<table>
<thead>
<tr>
<th><strong>Barriers to Mentoring</strong></th>
<th><strong>Possible Solutions</strong></th>
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</table>
| 1. Time constraints/100% scheduled | Social event  
Allocate time for employee  
100% vs 90% billable |
| 2. High workload/overwork | More resources  
Increase efficiency  
Right person for the right job |
| 3. Mentoring outside work hours/ penalize non-project activities | Compensate personal time  
Part of leadership development |
| 4. Overly formal procedures | Simplify procedures |
| 5. Bullying | No Bullying  
Code of conduct, respectful workplace, lead by example, company culture |
| 6. Additional hierarchy layers | Flatten organizational structure |
| 7. Workplace socialization, networking, skills sharing all discouraged  
No social events, no talking  
Seniors/juniors work separately | Encourage greater interaction:  
Team building  
Social events  
Cultural change of organization |
| 8. Directive leadership style/no reflection  
Highly confidential/closed doors policy | Leadership/soft skills training  
Management support to change organizational culture:  
360 reviews  
Survey monkey  
Formal review/appraisal process  
Share ideas  
Open door policy |
| 9. Lack of executive buy-in  
Lack of leadership participation  
No management support | Show how mentoring contributes to the bottom line  
Incentivize participation at higher levels  
Convince management of improved image |
| 10. Selecting individuals that do not have an aptitude for mentorship | Provide formal training |
| 11. Mentoring not valued | Job description includes mentoring, development plan too |
| 12. No mentoring program | Establish formal program  
Encourage culture of informal mentoring |
| 13. No mentoring tools or training | Program administrator/coordinator  
Dedicated budget and/or training resources |
| 14. Competitive environment | Encourage competition/individual rewards  
Formalize mentor role, reward/recognize mentor  
Team recognition  
Foster collaboration |