

## **D/ DETAILED OUTLINE**

### **I. Executive Summary (Suggested 200 words)**

#### **Suggested Flow:**

- First 1-2 Sentences: Introduce the Global Mentoring Program as a strategic initiative for GM to address its international human resource challenges and meet its global strategic objectives.  
**Example:** "In line with modern International Human Resource Management (IHRM) tactics as outlined by Dasgupta, Carbery, and McDonnell (2022), General Motors has launched its Global Mentoring Program. This initiative aims to tackle the distinct human resource challenges faced by multinational companies, aligning with their worldwide strategic goals."
- Next 2-3 Sentences: Explain the program's application, emphasizing its role in navigating the challenges and opportunities of global HRM (ADP, 2020).  
**Example:** "The Global Mentoring Program is structured to manage worldwide human resource management issues. It capitalizes on international resources and responds to changes in work dynamics caused by the pandemic (ADP, 2020)."
- Following 2-3 Sentences: Discuss expected outcomes, such as enhanced remote working capabilities and adapting to international HR challenges (ADP, 2020).  
**Example:** "Expected results of the program encompass improved management of remote work and greater flexibility in handling diverse human resource challenges within multinational environments (ADP, 2020)."
- Final 2-3 Sentences: Discuss both internal and external factors that will influence the implementation and success of the Global Mentoring Program at GM.  
**Example:** "The effectiveness of the program relies on the strategic utilization of technology to address global HRM challenges, along with recruitment strategies that are compliant with the legal frameworks of various national jurisdictions (ADP, 2020)."

### **II. Introduction (Suggested 200 words)**

#### **Suggested Flow:**

- First sentence: Company Overview
  - Introduce GM, emphasizing its role as a multinational corporation in the power and renewable energy sector, with a significant global presence.

- 2-3 next sentences: Discuss the global challenges MNCs face, highlighting the importance of effective IHRM in the context of rapid globalization and knowledge dissemination.  
**Example:** Multinational corporations like General Motors have encountered increasing globalization due to shifts in the global economic, political, and social landscapes. Consequently, they acknowledge that the key to innovation and swift competitive advantage lies in the widespread dissemination of collective knowledge across various functions and regions. ([Stanek 2001](#)).
- 2-3 next sentences: Discuss the company's current challenges in Talent Development and Corporate Advantages  
**Example:** General Motors faced challenges in talent development and acquiring a robust corporate advantage. Historically, its mentoring system was focused primarily on leadership positions and heavily centered on employees at the headquarters. These factors are potential obstacles that necessitate critical solutions from the HR Director.
- 2-3 next sentences: Propose that the idea of mentoring could help solve the company's issues.  
**Example:** Mentoring promotes employee career growth, acclimatizes new hires to the organizational culture, and is acknowledged as an unparalleled approach for transferring organizational wisdom, skills, and abilities from seasoned individuals to inexperienced ones ([Rosser, 2005](#), [Peterson, 2002](#); [Linehan & Walsh, 1999](#)).
- One last sentence: Introduce the proposal for a new Global Mentoring Program at GM given your point of view of a representative.  
**Example:** As a representative, I will propose a new Global Mentoring Program structured and analyzed in a systematic process.

### III. Body

#### 1. Design

##### a. Purpose (Suggested 200 words)

Suggested flow

- Opening Sentence: Clearly articulate the overarching goals of the program.
- Further 2-3 Sentences: Delve into how the program aims to address specific challenges identified in GM's current mentoring system, like mentor shortages or lack of global reach
- Discuss motivations for new mentoring program
  - Internal factors

e.g. How the old program is not well integrated with HR functions associated with leveraging internal human resources and increasing employee experience

**Example:** The previous mentoring program at GM was not effectively integrated with HR functions aimed at maximizing internal human resources and enhancing employee experience. This resulted in GM not fully capitalizing on the potential benefits of the mentoring program. Additionally, the program was often viewed as an additional top responsibility for HR professionals, adding to their existing workloads. (Theresa 2010)

- External factors

e.g. national/international diseases, natural disasters, government adjustment,...

