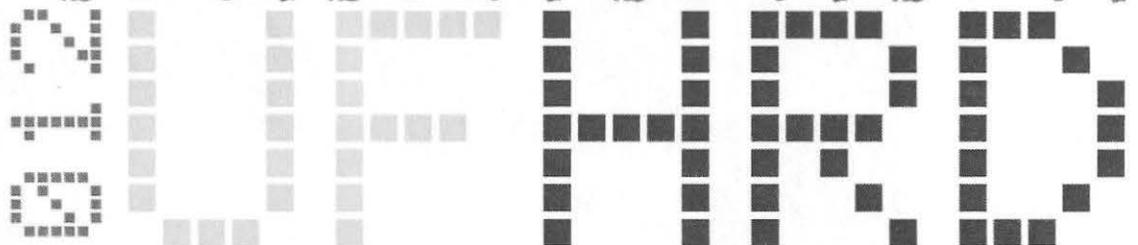




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MENTORING AND ITS MEANING FOR HRD IN ALL-CONSUMING ORGANIZATION

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Abstract: *In order to introduce mentoring each organization ought to comply with several rules. First, mentoring-friendly environment has to be provided. Second, the relation between mentoring and career success must be made clear and last but certainly not least future benefits are to outweigh costs (Gibb 2005). However, the above mentioned circumstances may significantly differ between organizations. In this way different kinds of mentoring outcomes can be achieved. There is very little agreement in the literature as to what mentoring is and what it is not (Bierema & Hill 2005). A very specific example of mentoring outcome are all-consuming organizations. Such companies are characterized by fairly charismatic leadership, separation from community and demand for a cult. Hence, they are often described by a comparison to religious sects (Arnott 2000, Ochinoski & Grzywacz 2003). Unfortunately this phenomenon has so far never been described in HRD literature and thus there is no methodology to research it.*

The paper is a methodological one and attempts to create a proper research tool for indicating mentoring in all-consuming organizations. Implications for future research and practice are discussed.

Key words: mentoring, corporate cult, all-consuming organization, HRD

1. Introduction and Problem Statement

The last century has seen an amazing impact of science and technology on human life, quality of living, and working.

Globalization, technical unification in corporate lives as well as lengthening of working time – all these phenomena have led to higher employee effectiveness. Organizational changes not only considered senior management but have been spread all over the company affecting working groups and individuals as well. Assuming that for competing organizations management techniques or technology as such is getting more and more alike it seems that individuals with their attitudes, values or beliefs turn out to be the source of competitive advantage. And since those individuals most frequently work in teams, there is a call for effective team management in order to rise the spirit and involvement among workers. However, an increase in employee involvement does not necessarily result in higher effectiveness.

There are situations where selected elements of corporate culture are stressed too much, switching culture into a cult. Although cultish organizations are quite common, there arises the question as to the intensity of cult, for too cultish environment might have a negative influence on individuals as well as working teams. When a company treats their employees as family members and demands absolute dedication or obedience from them they became separated from the outer world (being their families or local societies). In addition to that such company changes into very specific set-up with specific relations considering all management levels, especially as far as motivation and control are concerned.

Motivation as such and motivational techniques have been broadly described in management literature. In order to support and speed-up learning process mentoring is more and more often applied. Mentoring is most often defined as a professional relationship in which an experienced person (the mentor) assists another (the mentee) in developing specific skills and knowledge that will enhance the less-experienced person's professional and personal growth.

Some interesting questions arise out of this problem. Is it possible to implement mentoring in all-consuming organizations? If yes, then what character does it have or what circumstances must occur in order to implement it? Are those circumstances the same for every organization? Is mentoring similarly effective for those organizations?

The newly projected tool will allow to answer these questions and will add a new value to HRD theory and practice. Mentoring programs' goals typically include an increase in mentee knowledge and skills (Hezlett 2005), as well as in enhancing "cultedness" in organization, but unfortunately this phenomenon has so far never been described in HRD literature.

