process can take up to two sessions - and that's fine.

In a world where we are constantly rushing around, with lots of tasks and responsibilities, mentoring can be a space for something completely different - To stop. To work on a topic more deeply, consciously, with mindfulness.

Not to rush, not to look for a solution right away, but to allow ourselves a process of our own development. Each party reaches for something different - and this is why mentoring works. Because there is value in this diversity of needs and benefits: for one side it is an opportunity to give, for the other to receive. But in the end, both parties come out of the relationship richer - with new questions, a different perspective, more attentiveness to themselves and to the other person.

Marta Siech  

Mentiway.com, TheBloom.pro
 Design and implementation
 of mentoring programmes
 Mentor, Trainer of Mentors



Benefits of mentoring for beginners those with previous mentoring experience

When analysing the list of benefits by people who have previous experience of mentoring compared to those for whom the process is their first, we can also see differences.

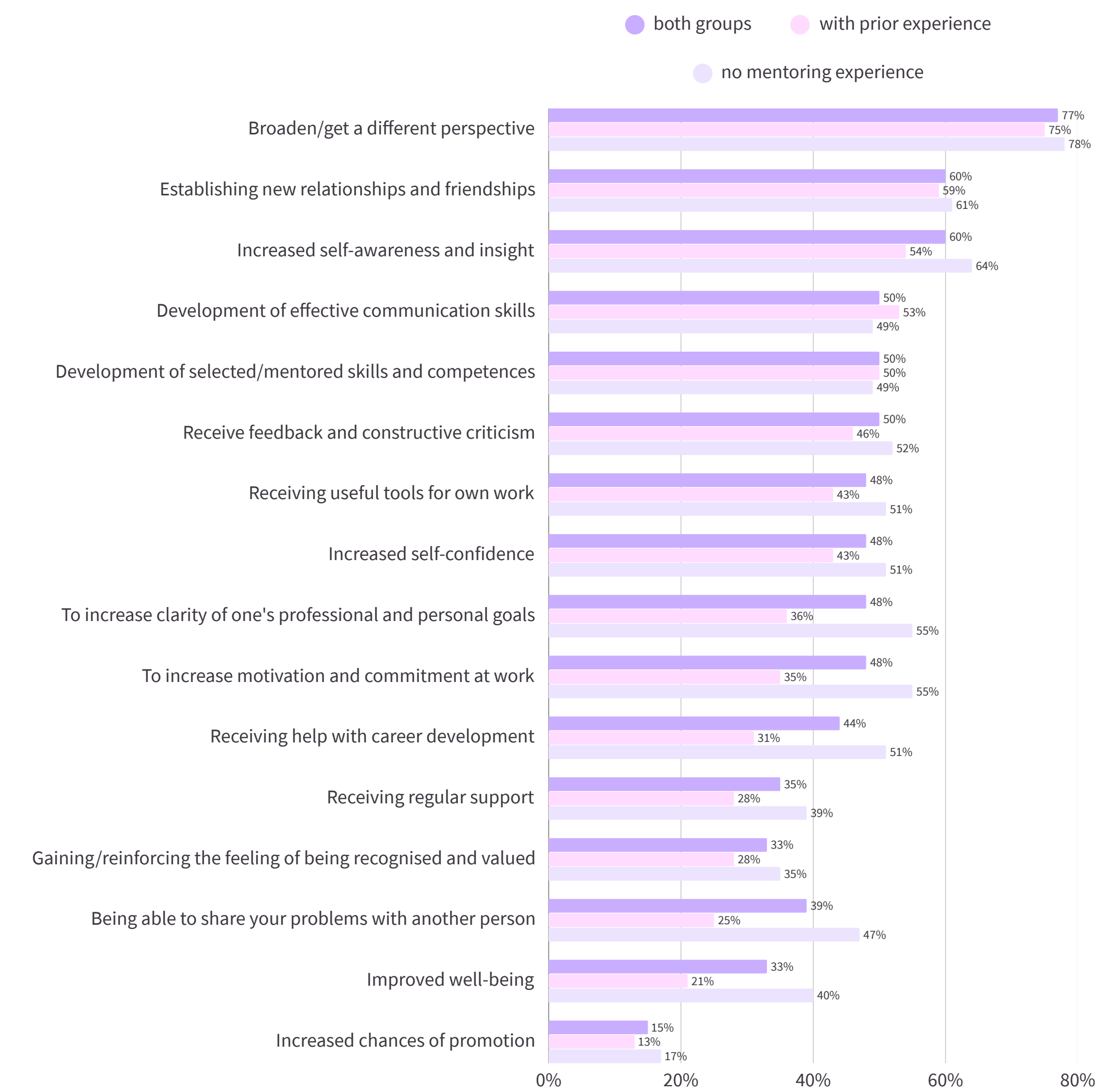
And as in the previous section - these differences relate to benefits beyond the top three responses.