**Example:** Furthermore, the heightened psychological distress caused by the COVID-19 pandemic has led to a 20% reduction in employee engagement.

- 1-2 next Sentences: Emphasize how the program aligns with GM's strategic objectives

e.g. global talent development and enhancing organizational competitiveness.

**Example:** "Aligning with GM's strategic objectives, the program is designed not just to meet immediate mentoring requirements but also to cultivate a sustainable culture of leadership and innovation throughout its global operations."

- 1-2 last sentences: Internal factors + External factors → A new program which tackles challenges and contributes to the company's specific ultimate outcomes

### **Tips:**

1. For internal factors, consider gaining an insight of current or ex employees on platforms and websites like [Glassdoor](#) or [Indeed](#) can offer insights into employee experiences and HR practices in different countries.

### **b. Target of the program**

- Next 1-2 Sentences: Elaborate on who the mentees and mentors are, their roles, and how they will be selected.

#### **Examples:**

Mentee: expatriates (PCNs)

Mentors: employees both home and host countries are eligible to join.

→ Discuss the importance of including a diverse group of participants, considering factors like geographical location, job function, and career stage.

**Example:**

The program places special emphasis on including young, up-and-coming leaders and female professionals in international roles. This approach is geared towards enhancing diversity and inclusion within GM's global workforce.

Diversity in the workplace refers to the range of differences among employees, while inclusion is about creating equal opportunities and enabling all employees to contribute fully. The interplay of D&I is essential for improving employee experiences and fostering innovation. - ([Managing Diversity for Organizational Efficiency](#); [Inclusive workplaces: A review and mode](#))

According to research, effective management of Diversity and Inclusion (D&I) can significantly benefit organizations in several key areas. These benefits include fostering innovation, enhancing problem-solving capabilities, broadening market reach, and improving the ability to attract talented candidates ([Kuklenski, 2021](#)).

- 1-2 next sentences: Give out requirements for the mentors, e.g. years of experience, area of expertise, high EQ,...
- 1-2 next sentences: Give out requirements for the mentors, e.g. growth mindset, field of study, the ability to self-reflect,...

**Example:** Mentees in the program can be individuals on expatriation or those who have already taken up international assignments, irrespective of their positions. To be eligible for mentoring, these mentees need to establish clear professional and personal objectives, outline plans for career achievements, and demonstrate a high level of responsibility and eagerness to learn.

- 2-3 last sentences: List out benefits of this project for the given stakeholders involved: mentors, mentees, and the company itself.

**Example:** Mentors, through their role in guiding others, concurrently broaden their own professional knowledge and skill set. This process not only sharpens their leadership abilities but also fosters meaningful connections with employees across various GM subsidiaries.

### c. Program Structure

- 1-2 first sentences: Provide details on the program's duration, frequency of meetings, and format (e.g., face-to-face, virtual).
- 1-2 next sentences: What focus areas and competencies should mentees and mentors be choosing from to help with making matches?

**Example:** Heimann et al. (1996) highlight the advantages of a formal mentoring program for expatriates, emphasizing its structured approach, clear framework, and defined goals. Following the algorithm described by Weinberg (2011), less experienced protégés are paired with more seasoned and knowledgeable mentors. These mentors are expected to offer both career support, such as providing challenging assignments, and psychosocial support, including counseling and encouragement. This structured mentorship is particularly beneficial in addressing the unique needs of expatriates.

- Further 2-3 Sentences: Mention any unique elements of the program structure, like peer mentoring, group sessions, or special events.

**Example:** The program is thoughtfully structured to encompass both individual and group mentoring sessions, scheduled bi-weekly.

It integrates a mix of in-person and virtual interactions to effectively include participants from across the globe.

