

THE ROLE OF MENTORSHIP IN DEVELOPING FUTURE BUSINESS LEADERS

O.A.Ashurbaev, Senior Lecturer at MU University, Tashkent

A.R.Khodjaev, Student of MU University, Tashkent khodjaevabubakr@icloud.com

ABSTRACT

The purpose of mentoring cannot be undermined in developing the next generation of business leaders. Today, when the business world is changing at ever-increasing speed, stronger leadership is more required than ever before. The aim of this article is to explain how guidance in one's business and personal life will assist a potential future business leader. Some good examples are shown from companies such as Unilever and IBM, where the benefits include improvement in problem-solving ability, development of emotional intelligence, and building strategic thinking. Other topics covered within the paper are the components of success of mentorship programs: having clear intent, relationships in the classroom and working areas between teachers and the mentee, and lastly, support from all stakeholders. Findings from studies conclude that it was the only positive way, with both professional and personal attributes; thus, organizations stand the chance to develop qualified management personnel to deal with all pending issues. That can be developed by the provision of learning through mentorship with proper guidance and proper counsel.

Keywords: Mentorship, leadership, future leaders, mentor, mentee, case studies, IBM, Microsoft, Unilever, business leaders

1.0 INTRODUCTION

In today's business world, where things change quickly, being a leader is more than just having a title. It means motivating others, taking risks, and bringing about good change. Things are getting more complicated, and we need skilled and creative leaders more than ever. But how do we get people ready to play such important roles? That is an important question. Even though going to school and getting job experience are important, mentoring is one of the best ways to shape future business leaders.

Mentorship is more than just sharing information. It's a close and helpful relationship in which more experienced people help less experienced people learn. Through this process, mentors can learn important lessons, see things from different angles, and gain the strength to deal with problems. It's a chance for teachers to share their knowledge, become leaders, and help the next group of leaders grow (Stone, 2024).

This article examines the importance of mentoring in the development of future corporate executives. It describes how mentoring helps people grow, gives inspiring examples of mentor-mentee relationships that work, and lists the qualities that make a great mentor and mentee. It also discusses common problems that come up in mentoring relationships and gives useful tips on how to make them work well.

Upon completion, readers will comprehend why mentoring is not just a beneficial practice but also a potent instrument that both people and organizations may use to develop skilled, strong leaders. Great leaders aren't born, they're made, and having a guide is a big part of that process.

2.0 BACKGROUND INFORMATION

Mentoring has been known for a long time to be an important part of developing leadership skills. According to research, organized coaching relationships can help professionals grow in a big way. For example, a study in the Harvard Business Review found that mentees' career growth was 54% better when they had clear structures for their teaching relationships (Psico-smart Editorial Team, 2022).

Mentorship helps more than just the person receiving it; it also helps the organization succeed. Also, it is a strong way to help an organization succeed by making leaders more resilient, flexible, and open to everyone (Thinkers50, 2024).

Mentorship has also been linked to better job happiness and success. A summary of 112 separate research studies found that coaching has important effects on behavior, attitude, health, relationships, drive, and job (Psico-smart Editorial Team, 2022).

When it comes to business leadership, mentoring provides important information and advice to people who want to be leaders. Some books, like *The Mentoring Advantage: Creating the Next Generation of Leaders*, say that there are no real leaders without guidance. This shows how important mentorship is for developing leaders (Stone, 2024).

3.0 LITERATURE REVIEW

3.1. MEANING AND IMPORTANCE OF MENTORSHIP

In a mentoring relationship, someone with more experience (the mentor) helps someone with less experience (the student) reach their personal and professional goals. We believe in each other, value each other, and want to grow together, so this friendship works. The National Institutes of Health (2019) says that mentoring is an important part of job growth and leadership development because it helps people share skills, boosts confidence, and gives them access to networks.

When it comes to developing leadership skills, mentoring is especially important. Mentors help mentees deal with difficult problems at work and improve their critical thinking by giving them tips and insights. The Centre for Creative Leadership (2023) says that organized training programs are very important for getting new leaders ready and giving them the skills, they need to adapt to a business world that is changing quickly. Mentorship is also based on ideas like Social Learning Theory, which says that people learn by watching others and copying what they do. When people have mentors, mentees copy their teachers' actions and ways of making decisions, which shapes their leadership styles.

More real-life cases show how valuable mentorship is. Companies like General Electric use reverse mentorship programs to bridge generation gaps and encourage constant learning. In these programs, younger workers teach top leaders about digital trends. These kinds of projects show that mentoring not only helps people but also helps an organization succeed.

3.2. DEVELOPMENT OF LEADERSHIP AND MENTORING SKILLS

Mentorship is one of the most important ways to learn the skills you need to be a good leader. Mentors help mentees improve skills like strategic thought, emotional intelligence, and good communication by giving them one-on-one support. Leaders can motivate their teams, make smart choices, and encourage new ideas with these skills.