In addition to the first three common benefits in those **with previous mentoring experience**, the following seem to be more important:

- Development of effective communication skills.
- Development of selected/mentored skills and competencies.

In contrast, those for whom the process **is a first** are more likely to indicate:

- Increased clarity of one's professional and personal goals.
- Increased motivation and commitment to work.



Experiences of mentoring programme managers

The Top Woman in Real Estate Mentoring Programme has already had six annual editions. Altogether as many as 341 ladies from the Real Estate market aged between 28 and 58 have taken part in them, joining the available group or individual mentoring paths.

For the vast majority of them, the mentoring processes undertaken were **their first experience** of this kind. As someone who is in direct contact with them, I notice **differences in approach** between the 'newcomers' and those who have already had exposure to mentoring themselves, have theoretical knowledge of it or have simply asked knowledgeable people or mentees of previous editions.

People with experience are more proactive and aware, focus on strategic development, treat the mentor as a conversation partner.

Those without experience, or sometimes less mature in awareness (unable to identify areas for their own development), are more reactive, uncertain and even withdrawn, expect direct support from the mentor, treating him or her as an expert or teacher who will point out ready-made solutions and describe how he or she has dealt with challenges himself or herself.

An indispensable element of the opening of each edition of our programme is a **training session**, during which we explain what mentoring is and let you practice the roles of both mentee and mentor in a simulation of the so-called development dialogue, all under the supervision of a certified mentor supervising the programme.

Mentees' awareness of what the mentoring process is, what to expect from themselves and what to expect from the mentor, is growing year on year thanks to the spread of programmes and this form of personal development. So much so that in anonymous surveys evaluating individual mentors, they are able to indicate which mentors have better competences and predispositions for mentoring, and who could work on their working methods.

In conclusion, I can say that I notice a growing understanding of the potential of this valuable form of support that is well-run mentoring.

Wioletta Fabrycka  




Manager of the Top Woman in Real Estate Mentoring Programme



Mentoring programme for women in real estate: Top Woman in Real Estate

Benefits by type of mentoring programme

We also analysed the benefits by type of mentoring programme according to its organisers and participants:

-  Company programmes where mentors and mentees are employees of one company.
-  Mentoring programmes for students.
-  Mentoring programmes provided by foundations and professional organisations.

Benefits among **mentors** are fairly **constant** regardless of the type of programme.

In contrast, there are however clear differences among **mentees** in terms of the benefits of mentoring in **corporations**, for **students** and within **foundations**.

The benefits of mentoring as seen through the eyes of **mentees** clearly vary depending on the type of programme they participate in.

Students most often point to benefits related to career development and confronting situations of loss of motivation in their first job.

These benefits include:

- 1 Assistance in career development.
- 2 Increased motivation and commitment to work.
- 3 Increased clarity of professional and personal goals.