2. Literature review

The literature review provides an overview and background for better understanding the role of mentoring in all-consuming organizations.

2.1 Mentoring

a) Notion and Typology of Mentoring

It is said that everyone needs a mentor (Clutterbuck 2004), because mentoring affects both individuals and organizations and may influence individuals' career success (Higgins & Kram 2001: 265). There is very little agreement in the literature as to what mentoring is and what it is not (Bierema & Hill 2005: 557). It hasn't been

thoroughly distinguished from other supportive workplace relationships. Garvey and Garrett-Harris (2005:9) define mentoring as a learning and development relationship between two people without specifying their positions within organization. This criterion has been stressed by e.g. Noe, Greenberger & Wang (2002) and Russell & Adams (1997). They commonly specified that HRD mentoring involves an intense, one-on-one relationship in which an experienced, senior person provides assistance to a less experienced, junior colleague in order to the latter's professional and personal development. Common topics discussed in such interactions may focus on career-advising, work-life support, job and task development and many more (i.e. Eddy et al. 2006: 60). Hence, it is easy to confuse mentoring and other supportive programs in organization. D'Abate et al. mapped 13 types of developmental relations which typically describe different forms of coaching and/or mentoring (D'Abate et al. 2003).

Table 1. An initial list of development partnerships

<ul style="list-style-type: none"> ✓ Action learning ✓ Apprenticeship ✓ Coaching ✓ Distance mentoring ✓ Executive coaching ✓ Formal mentoring ✓ Group mentoring 	<ul style="list-style-type: none"> ✓ Informal mentoring ✓ Multiple mentors ✓ Peer coaching ✓ Peer mentoring ✓ Traditional mentoring ✓ Tutoring
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Source: D'Abate et al. 2003. In: Gibb 2008: 162.

Gibb pointed out: 'Different types of people, in different types of relationships, in different organizational circumstances, are all "doing" mentoring.' (Gibb 2008: 165-166). This statement introduces the broad perspective of perceiving a typology of mentoring, for the scholars are far from reaching the agreement on this matter. It is acknowledged that the two main types of mentoring are formal and informal mentoring (Sosik et al. 2005: 94 and further). Further, major attempt to establish conclusive and complete set of types of mentoring have not been successful. Among others we can talk about distance mentoring, group mentoring, peer mentoring, and traditional mentoring.

Having all discrepancies above laid aside, why not focus on outcomes and functions provided within an organizational context. Undoubtedly, implementing mentoring influences: developing human resources and organization, managing organizational culture, improving organizational communication, career-advising (vocational support), role modeling, organizational commitment, work-life and psychological support, stress reduction, as well as job/task development (Scandura & Ragins, 1993. In: Sosik et al. 2005: 95-96; Gibson 2005: 484; Bierema & Hill 2005: 558).

Table 2. The Functions of Mentoring

Vocational functions	
Sponsorship	A senior individual's public support its critical for advancement.
Coaching	Enhancing a person's knowledge and understanding of how to effectively navigate in the environment.
Protection	Shielding the protégé from untimely or potentially damaging contact with other senior officials.
Challenging assignments	Building of critical technical skills leading towards greater responsibility.

Psychosocial functions	
Role modeling	Senior's person's attitudes, values, and behavior become model to emulate. Desirable example-setting; mutually beneficial.
Acceptance and confirmation	Validation on the individual' self-worth. Appreciation and support.
Counseling	Enables and individual to explore personal concerns with mentor. Sounding board.
Friendship	Mutual liking, understanding. Enjoyable informal exchanges about work/non-work.

