

# GRADUATION AND FOLLOW-UP

Graduation, or what is done post-program, varies for organizations – but there are good practices:

## 1 Examine indicators, assess outputs and outcomes

Outputs of a mentoring engagement will vary depending on the individual relationship and objectives set. While contribution can be measured, attribution can be difficult as the guidance mentors offer is often hard to quantify.<sup>72</sup> Despite this complexity, there are still common markers of success at the end of a mentoring relationship, including:

### General outcomes<sup>73</sup>

- Mutual value for both parties
- Mentee becomes a mentor

### Relationship-related outcomes<sup>74</sup>

- Duration of the relationship, especially if it continues outside the program
- Whether the mentor is on or joins the MSME's board or becomes an official advisor
- Whether the mentor/mentee continues to advise others

### Business-related outcomes – like those highlighted earlier<sup>75</sup>

- Growth: turnover, headcount, valuation, profitability, new business lines, pivots etc.
- Networks and clients: connections to new champions and/or partners
- Access to finance and capital
- Improved operational approaches: productivity, efficiency, leadership strengthening, etc.

## 2 Assess status at the end of the relationship and set clear expectations for the future

Programs typically have an end point to the formal journey. However, a successful mentoring relationship can extend across years and allows the mentee to re-engage with their mentor as needed throughout their professional trajectory. At the formal graduation date, it is important to confirm and set clear expectations around whether or not to engage in the future (and if so, how).

<sup>72</sup>Holzman; Morris, 2020, <sup>73</sup>Ramachandran; Vargas, 2020, <sup>74</sup>Holzman, 2002, <sup>75</sup>Guttentag; Holzman; Morris, 2020