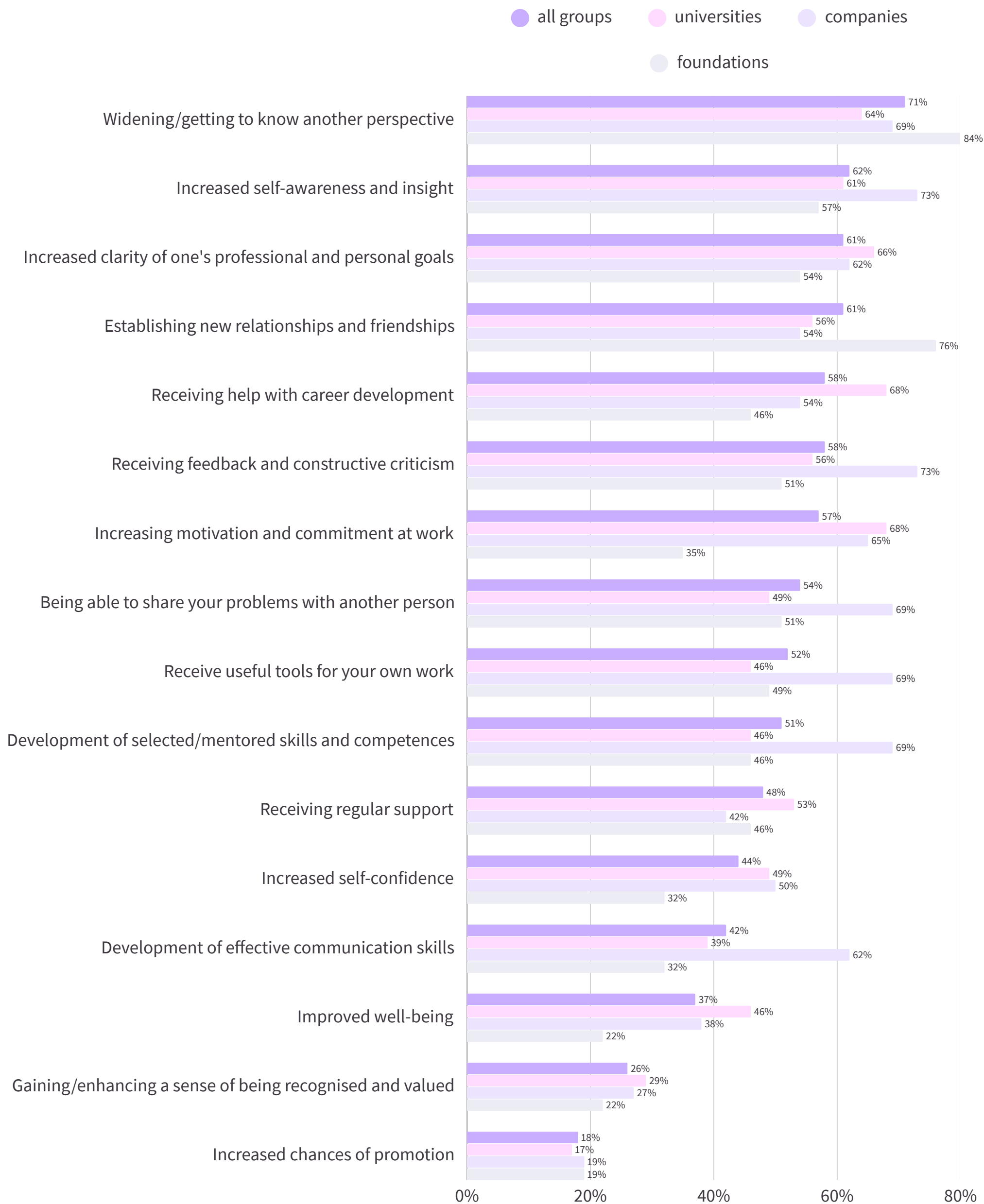
Mentees participating in **corporate programmes** show more self-awareness and a desire for support in their daily work:

- 1 Receiving feedback and constructive criticism.
 - 2 Increased self-awareness and insight.
 - 3 Receiving useful tools for self-work.
- Expanding / learning about a different perspective.
- Development of selected/mentored skills and competences.
- Being able to share one's problems with another person.