Source: Kram 1985. In: Gibb 2008: 169.

b) *Conditions of Mentoring Friendly Environment*

In order to introduce mentoring each organization ought to comply with several rules. Mentoring formally organized requires a degree of policymaking, an instruction for participants and an evaluation which involves a clearly perspective view of what mentoring is. Also advising mentees and mentor's training is needed. (Gibb 2008: 168). In addition to that mentoring works most efficiently when chemistry and mutuality in the relationship is seen. Mentoring relationships ought to be built upon mutual respect, honesty, integrity, comfort, confidentiality and commitment to the relationship and expectations between the mentor and protégé (Garvey & Garret-Harris 2005: 9, Bierema & Hill 2005: 558). 'Several barriers such as time, work responsibilities, geographic distance, and lack of trust can diminish if not halt the mentoring.' (Bierema & Hill 2005: 558).

c) *Significance of Mentoring*

'Mentoring is for whole-person development and periods of rapid change and big challenges (...). Mentoring, in the specific context of leadership development for executives, is growing with increasing pressures at the top, emphasis on the balance and quality of life, continuing need to learn and transitions involving radical change.' (Gibb 2008: 174). It provides benefits to mentors, protégés and organizations. Mentors gain prestige, a sense of generativity and internal satisfaction (Sosik et al. 2005: 94). Also those executives who work in teams benefit from the process of mentoring as they may not have the whole knowledge to fulfill given task. Mentoring seems like a natural and indispensable element of their path of life-long process of learning. It also affects protégés who may build social networks, develop and learn new career-related skills, and gain promotions, pay raises and job and career satisfaction. Organizations may enhance levels of organizational commitment, retention, managerial succession and productivity (Sosik et al. 2005: 94). Therefore Personal Reflective Space is required. An important skill for mentors and coaches is the ability to facilitate reflection and generate personal insight.

d) *Implications of Mentoring for HRD*

Mentoring is often recognized as a useful tool for human resource development (HRD) (McCauley 2005: 1), but mentoring in all-consuming organizations has so far never been described in HRD literature and thus there is no methodology to research it. To begin to address this gap in the literature and develop new insight into formal mentoring, the present study attempts to create a research tool for indicating mentoring in all-consuming organizations. Any further discussion on the matter should be preceded by clarifying what actually all-consuming organizations are.

2.2 All-Consuming Organizations

Mentoring programs can be found in all kinds of business activities but they may differ significantly. It is strongly related to organizational culture which influences corporate environment – most important factor determining mentoring outcome. In organizations, culture means preparing the organizational environment for development of a prescribed way of perceiving, thinking, acting and even feeling (Schein 1992: 9, Arnott 2000: 90). However, culture of all-consuming organizations bears some specific features which other organizations lack. This, in fact, is the main assumption underlying the thesis of this paper.

Table 3. Characteristics of a Leader in All-Consuming Organizations

Feature	Description
Submission to leadership	Cult leaders are strong, controlling, manipulative people who demand submission from members. Membership is voluntary.
Polarized world-view	The group is good, everything else is bad.
Feeling over thought	Emotions, intuitions, and mystical insights are promoted as more important than rational conclusions.
Manipulation of feelings	Techniques are designed to stimulate emotions (i.e. feeling of guilt), usually employing group dynamics to influence responses.
Denigration of critical thinking	Characterizing independent thought as selfish, and rational use of intellect as evil.
Fulfillment can be realized only in the group	This is reinforced in corporate cults by anecdotes of people who left the organization and failed.
The ends justify the means	Any action or behavior is justifiable as long as it furthers the group's goals.
Group over individual	The group's concerns supersede an individual's goals, needs, aspirations, and concerns. Conformity is the key.
Severe sanctions for defection or criticism of the cult	This can apply to negative or critical thoughts about the group or its leaders. A strong wall of protection is maintained around the cult, first by quickly eliminating critics, and second by cutting communication with them.
Severing ties with family, friends, goals, and interests.	It is accomplished more covertly in corporate cults, when members are separated from their community by the many corporate-sponsored functions (i.e. day care, exercise facilities, banking, laundry services, bookstore).

Source: Based on Arnott 2000: 125-128; 145.