A special focus is given to fostering peer learning and networking opportunities, enhancing the overall experience and effectiveness of the mentoring program.

## 2. Attracting

- a. Recruitment and Selection Strategies (Approximately 200 words):

To optimize the recruitment and selection process for a global mentoring program in a multinational enterprise (MNE), consider picking one of these five solutions:

<b>Solution</b>	<b>Idea Development</b>
<b>Digital Recruitment Platforms</b>	Explore various digital channels within the organization like intranet, company social media, and email newsletters. Tailor content to be engaging and informative, focusing on program benefits and requirements.

<b>Engaging Marketing Campaigns</b>	Create visually appealing marketing materials with success stories and testimonials. Use a mix of media like videos, infographics, and posters to reach different employee groups.
<b>Managerial Endorsement and Involvement</b>	Involve senior leadership in promoting the program. Have leaders share personal endorsements or experiences related to mentoring, either through internal communications or direct involvement in launch events.
<b>Culturally Inclusive Approach</b>	Conduct cultural awareness training for the recruitment team. Ensure that promotional materials and communication are sensitive to cultural nuances and are available in multiple languages if necessary.
<b>Clear and Transparent Selection Criteria</b>	Define and communicate the criteria for both mentors and mentees. Ensure the process is transparent and aligns with the objectives of the mentoring program. Develop guidelines and FAQs to help applicants understand the selection process.

Then, for an estimated **10-sentence analysis** of your chosen, here is a general outline for which you can expand the outlined solutions into full paragraphs:

**Suggested Flow:**

1. Introduction to the Solution: Start with a brief introduction of the specific solution.
2. Significance and Relevance: Explain why this solution is important for the mentoring program.
3. Detailed Description: Provide a detailed description of what the solution entails.
4. Implementation Strategy: Discuss how this solution will be implemented within the organization.
5. Target Audience or Group: Identify who will be most affected or involved with this solution.
6. Expected Outcomes: Outline the expected outcomes or benefits of the solution.
7. Potential Challenges: Address any potential challenges or obstacles in implementing the solution.
8. Strategies to Overcome Challenges: Suggest strategies or methods to overcome these challenges.
9. Integration with Other Solutions: Explain how this solution integrates with other aspects of the mentoring program.

10. Conclusion and Summary: Conclude with a summary of the solution's impact on the overall success of the mentoring program.

**Example:**

**Engaging Marketing Campaigns**

1. Introduction to Marketing Campaigns: Start with the role of marketing in recruitment.
2. Campaign Goals: Define the objectives of the campaigns.
3. Media Types: Discuss various types of media to be used.
4. Content Creation: Talk about creating engaging content.
5. Target Audience: Identify the target audience for the campaigns.
6. Success Metrics: Describe how success will be measured.
7. Integration with Other Efforts: Explain how the campaign integrates with other HR efforts.
8. Challenges and Responses: Address potential obstacles and how to overcome them.
9. Call to Action: Include a call to action in the campaign.
10. Summary of Impact: Summarize the expected impact of the campaigns.

**b. Training**

**Suggested flow:**

- 1-2 first sentences: Start with a clear statement of the objectives for the training program, focusing on how it aims to equip participants for the mentoring program.
- 1-2 next sentences: Discuss the various methods to be employed in training, like workshops, e-learning modules, and interactive sessions, highlighting their relevance and effectiveness.
- 1-2 next sentences: Outline the key content areas of the training program, such as communication skills, cultural sensitivity, and mentoring techniques.
- 1-2 next sentences: Explain the importance of engaging expert facilitators in delivering the training and how their expertise will benefit the participants.
- 1-2 last sentences: Conclude by describing how the effectiveness of the training will be assessed, through feedback forms, performance tracking, etc., to ensure continuous improvement.