In contrast, for participants in programmes organised within **foundations** and professional **organisations**, it seems more important to establish new relationships and broaden their perspective.

- 1 To broaden/get a different perspective.
- 2 Establishing new relationships and friendships.
- 3 Increased self-awareness and insight.

The benefits of participating in a mentoring process and the differences between their popularity according to the type of mentoring programme



It is also apparent from the chart above in which group of Metees a particular benefit is most popular.

For example, the aforementioned **‘Widening/exploring a different perspective’** is most relevant for participants in programmes at **foundations**/professional organisations, while **‘Increased self-awareness and insight’** mainly concerns in-house **corporate** programmes.

Experiences of mentoring programme managers

At Borg Automotive Group, mentoring is an integral part of the ‘Development for Future’ development programme. As part of the project, our employees take on the role of Mentors or Mentees. As well as being an excellent stepping stone for employees in their career development, the process itself is also a significant support in building awareness of one's own needs and goals and strengthening competencies.

Importantly, this relationship develops both parties. The exchange of perspectives between Mentor and Mentee, who differ in their level of experience and therefore their view of the world, helps both of them to open up to new solutions.

It is therefore not only a transfer of knowledge, but also a way to develop or change perspectives.

Participation in a mentoring programme is an expression of appreciation and recognition for employees as mentors, as well as an impulse to break the routine. For Mentees, it is an opportunity to receive an individual approach and benefit from exactly those areas of Mentor knowledge or experience that they currently need.

Anna Szczesna  
 Group HR Business Partner
 Borg Automotive Group



Intra-company mentoring programme at BORG Automotive Group

Experiences of mentoring programme managers

First and second degree students - the most frequent participants in university mentoring programmes as mentees - are in the mostly between the ages of 19 and 25. This is the time which, according to the findings of the MIT Young Adult Development Project is the period of the so-called early adulthood (young adult).

People in this developmental phase are confronted with numerous cognitive and psychological changes, and at the same time social challenges, facing on the threshold of fully entering the world of work and adult life. Unsurprisingly, they find it particularly important to receive help with career development and to increase the clarity of their professional and personal goals. This, in turn, can help them gain increased motivation and commitment to their work, which they often already undertake during their studies.

In creating the SGH Mentoring Programme, we have all this in mind. We connect alumni and graduates of our university in the role of mentors with current students (mentees) wishing to benefit from support in shaping their careers based on the experience of their senior colleagues.

We are therefore responding to the real needs of students, while delivering the benefits they expect. However, it is not only the students themselves who benefit, but also the university and the employers working with it, to whom the ex-mentees end up more aware of their career goals.

Justyna Kozera  
 Director of the Centre for Careers and
 Relations with Alumni
 Warsaw School of Economics



Mentoring programme for students at the Warsaw School of Economics

Individual motivation and benefits for those participating in mentoring

It is also worth noting that the list of benefits presented above does not include absolutely all those mentioned by participants. In the questionnaires, in the form of answers to an open-ended question, there are many others beyond this catalogue, often very individual and original.

For the purposes of this report, we have collected some of the most interesting statements of this type.

Examples of individual benefits mentioned by mentors and mentorees

- Receiving feedback from a mentee who is not my subordinate in the company.
- A unique opportunity to learn about the needs and specificities of the generation entering the labour market.
- Developing leadership competences through training and certification on the mentor path.
- Confirmation that my current working methods are effective.
- I am open to looking at a problem from a different perspective and it gives me satisfaction and a sense of personal development.
- Building my portfolio of work with students.
- I derive great satisfaction from helping mentees overcome challenges, develop new skills and build confidence. Mentoring also gives me the opportunity to continuously learn and improve my skills in working with people, which influences my personal and professional enrichment.
- Motivation to deepen/revise my knowledge in areas of interest to the mentee.
- I enjoy new challenges, changes, opportunities to confront my knowledge and my working methods with others.
- To practice different mentoring techniques and tools to test their application in practice and their effectiveness.