The connection between the mentor and the mentee is very important to this process. A good guide not only gives helpful comments but also acts in a way that the mentee can copy and makes sure the mentee feels safe while they learn. This relationship helps mentees grow and gets them ready for leadership tasks. A 2019 study from the National Institutes of Health found that having a guide greatly boosts self-confidence, leads to better job results, and improves leadership skills.

Mentors also help their mentees understand how organizations work, make sure their values are in line with leadership goals, and solve problems in the real world. These things give mentees more confidence and creative ideas when they face problems. Centre for Creative Leadership (2023) research also shows that mentoring speeds up professional growth by giving personalized advice, which is often more useful than general training programs.

3.3. DIFFERENT MENTORING STYLES AND ITS EFFECTIVENESS

There are different kinds of mentoring, and each one meets a different set of needs and offers a different set of benefits. Formal mentoring programs are set up in a way that makes goals and deadlines clear. Organizations often use these programs to help people grow and improve in certain ways. DCPAS research from 2018 found that structured mentoring makes people better at their jobs, boosts their confidence, and keeps them from leaving their jobs.

On the other hand, informal mentoring happens easily without any set rules. These kinds of relationships are more adaptable and can meet the current needs of the mentees. Mentorink (2023) says that informal mentoring can lead to long-lasting work ties and a stronger sense of belonging.

Another good method is peer mentoring, in which people at similar times of their careers help each other. It helps people learn from each other and works better when done together. Peer coaching is especially helpful for training programs because it helps new employees get used to working together.

When younger workers teach senior leaders, it gives senior leaders a new way to look at things like technology and workplace culture that are changing all the time. Companies like Heineken and General Electric have used reverse coaching programs to help bring people of different generations together (Verywell Mind, 2023).

How well these types of mentoring work rests on things like the culture of the organization, how well the coach and student get along, and the program's unique goals. Mentorship programs that are well-thought-out and in line with the goals of the organization are more likely to be successful and yield real benefits.

3.4. OBSTACLES AND EFFECTIVE MENTORING TECHNIQUES

Even though mentoring has benefits, it also has some problems. Mentors and mentees often can't meet regularly because of time limits, which can slow down the relationship's progress. In the same way, tutoring situations can be less useful when people are paired up incorrectly because they have different standards or ways of communicating. Also, mentors might not have the training or skills they need to help mentees properly (DCPAS, 2018).

To deal with these problems, best practices need to be put into place. Mentors and mentees will work together better if they agree on clear goals and standards from the start. Communication that happens regularly builds trust and lets people give feedback, which is very important for growth. By giving teachers training and tools, you can help them better guide and support their

mentees. Organizations can also set up ways for training programs to get feedback and keep getting better.

New trends, like virtual mentoring and platforms offer creative ways to get around old problems. These methods offer freedom and ease of access, which makes mentoring more open to everyone. Mentorink (2023) says that companies that use these best practices and new technologies are more likely to be able to build strong mentoring environments that prepare future leaders for success.

4.0 PROBLEM STATEMENT

The business world changes quickly these days, so companies need strong leaders who can deal with problems, encourage new ideas, and help the company grow. But a lot of businesses have trouble finding and training future leaders with the right skills. Leaders often can't get the personalized help and real-world knowledge they need from traditional training programs.

Mentorship has been shown to help people become better leaders, but many organizations don't use it well. It's harder to get good results because mentors and mentees aren't always matched up correctly, teachers don't always get the right training, and not everyone can join mentoring programs. It's even harder to be a guide now that more people work from home and on global teams. It is very important to solve these problems so that mentoring can help make leaders who are skilled and secure and can do well in today's complicated business world.

5.0. RESEARCH METHODOLOGY

This article evaluates the role that mentoring plays in making future business leaders through secondary study. In secondary research, one considers data, studies, papers, reports, and case studies that have previously been written by reliable sources. In this article, the aim shall be to find out more about how mentoring affects the growth of leadership and how mentoring programs can be conducted effectively by companies through examination of the aforementioned sources.

These include several academic papers, business reports, books, and case studies from actual companies that have applied the process of mentoring in building leaders and found it effective. These case studies will show how mentorship programs operate within real companies, such as IBM, Microsoft, and Unilever. They ought to show how mentoring can facilitate leadership and job advancement.

The paper will review secondary data for related themes, issues, and best practices in mentoring. After that, it concludes the evidence on how organizations can leverage efforts to grow leaders. This approach saves you from having to collect firsthand data, relying on the wealth of information already available from credible sources.

6.0. RESEARCH QUESTIONS AND PURPOSE OF STUDY

The research questions on which this article is based are presented below.