**Example:** The training for GM's Global Mentoring Program, as per Smith & Johnson (2020), is carefully crafted to equip both mentors and mentees with necessary skills and knowledge. Brown (2019) notes the use of interactive methodologies, including workshops and e-learning, to suit different learning styles. Taylor (2021) emphasizes training in communication skills, cultural understanding, and mentoring techniques, critical for a global setting. Sessions are led by expert facilitators, as Davis (2018)

points out, ensuring quality education. Williams (2020) highlights a robust evaluation system, with participant feedback and performance metrics, to continuously refine the program's effectiveness.

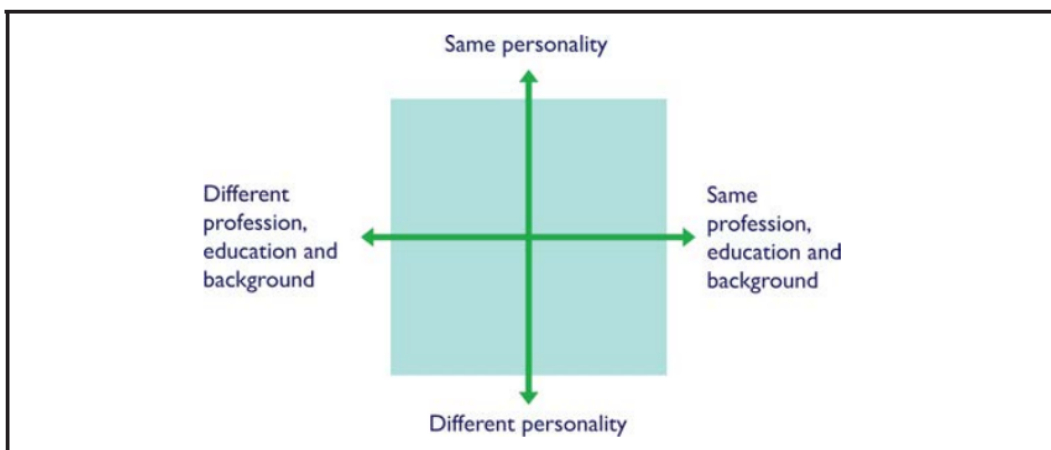
### 3. Connect

#### a. Matching

##### Suggested flow:

- 1-2 first sentences: Begin by highlighting the importance of an effective matching process in the mentoring program.
- 2-3 next sentences: Detail the criteria used for matching mentors and mentees, such as professional background, skills, and personal interests.

**Example:** Criteria such as career goals, professional skills, and shared interests are pivotal in forming productive mentor-mentee pairs (Singh & Patel, 2022).



**Figure 1:** Matching mentors and mentees (Poulsen 2013)

- 2-3 next sentences: Describe the mechanism or system used for matching, whether it's algorithm-based or manually curated.  
**Example:** GM utilizes a sophisticated algorithm-based system, augmented by human resources oversight, to guarantee the best possible matches in its mentoring program. This approach combines the precision of technology with the insight of HR professionals to ensure effective pairings. (Kim & Lee, 2020)
- 2-3 next sentences: Discuss if and how the program allows for self-selection or preferences in the matching process.
- 2-3 next sentences: Explain how the matching process takes into account cultural and geographic factors, especially in a global context.

**Example:** In GM's mentoring program, particular emphasis is placed on ensuring cultural and geographic compatibility, a vital aspect given the



diversity of GM's global workforce. This focus ensures that the mentoring relationships are well-suited to the unique cultural and geographical contexts of the participants. (Gomez & Tan, 2021).

- One last sentence: Conclude with the role of feedback in refining the matching process over time.