Examples of individual benefits mentioned by mentees

- To hear my mentor's opinion on whether I am sure I am interpreting the messages/feedback I have heard from leadership about my work or my strengths or areas for improvement.
- Finding a new career path and getting to know my aptitudes better.
- Getting to know myself better, the sources of my internal barriers and finding my optimal vision for the future.
- I wanted to give it a try. There were no deeper goals behind it, I just figured it was something I could only gain from. And I wasn't wrong, my Mentor turned out to be an excellent motivator for me and helped me to notice some important facts that had escaped me until then.
- Being able to exchange experiences with another director, getting a different perspective on your area of work, knowing/understanding the scope of work of a colleague from another division.

Barriers to participation in mentoring

Despite its benefits, mentoring also comes with limitations, which are also asked about in the Mentiway platform surveys.

While the list of benefits shows a great deal of diversification in the levels of responses, one thing stands out in terms of limitations: **lack of time**.

The most commonly cited barrier associated with mentoring is **lack of time**, with this barrier **more common among mentors** than mentees.

As many as **62%** of survey participants highlight this particular barrier.

The next two barriers are related to mentees' goals and potential mismatches within the pair. Together, the most frequently mentioned barriers are:

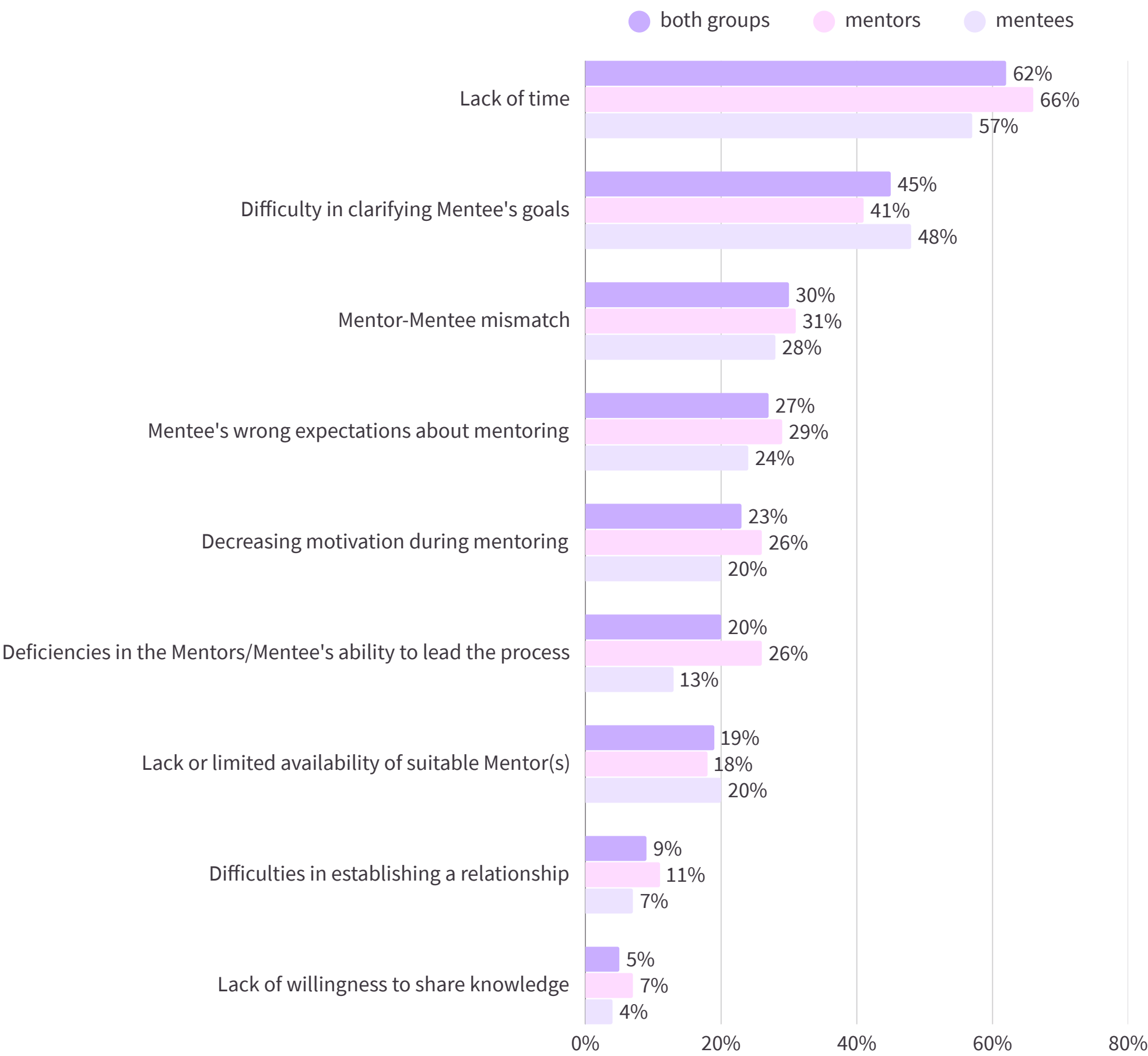
- 1 Lack of time (62%).
- 2 Difficulty in clarifying mentee objectives (45%).
- 3 Mentor-mentee mismatch (29.6%).