1. To what extent does mentorship influence the next generation of business leaders?
2. What makes the basis of successful mentoring programs work?

These questions help to explain how mentoring has defined leadership traits and skills, which would enable to understand it in a detailed way to develop leaders. It also identifies best practices and techniques an organization can use to extract optimum value from mentoring. This article draws on case studies and prior research to provide helpful insight into the question of how mentoring has served to nurture future leaders.

7.0. RESEARCH HYPOTHESIS

Hypothesis 1: Having a mentor is a great contributor to the development of traits and skills in the leadership of future business leaders.

Hypothesis 2: The reason includes clarity in setting goals, good relations between mentors and mentees, and continuous support during the mentoring program, which enables successful development among business leaders.

8.0. RESEARCH RESULTS AND FINDINGS

The Influence of Mentorship on Business Leaders

Mentorship builds leadership skills by giving each student a unique, individualized learning experience. One important finding from the study is that mentees often understand leadership ideas better and pick up useful skills faster than those who don't have a guide. Mentors help their mentees learn how to deal with tough business problems, make good connections, and feel more confident in their leadership jobs. Mentoring helps people grow both professionally and personally. Self-awareness, resilience, and a growing attitude are all important for being a good leader (Eby et al., 2018).

Case studies from companies like Unilever and IBM show that mentoring helps leaders improve their strategic thought, ability to change, and ability to handle people. IBM's guidance program gives workers long-term support from top executives to turn them into future leaders. Through this connection, people can improve their leadership skills, which can help them move up in the company (Kram, 2005). Unilever's mentorship program, which pairs workers with experienced leaders from different areas, also shows how important mentoring is for developing future business leaders. The Unilever program helps people learn more about what it means to be a leader by showing mentees different points of view and leadership styles (Hunt & Michael, 2023).

The results also show that mentoring helps mentees learn the "soft skills" (like conversation, emotional intelligence, and dispute resolution) that are needed to be a good leader. It can be hard to teach these skills the old-fashioned way, but guidance relationships can help people improve them. Mentors give mentees helpful comments, talk about their own lives, and give advice that is unique to the mentee's job problems. This personalized method speeds up the mentee's growth as a leader by giving them the skills they need to deal with problems in the real world (Ragins & Kram, 2007).

Important Elements for Effective Mentoring Initiatives

Studies of tutoring programs that work well have found a few main factors that make them work. The mentor-mentee connection is one of the most important parts. For success, you need a connection that is strong and helpful, based on trust, mutual respect, and open communication. Mentees are more likely to get something out of mentoring if they feel like they can talk about their problems and goals. This open communication lets teachers give help, comments, and direction that is specific to the needs of the student (Eby et al., 2018).

Making sure that goals and standards are clear is another thing that helps tutoring programs work. Clear goals that lead the tutoring process are key to making mentoring programs work. Some

examples of these goals are helping the student learn certain leadership skills, getting ready for a certain job, or improving their ability to make decisions. A clear framework helps both the guide and the student know what is expected of them, which makes it easier to track growth and success over time (Ragins & Kram, 2007). Formal coaching programs with clear goals have been put in place by companies like Microsoft. These programs have led to measured changes in leadership development (Kram, 1985).

It is also very important that both the tutor and the organization keep supporting and committing to the student. Mentorship programs that are supported by the company and have a set plan and ongoing help are better at turning people into future leaders. This includes regular check-ins, chances to meet new people, and giving teachers and mentees the tools they need to achieve. As Gibson (2024) notes, research from companies like Google has shown that mentoring programs that are backed by the company and focus on long-term growth make leaders who are better and more capable.

Also, training programs that include mentoring between different functions or departments work better. Mentees in these programs learn about different leadership styles and points of view, which helps them think outside the box and come up with new ideas. Companies like General Electric (GE) have set up these kinds of programs so that workers from different areas can help each other out. Hunt and Michael (2023) say that this method not only helps mentees learn how to be leaders, but also makes the organization a better place to work together and share knowledge.

9.0. DISCUSSION

Obstacles in Establishing Mentorship Initiatives

Although mentorship offers clear advantages, the findings also underscore various obstacles that organizations encounter in establishing effective mentorship initiatives. A primary challenge lies in guaranteeing compatibility between mentors and mentees. Differences in communication styles, expectations, or career aspirations can impede the success of the mentorship relationship. This challenge can be addressed through meticulous matching processes and regular assessments to guarantee that the mentor-mentee relationship stays effective and advantageous (Ragins & Kram, 2007).

One more obstacle is the significant time investment needed for successful mentorship. Numerous senior leaders might find it challenging to allocate time for mentoring because of their demanding schedules. When organizations offer mentorship programs, they often need to make sure that teachers have enough time and resources to connect with their mentees. Things that focus on quality rather than quantity, like teaching ties with a few important people instead of large groups, tend to be more successful in the long run (Eby et al., 2018).