Basically, all-consuming organization is a synonym of corporate cult where such companies are characterized by fairly charismatic leadership (Table 3), separation from community and demand for a cult also associated with a devotion (Arnott 2000:8, Zimbardo & Hartley 1985:91-147). Hence, they are often described by a comparison to religious sects (Arnott 2000, Ochinowski & Grzywacz 2003: 69). It's getting hard to distinguish between corporations and cults (Johnson 2000: 14). 'All organizations have some degree of "cultedness", some have more than others', claims the author of "Corporate Cults" (Arnott 2000: 1). Arnott maintains that cult is an individual-level construct and only individuals can transform their corporation into a cult (Arnott 2000:1; Healey 2001: 52). 'The only difference between religious cults and corporate cults is the direction of devotion', writes Arnott. 'Religious cult leaders claim to direct followers' devotion to God, when they actually direct it to

themselves. Corporate cult leaders claim to direct devotion to conduct, when they actually direct it to organization.' (Arnott 2000: 102). Spector and Lane stressed out that 'the characteristics of high performance organizational cultures and those of cults bear a disquieting resemblance. Although we tend to associate cults with anti-social actions and beliefs, some practice quite benign behavior. However, though some of the characteristics of cults, most especially the creation and maintenance of a strong, shared belief system, may overlap with attributes of a high performance culture, other aspects of cult-like organizations spell real trouble' (Spector & Lane 2007: 18).

In order to describe genesis of cultish organization a citation is needed. 'It all begins with the corporate refrigerator in the corporate kitchen' – says Trueblood (2000: 68). 'The office begins to feel more and more like home. Employees roam the office in socks as though in their own living rooms; office lunches replace a leisurely hour at the park; office friendship predominate, often providing the employees only form of emotional support; and sometimes, romance burgeons. Why go outside when all of your needs are met at the office?' (Trueblood 2000: 68). When an organization allures employee with such benefits it seems he or she doesn't feel a need to satisfy the needs outside the organization. Companies are not wrong for offering those activities; workers just have to be careful that they don't get so immersed in the company's beliefs that they lose their individuality (Arnott 1999: 1). Note that members of corporate cults enter their organization freely, but they have a proclivity to be "culted".

It is easy to impute that corporate cults use individuals to achieve organizational goals. And they actually do. They 'loosen' employee's relationship with the family and community so that they can be fully involved in organizational life. Such organizations are very efficient, because employees are unabashedly devoted, as shown by their willingness to work extra days, stay late, and attend parties and other business functions on their own time. Organizations gain efficiency by taking those increasing contributions while returning decreasing financial rewards [Arnott 2000:5-15]. Notwithstanding, research seem to suggest that the extreme level of corporate cult employees are not always best for the corporation, because employees who are frustrated over not having a family life (or participating in communal events) aren't very effective. Arnott suggests there is something other than a direct correlation between time spent at the office and performance levels: balanced people are not only happier but more productive (Arnott 2000: 63-64). Nonetheless, corporate cult acknowledges the organization over the individual and that is not surprising bearing in mind, according to i.e. Taylor (1923), Weber (1947), Ackoff (1972), that it has to achieve a collective goal and survive in constantly changing environment. Here the questions arise: if organization doesn't really exist, how can it force a worker to do anything? 'Only individuals, making individual decisions, give organizations moment and life. (...) They (organizations) exist to meet people' needs.' (Arnott 2000: 118-119) If they don't, that's cultism due to the fact people join the organization and are given a great deal of freedom in decision making. When a charismatic leader supports group-thinking, forces employees to get a lot of approvals before taking action and when organizational life is driven by controlled behaviors, it's a corporate cult.

'Once people over-align themselves with company, and invest excessive faith in the wisdom of its leaders, they are liable to lose their original sense of identity, tolerate ethical lapses they would have previously deplored, find a new and possibly corrosive value system taking root, and leave themselves vulnerable to manipulation by the leaders of organization...' (Tourush & Vatcha 2005: 476. In: Driscoll & McKee 2006: 209). Hence, it needs to be stressed, the organizations thrive on dysfunctional, culted workaholics who get satisfaction only from their work and wish the leader's recognition.