Interestingly, the disparity between the first and subsequent positions is higher for mentors than for in mentees.

Among **mentors**, as many as 66% indicate a lack of time and 41% indicate difficulties in clarifying mentees' goals (a difference of **25 percentage points**). For **mentees**, the difference is only **10 percentage points**.

It seems clear that it is the mentees, due to their often busier schedules, who have more difficulty in carving out time for mentoring.

Barriers to participation in mentoring by mentors and mentees



Although the topic of lack of time is part of today's lifestyle, it is very interesting to analyse the next barriers. In second place in both groups was the **difficulty in clarifying the mentee's goals**. This confirms our observations of mentoring processes, where defining goals often takes the first few sessions and in practice is one of the **most significant outcomes of the process**.

It is also noticeable that there is a big difference between mentors and mentees when it comes to the barrier **'Lack of in the skills of mentors and mentees to lead the process'**. This answer is more frequently selected by **mentors (26%)** than mentees (13%).

It is also worth noting the **least popular** answers, i.e. the potential difficulties of in establishing relationships and lack of willingness to share knowledge. The share of these responses appears to be marginal (no more than about 10%).

Experiences of mentoring programme managers

An analysis of the barriers to participating in mentoring shows that, despite the widely acknowledged benefits, mentoring programmes are not without from challenges.

The most frequently identified barrier - lack of time - particularly on the part of Mentors, reflects the realities of today's fast-paced, busy professional lives and busy schedules. This is an important signal for programme organisers to match programme structures to the time burden of individuals in the organisation.

Also surprisingly consistent is the presence of difficulties in defining Mentee goals, which highlights the importance of a well-designed start to the mentoring process - with clear direction and support in setting expectations.

Also of interest is Mentors' self-awareness of competency gaps.

This opens up space for the organisers to take care of this aspect - additional training, supervisions or sharing experiences within the mentoring community.

The marginal importance of barriers related to relationships or willingness to share knowledge may indicate a high level of commitment from participants and a good match between candidates and roles. It is worth treating these results not only as a diagnosis, but also as an inspiration to further improve mentoring programmes - to make them even more effective, accessible and tailored to the real needs of both parties.