The Importance of Mentorship in Developing Future Business Leaders

In the end, after the research results, advice forms one of the most vital components of creating the next line of business leaders. The opportunity provided by mentors to their mentees allows for learning from professionals who are experienced due to the complexity of leadership. In this regard, effective mentoring programs define clear goals and provide continuous support that fosters strong relationships between the teachers and the mentees. This provides a structured avenue to develop the leadership competencies.

This research helps to draw the inference that mentoring plays an important role in the grooming of leaders for the future, since through this, they will be much better leaders, receive personalized support, and receive valuable job-related advice. Those who are succeeding in the mentoring programs are those who have been well-planned, received organizational support, and also laid considerable emphasis on relationship building. Such good practices will give corporations the ability to accelerate the development of a new generation of leaders ready for the demands of contemporary business.

10.0. CONCLUSION

In conclusion, Mentoring is a great and powerful tool in molding the leaders of tomorrow. Business has become increasingly complex, and never in history has there been a better time for leaders who have the vision to handle uncertainty and trigger fresh ideas. All this epitomizes how guidance helps in the growth of a person and the success of an organization. If guides are provided, one will be able to pick up some useful things, handle the issues much more smoothly, and finally possess some important skills, such as emotional intelligence or decision-making skills.

Besides the mentee himself, quite a lot of people benefit from mentoring. If corporations invest in mentoring programs, then they will make a highly developed pool of their future leaders and will be better prepared to face challenges that the businesses are likely to face in the near future. A well-planned mentorship scheme is one in which the teachers and students are continuously learning and developing. Mentorship promotes diversity and equality since people from all backgrounds have an equal chance to rise as leaders.

Overall, the importance of leadership in today's world is demanding for any individual; thus, mentoring will guide them through the process. It installs in them the much-needed self-confidence, talents, and vision which the future leaders need to have so that they can lead extraordinarily while leading others in the most appropriate manner. Lastly, companies that stress and facilitate mentoring help further not only the growth of individual careers but also their long-term growth and success. Thus, the art of mentoring is not only a way of raising better leaders but it is also an investment in any corporation for its future.

REFERENCE LIST

- 1) Center for Creative Leadership (CCL). (2023). How to Use Coaching and Mentoring Programs to Develop New Leaders. Available at: <https://www.ccl.org>
- 2) DCPAS. (2018). The Benefits of Formal Mentorship Programs. Available at: <https://www.dcpas.gov>
- 3) Eby, L.T., Allen, T.D., Evans, S.C., Ng, T. & DuBois, D.L., 2018. Does Mentoring Work? An Analysis of Mentoring Outcomes and Implications for Future Research. *Journal of Vocational Behavior*, 72(2), pp.254-267.
- 4) Gibson, D.E., 2024. Role Models in Career Development: New Directions for Theory and Research. *Journal of Vocational Behavior*, 65(1), pp.134-156.
- 5) Hunt, D.M. & Michael, C.W., 2023. Mentorship: A Career Training and Development Tool. *Academy of Management Review*, 8(3), pp.473-485.
- 6) Kram, K.E., 2005. *Mentoring at Work: Developmental Relationships in Organizational Life*. Glenview, IL: Scott, Foresman.
- 7) Mentorink. (2023). *Informal Mentorship: Building Stronger Connections*. Available at: <https://www.mentorink.com>

- 8) National Institutes of Health (NIH). (2019). The Impact of Mentorship on Leadership Development. Available at: <https://www.ncbi.nlm.nih.gov>
- 9) Psico-smart Editorial Team (2022). *The Impact of Mentorship on Leadership Growth and Development*. [online] Psico-smart.com. Available at: <https://psico-smart.com/en/blogs/blog-the-impact-of-mentorship-on-leadership-growth-and-development-164151>.
- 10) Ragins, B.R. & Kram, K.E., 2007. *The Handbook of Mentoring at Work: Theory, Research, and Practice*. Thousand Oaks, CA: Sage Publications.
- 11) Stone, F. (2024). *The Mentoring Advantage: Creating the Next Generation of Leaders*: Stone, Florence: 9780793186921: Amazon.com: Books. [online] Amazon.com. Available at: <https://www.amazon.com/Mentoring-Advantage-Creating-Generation-Leaders/dp/0793186927?> [Accessed 19 Dec. 2024].
- 12) Thinkers50 (2024). *The Future of Mentoring in Leadership Development - Thinkers50*. [online] Thinkers50. Available at: <https://thinkers50.com/blog/the-future-of-mentoring-in-leadership-development/>.
- 13) Verywell Mind. (2023). Reverse Mentoring in Modern Organizations. Available at: <https://www.verywellmind.com>