## **b. Implementation**

Suggested Flow:

- 1-2 first sentences: Discuss the process leading to the final decision of mentors and mentees to join the program and the arrangement of their first meeting.  
**Example:** In this phase of GM's mentoring program, both mentors and mentees make their final decisions to participate and have their initial meetings. During these meetings, they share and clarify mutual expectations, explore their motivations for joining the program, and establish ground rules for their collaboration. This process is essential for setting a strong foundation for the mentoring relationship. (Poulsen 2013).
- 2-3 next sentences: Describe how the initial meeting focuses on building rapport, setting expectations, and establishing ground rules for collaboration.
- 2-3 next sentences: Emphasize the importance of program staff in facilitating these initial meetings and providing continuous support.
- 2-3 next sentences: Detail the recommended frequency of meetings and the importance of maintaining proximity in the mentor-mentee relationship.  
**Example:** The recommendation for GM's mentoring program is to organize meetings every 3-6 weeks, with an estimated total of ten meetings over the course of the 12-month program. (Poulsen 2013).
- 2-3 next sentences: Explain the advantages of employing a hybrid approach, combining e-mentoring and face-to-face meetings, to cater to diverse needs.
- 2-3 next sentences: Outline the role of the HR department in providing ongoing support, including organizing webinars, training on overcoming virtual distance, and cultural competency.  
**Example:** HR staff at GM can facilitate webinars for mentors and mentees. These sessions would focus on familiarizing participants with program resources and sharing best practices for successful mentoring partnerships. This approach ensures all participants are well-prepared and informed about maximizing the benefits of the program. (Philippart and Gluesing 2012).
- 2-3 next sentences: Conclude with the importance of HR-initiated activities being tailored to specific needs and goals of the mentoring pairs for effective support.

#### **4. Measure and Evaluate**

Suggested Flow:

- First sentence: Begin with a sentence introducing the specific solution you're analyzing.
- 1-2 next sentences: Explain how this solution will be implemented within the mentoring program.
- 1-2 next sentences: Elaborate on the benefits or advantages of this solution.
- 1-2 next sentences: Identify any challenges that might arise with this solution and suggest ways to address them.
- 1-2 next sentences: Connect the solution back to the overall goals of the mentoring program.
- 1-2 next sentences: Provide an example of hypothetical scenario to illustrate the solution in action.
- 1-2 next sentences: Discuss the expected outcomes or impact of this solution on the program.
- One last sentence: Finish with a statement emphasizing the importance of this solution in the overall success of the mentoring program.

**Example:** GM's Global Mentoring Program employs the Balanced Scorecard approach, as outlined by Kaplan & Norton (1996), for a multifaceted evaluation. Smith (2018) notes this allows assessing participant development, process efficiency, and satisfaction. Johnson (2020) points out challenges in aligning diverse metrics and interpreting data. However, Williams (2019) suggests its proven success in similar programs. This strategic evaluation, vital for the program's continuous enhancement and long-term efficacy, helps GM track progress and align with its goals despite potential challenges in implementation.

### **III. Conclusion (Suggested 150 words)**

Suggested flow:

- 1-2 first sentences: Summary of the main points and solutions discussed in the essay.
- 1 more sentence: Highlight the anticipated positive impact of the mentoring program on GM's global workforce and organizational goals.

- 1 more sentence: Stress the importance of ongoing evaluation and adaptation of the program to meet changing needs.
- One last sentence: End with a forward-looking statement about the potential long-term benefits of the program for GM's global competitiveness and employee development.

**Tips:** The conclusion should summarize all your main points but still be kept simple, and clear and involve your personal thoughts on the impacts of new mentoring program application in general

## **E/ TIPS & TRICKS**

- Integrate Theoretical and Practical Perspectives: Balance theoretical insights with practical examples.
- Cite academic theories and models, and relate them to real-world applications within GM's context.
- Incorporate Cross-Cultural Insights: Given GM's global presence, emphasize cross-cultural considerations in your analysis. Discuss how different cultural contexts might affect the program's design, implementation, and outcomes.
- Reflect personally on your learnings but maintain an objective, analytical tone overall.
- Use transition words and vary sentence structure for a smooth flow between ideas.
- Proofread carefully to check for errors, concise language, and adherence to word count and time limit