Michał Nowakowski  

Fireflies CEO: Development programmes, implementation of diversity



Mentoring programme Enable Mindfulness

Barriers to mentoring by type of mentoring programme

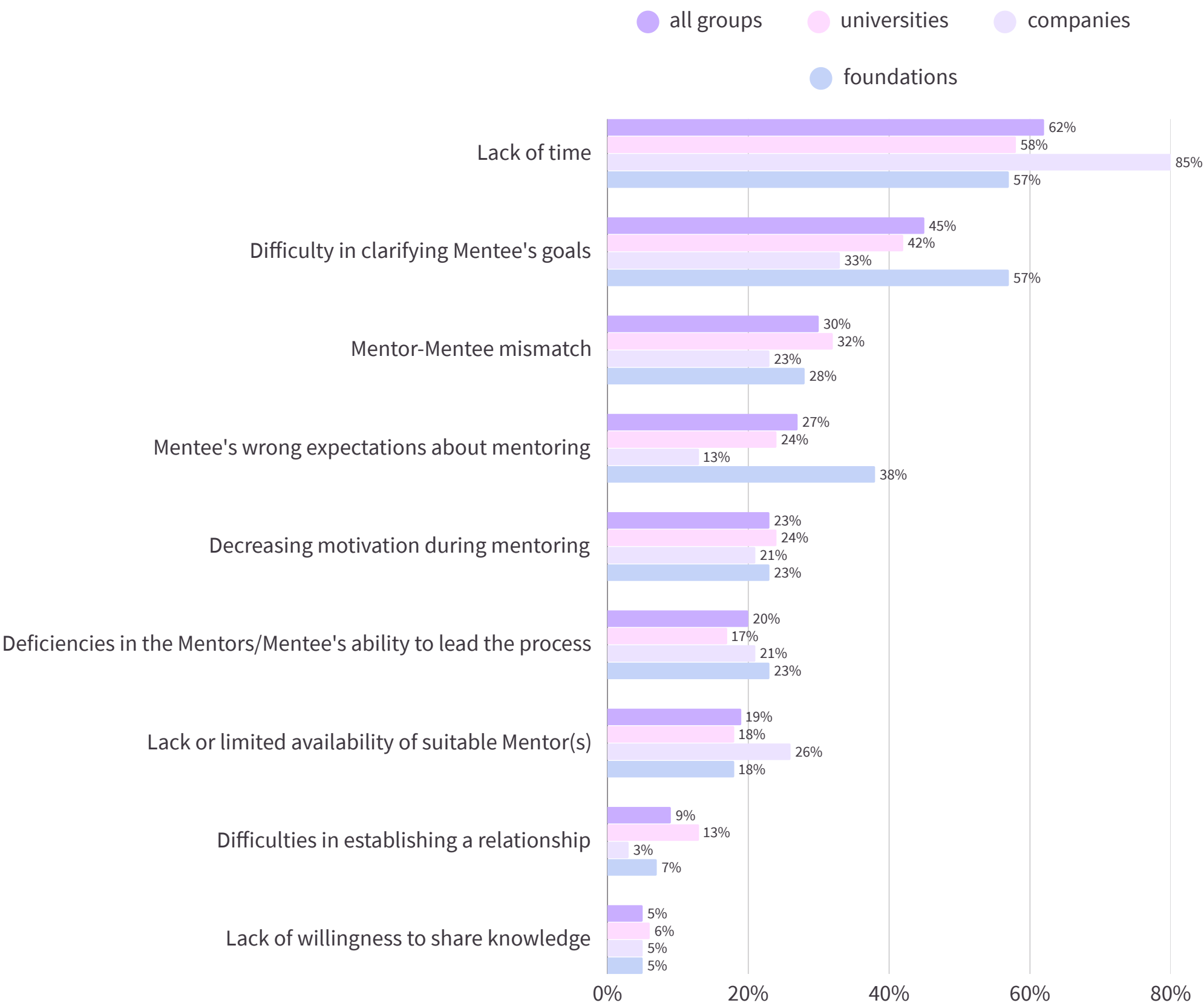
We also analysed the barriers indicated by participants by the type of mentoring programme - corporate, university or linked to a foundation/professional organisation. It turns out that the differences in these three groups are significant.

