



Case Study: The Hartford & Mentoring

Introduction

Founded in 1810, The Hartford Financial Services Group, Inc. is one of the largest insurance and investment companies based in the United States, with offices in the United States, Japan, the United Kingdom, Canada, Brazil and Ireland.

The Hartford Group is a leading provider of life insurance, group and employee benefits, automobile and homeowners insurance and business insurance - as well as investment products, annuities, mutual funds, and college savings plans.

With a work force of over 25,000 teammates, The Hartford Group serves millions of customers worldwide - including individuals, institutions, and businesses - through independent agents and brokers, financial institutions, and online.

Recognized as one of the World's Most Ethical Companies, The Hartford Group embraces and lives its' mission and values.

Mission

To help customers pursue financially secure futures by anticipating their needs and providing competitive financial products.

Values

- Customer Focus
- Diversity & Inclusion
- Financial Discipline
- Integrity
- Teamwork
- Winning Spirit

Because The Hartford Group believes a diverse and inclusive work environment encourages better problem-solving, broader collaboration, creative thinking and innovation, diversity and inclusion are evident at all levels in the company in the way teammates listen and respond to customers, community and each other. The Hartford Group values and respects the unique characteristics, skills and experiences employees bring to the workplace daily. This is the heart of its' success as a financial services company.

Situation

As The Hartford Group continues its' diversity and inclusion journey, it is seeking a professional D&I consulting and training firm that has leading edge training solutions to help The Hartford Group build on its' successes. Especially, in regard to a mentoring program that includes women and minority teammates. A formal mentoring process will help the organization build an internal pipeline of diverse highly qualified individuals for executive succession planning.

The Hartford recognizes that mentoring is considered to be one of the most effective ways to transfer knowledge, shape professionalism, grow talent and increase contribution of selected individuals in the organization by allowing an executive the formal opportunity to share insights and knowledge with selected hi-potential people.

Action

The Hartford's Talent Management department created a formal mentoring program to help grow talent within the organization and create strong business relations between diverse individuals that foster extraordinary performance and the achievement of organizational goals. They felt they had the right pairings of people. The only missing piece was determining what type of training was needed to ensure success. They knew both mentors and mentees needed training. To meet this need, Marilyn Carey, Director – Talent Management collaborated with Tracey Davis, AVP Diversity Practices to identify, hire and partner with a diversity and inclusion training organization. PRISM International, Inc. was chosen to be that partner. PRISM's *Mentoring For Engagement, Growth and Success*™ program was exactly what they were looking for. PRISM assured The Hartford that its' consultants have the knowledge and skills to support organizations in creating new or improving the effectiveness of existing formal mentoring programs.

The *Mentoring For Engagement, Growth and Success*™ program provides participants with the skills, knowledge and techniques to successfully perform as mentors and mentees in a formal mentoring process. Participants will understand and embrace the responsibility of developing and sustaining a mutually beneficial partnership with opportunities to experience diversity-related business and personal obstacles to achieving success.

The goal is to enhance the effectiveness of existing formal mentoring processes by equipping mentors and mentees with diversity and inclusion skills and knowledge to ensure a trusting, respectful, productive pairing relationship.

Program objectives:

- To gain skills and confidence for fully participating in the mentoring process as one way to support a diverse and inclusive work place
- To understand the intersections between talent management, diversity and inclusion and the mentoring process
- To recognize the impact of attitudes and behaviors and how they enhance or detract from your success
- To gain tips for starting, enhancing or rejuvenating a formal mentoring process

Below is a high level outline of the program facilitated by two of PRISM's Senior Consultants, Pollie Massey Battle and Tony Gilliard. Pollie focused on the mentees and Tony the mentors in separate breakout sessions. The two groups were brought together as a combined group later where they met and began to work together in pairs.

Mentoring For Engagement, Growth and Success™

- I. Mentoring: Basic Concepts
- II. Building a Broad Understanding of Diversity and Inclusion
- III. Understanding Yourself: Expanding Perspectives
- IV. Increasing Trust – Building Relationships
- V. Beginning the Mentoring Relationship – Tips for Getting Started

Results

Program organizers Marilyn Carey, Director – Talent Management and Tracey Davis, AVP Diversity Practices said they believe all parties have experienced increased confidence, competence, career planning, and cultural awareness. All of which positively impacts employee satisfaction, engagement, loyalty, and turnover. They said feedback from the participants was exceptionally good. They said there were several ah-ha moments and hands-on experiential opportunities. The facilitators were knowledgeable, fun and professional.

Pollie Battle, PRISM Senior Consultant stated, “I loved the opportunity to present these segments together--they are natural partners--diversity and mentoring”. “Although The Hartford culture seemed very traditional it is leveraging diversity and their history for success in the 21st century. It appears that the glass ceiling has been raised for women based on the titles represented in both mentor and mentee sessions. The mentoring program is an indication that there is an effort to raise that ceiling. I hope The Hartford will trust the process and stay the course. It takes years for successful mentoring programs to make an impact on the culture-- I hope they are in it for the long distance”.

Participants said the content was thoughtful; it positioned the selected mentors and mentees for a successful partnership - the business connections and benefits were clearly defined. Some of the take-aways they mentioned to Tony Gilliard, Senior Consultant included:

- Great content; have never thought about mentoring from this standpoint.
- Would have never thought about linking Diversity and Mentoring.
- Excited about the opportunity these tools should help.

Tony expressed “My view of The Hartford is that it is a very “traditional” organization with long term employees who have been managing their business and the culture with little change over the years. Still very much a coat and tie environment for men and business suits for women. I believe the glass ceiling has been raised for women based on the numbers in my session and that there is a sincere effort to get better. The challenge for The Hartford and similar organizations is figuring out how to turn so much history and tradition down a path that is uncharted territory for them. The Hartford is answering that question by taking the risk. I honestly don’t believe they truly knew what they were getting themselves into, however I do believe that they are trusting of the system; a system that has not failed them in the past.”

About PRISM International, Inc.

[PRISM International, Inc.](#) is a WBENC certified, full-service provider of innovative, proven consulting services and training programs and products for Leveraging Diversity & Inclusion, Managing Talent,, Increasing Global & Cross Cultural Effectiveness and Preventing Harassing & Discriminatory Behaviors

Since 1992, PRISM has assisted over 200 organizations in 23 countries by providing a systemic process and best-in-practices performance solutions focusing on optimizing the opportunities and complexities of the workforce, workplace and marketplace.

PRISM is the parent organization of the [Association of Diversity Councils](#), and the founder of the annual [Diversity Council Conference](#) and the [Diversity Council Honors Award](#).

For more information about this program contact us by emailing info@PrismDiversity.com or calling 888.997.7476.