When employee's self-esteem comes only from his or hers job and when, according to Arnott, „what you do" supplants "who you are", it is rather certain that an employee is likely involved in a corporate cult. In such organizations, recognition rewards are more effective than money. To be recognized as a full-member of culted corporation, he or she must adjust to the organizational culture. There is little space to make your own decisions and corporate leaders often discourage innovative thinking. Honestly, you *can* make your own decisions and think freely but only as long as 'it is the *kind* of innovative thinking as is approved at this corporation' (Arnott 2000: 152). What is worth emphasizing, to maintain separation from community, all-consuming organizations do not let the workers go elsewhere for training. In-site education prevent them from society and community. This is due to anxiety, that the workers broadening their knowledge outside the corporation might change the views implemented by their leader. For this reason 'company trainers must be the most culted, so that management can be confident of their ability to pass along company dogma in the educational setting.' (Arnott 2000: 187).

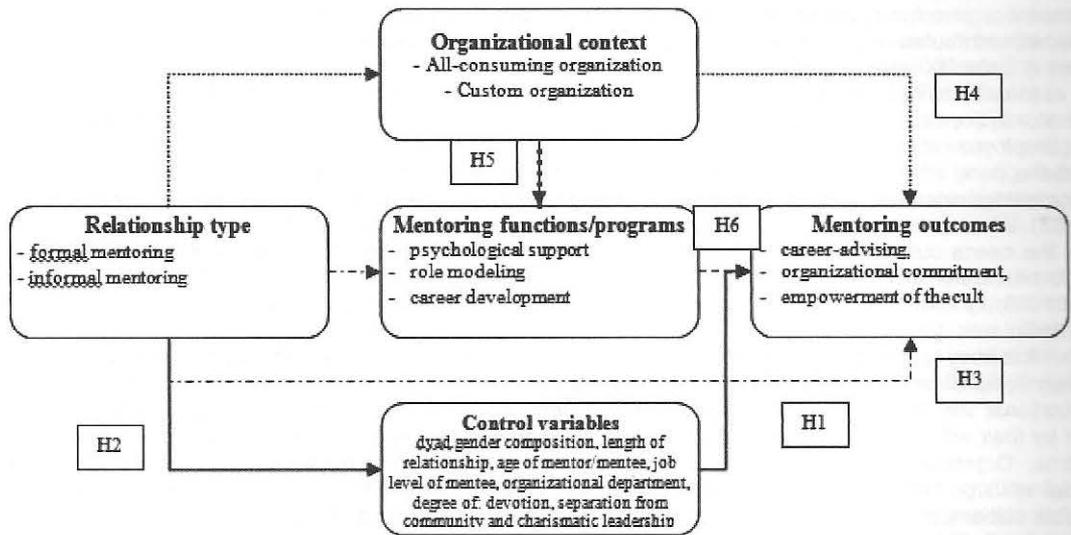
There are various types of training in all-consuming organizations, such as induction trainings, workshops, coaching, and mentoring. All of them are designed to build teams that are good for corporation. In this paper we shed light on mentoring, which so far has never been described in literature in HRD context. However, question arise whether cultish corporations introduce mentoring as we know it.

3. Theoretical Research Framework and Purposes of the Study

The purposes of the study reported in this paper were:

- (1) To create a research tool for indicating and evaluating mentoring in all-consuming organizations;
- (2) To explore the role of mentoring in all-consuming organizations;
- (3) To identify characteristic elements of mentoring in all-consuming organizations that differ from mentoring as we know it;
- (4) To identify factors contributing to the success in all-consuming organizations wherein mentoring is used;
- (5) To answer the question how to do researches in corporate cults and maintain a critical edge.

Figure 1. Hypothesized Research Model



Note: H = Hypothesis

Source: Modified version of model by Sosik et al. 2005: 96.