First and foremost, in the case of participants in **corporate** programmes, the share of the answer ‘**no time**’ reaches as high as **85%**, clearly outstripping the second place answer.

On the other hand, in the case of programmes organised within **foundations** and professional organisations, a barrier on a par with lack of time is **the difficulty of specifying mentee objectives**. It is interesting to note the convergence of this difficulty with the main benefits perceived by participants in these programmes, mentioned in the previous chapter. Although goals ranked fourth, this indicates their importance in the mentoring process. Participants in programmes of this type enter mentoring most often **to learn a new perspective and build professional networks**, which may suggest that goals are less clearly defined at the beginning of the process, even though they become more important during mentoring.

This characteristic is also well illustrated by the barrier ‘Mentee's inappropriate expectations of mentoring’, which reaches 38% for foundation programmes and only 13% for companies.

Barriers to participation in mentoring by by type of mentoring programme



Experiences of mentoring programme managers

From my observations, mentoring is most often used by high-potential people. Such employees tend to get heavily involved in many other initiatives and projects. So it does not surprise me that participants in these processes actually indicate this factor as a difficulty.

In such a situation, it is worth emphasising that, by participating in a mentoring process, Mentees have the chance to free up time by working more effectively, which is why mentoring objectives arising from ongoing tasks are so important.

The time factor is also the most commonly cited by those who do not report to the process. Conversely, from my conversations, it is often **just an excuse for deeper concerns such as trust, loss of authority or imposter syndrome**. This is why it is so important to get a good idea of what an organisation's mentoring is for.

Patrycja Zwierzchowska  

Trainer, Training and Sales Network
Development Department, Warta



Intra-company mentoring programme at Warta

Experiences of mentoring programme managers

As in any project, also in mentoring programmes we encounter various barriers - and this is perfectly natural. In my experience, the key to success is not only to be aware of their existence, but above all to be able to minimise them and to learn from the experiences of other organisers and participants.

To effectively minimise the barrier of lack of time, it is worth thinking carefully about the timing of the programme and its total duration - taking into account the seasonality of the industry targeted by the programme. In addition, I recommend planning for a time reserve (about 3-4 weeks) to allow flexibility for possible contingencies in mentoring pairs.



Already at the recruitment stage, it is a good idea to clearly communicate the programme schedule, indicating which meetings are mandatory, how long they may take, and which ones will be recorded and available for replay at any time. Such transparency greatly facilitates decision-making for those with limited time availability.

If it is difficult to clarify the objectives, a key element is the preparatory workshop for the Mentee, carried out before the work in pairs begins.

During these workshops, we support participants in understanding the nature of mentoring, the division of roles and responsibilities, as well as the differences between mentoring, coaching, counselling and training. We are committed to ensuring that the Mentee - even before the first meeting - is aware of his or her needs, values and potential development goals.

To reduce the risk of a mismatch, we already use extensive recruitment questionnaires for both roles during recruitment. We have also introduced the possibility of confirming the mentoring pair after the first familiarisation meeting - by both Mentor and Mentee. This arrangement gives participants a sense of influence, supports relationship building and shifts responsibility for the decision to work together to the couple themselves.

Finally, a very important element is to highlight the concrete benefits that participants can achieve by participating in the edition. Communication based on the language of values and results helps to neutralise the importance of many potential barriers and doubts.

Olga Wiśławnych  

Mentoring Programme Manager
Head of Business Development, Sofixit



Big Data Big Challenges mentoring programme

About the report

This report is based on the results from surveys collected on the Mentiway platform among users - participants of mentoring programmes supported by the platform, distributed during their mentoring processes.

The data was collected from September 2024 to April 2025 and refers to 317 surveys for 24 different mentoring programmes maintained on the Mentiway platform during this time.

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