The above model, based on a comprehensive literature review, advances the proposition that in specific organizational context (all-consuming organization or non-culted organization) the mentor and mentee along with mentoring programs (role modeling, career development) and relationship features (dyad, length of relationship, level of devotion) influence the mentoring received by mentees what reflects in mentoring outcomes (recognition, job satisfaction). It can also empower the cult.

The following hypotheses are proposed:

Hypothesis 1:

Informal mentoring in all-consuming organizations is an element of cult's empowerment.

According to statistics (i.e. Sosik et al. 2005) those companies which introduced both formal and informal mentoring declared the informal one to be more effective. Thus, we can assume that informal mentoring in all-consuming organizations looks more like a colleague relation which aims at strengthening organizational cult throughout deepening employee devotion and community separation. These seemingly informal relationships are harnessed to cult empowerment. Why seemingly? Because the corporate cults are tightly controlled, while unculted organizations have loose control (the corporate cults force the employee to get a lot of approvals before taking action), it can be assumed that the main goal of informal mentoring will be empowering the organization rather than empowering the worker's development.

Hypothesis 2:

A man converted into cult by informal mentoring in all-consuming organization would be more devoted and zealous than a woman.

It is said that women have more proclivity to be dominated. They are more loyal and dedicated than men. While men are more achievement-oriented, women are more affiliation-oriented and like people (Arnott 2000: 49). There are also gender differences in susceptibility to mentoring (Young et al. 2006: 148). Thus women are more open for withdrawal or dragging into a cult. It seems true that a man dragged into a culted organization would be more dedicated to it as more effort has been put to seed him into that organization. Therefore he would be more susceptible to informal mentoring.

Hypothesis 3:

The impact of mentoring (its functions and outcomes) will be greater in culted organizations rather than in non-culted ones.

The impact of mentoring (affiliation, willingness to stay late at work, internalization of organizational norms and values) will be greater in culted organizations rather than in non-culted ones, because in all-consuming corporations organizational goals become private goals and culted employee completely devotes to his career.

Hypothesis 4:

The effects of formal mentoring in all-consuming organization would be stronger and last longer than effects of informal mentoring.

According to the research results (Horvath et al. 2008, Sosik et al. 2005) mentoring functions and outcomes are greater in informal than formal mentoring relationships. This is strongly related to organizational context. Specifically, formal protégés will report higher levels of mentoring outcomes than informal protégés. Conversely, in all-consuming organizations informal mentoring will be more effective, because it is deeper anchored in corporate cult. The employees tend to listen to and even worship a charismatic leader, even if he or she is not a formal mentor.

Hypothesis 5:

The clearer and more “effective” the organizational culture, the easier to apply mentoring and the more efficient the mentor.

First of all, the clearness and “effectiveness” of organizational culture have to be specified. Clearness means that the key elements of organizational culture (such as artifacts) are easily observable and may affect the effectiveness. Thus, implementing mentoring will be easier when the culture is clarified, because everyone in organizations is aware of its artifacts and, colloquially speaking, knows how to behave and what to do. When the employee’s role in workplace is established, mentoring received by mentees reflects in more effectively implemented mentoring programs and, finally, in outcomes.

The next problem concerns the differentiation between mentors in corporate cult and non-culted organization. Do they differ from each other? Obviously, yes. According to Arnott’s *The Insidious Lure* it is easy to list some features of charismatic leader who in such companies acts as a mentor (Table 4).

Table 4. Mentor’s Qualities in Corporation and All-Consuming Organization

Non-Culted Corporation	All-Consuming Organization
Wisdom	Demanding submission
Experience	Appealing to fear, uncertainty, and insecurity
Questioning	Playing on the emotions
Listening	Charismatic
Patience	Tyrannical
Networking	Workaholic
Being oneself	
Balancing process and content	
Dependable	

Source: based on: Clutterbuck and Meggison (2000). In: Gibb 2008: 170; Arnott 2000: 124 and further.

Hypothesis 6:

Mentor’s effectiveness depends on frequency of meeting, scope of topics discussed and strength of influence and others.

Researches show that mentoring introduced in an appropriate environment is more effective (Garvey & Garret-Harris 2005, Bierema & Hill 2005). Probably between the culted and non-culted organizations will not be any differences. This is because in mentor-mentee relationship all the elements constituting organizational “cultedness” reflect. There are some key factors potentially involved in successful mentoring (Table 5).

Table 5. Factors potentially involved in successful or unsuccessful development partnerships

Personal factors	Demographics: gender, age, ethnicity Adviser style: directive... self-discovery Adviser focus: own needs or advisee’s needs Adviser expertise: in development area
Relationship factors	Initiation Choice in participation: voluntary or not Frequency and duration: time known Source of relationship: superior, friend, peer
Communication factors	Location: face-to-face or distance Primary mode: medium used

Source: Gibb 2008: 164.

3.1 Research tool

Testing the hypotheses requires designing a proper tool which enables to diagnose mentoring in all-consuming organizations. As the subject of the article is rather complex, the invented method includes different tools and demands following the steps.

Step 1. Defining an organizational context.

In the first step of the research phase, the organizational context must be established. To find out whether an organization is culted or not, the Cult Test (Table 5a) has to be taken by employees. Because the research question is rather subjective, findings from survey method can be used for systematic comparison. The

test allows to measure how the individual employee views the cultedness of the organization. 'Since cultedness is an individual-level construct, there will be great variations in cult test scores among individuals within the same organizations. Even in what is described as highly culted environment, there will be individuals who are extremely independent of the organization', says Arnott (2000: 165). The test includes 20 questions referring to three main topics: devotion, charismatic leadership, and separateness from community. Table 5b shows the score interpretation.

Table 5a. The Cult Test

Question	Strongly agree				Strongly disagree
1. I feel a strong sense of loyalty toward this company.	1	2	3	4	5
2. Even if the firm were not doing well financially, I would be reluctant to change to another employer.	1	2	3	4	5
3. The offer of a bit more money with another employer would not seriously make me think of changing my job.	1	2	3	4	5
4. Based on what I know now and what I believe I can expect, I would be quite willing to spend the rest of my career with this company.	1	2	3	4	5
5. I believe in the work my organization/unit does.	1	2	3	4	5
6. I feel that I am working for a cause that is greater than just earning for a living.	1	2	3	4	5
7. My work serves a good cause.	1	2	3	4	5
8. The work of my organization/unit benefits society.	1	2	3	4	5
9. I have faith in the leader even when things go wrong.	1	2	3	4	5
10. I admire the leader.	1	2	3	4	5
11. It would be hard to find someone who could lead this organization better than the leader.	1	2	3	4	5
12. I trust the leader's decisions.	1	2	3	4	5
13. The major satisfactions in my life come from my work.	1	2	3	4	5
14. The most important things that happen to me involve my work.	1	2	3	4	5
15. My life goals are mainly work-oriented.	1	2	3	4	5
16. My work is a large part of who I am.	1	2	3	4	5
17. Many of my close personal friends work at this company.	1	2	3	4	5
18. The organization where I work is always planning social events for its employees.	1	2	3	4	5
19. I look forward to being with members of my immediate work group each day.	1	2	3	4	5
20. The people in my immediate work group take a personal interest in what I do.	1	2	3	4	5

Source: Arnott 2000: 169.

Table 5b. Scores on the Individual Constructs of Corporate Cultedness

	Questions	High	Medium	Low
Devotion	1-8	8-14	15-19	20-40
Charismatic Leadership	9-12	4-10	11-13	14-20
Separation From Community	13-20	8-23	24-29	30-40

Source: Arnott 2000: 170.

Given that the workers in culted-corporations cannot be aware of the name of the test in order to limit the bias of the respondents, the term *corporate cults* has to be labeled otherwise, i.e. "Work Relationship Survey".

Step 2. Checking out whether mentoring is implemented in organization.

This step does not require using a specific tool. It needs to identify (for instance by asking a HR-employee), whether an organizations has implemented mentoring or not. If it has, is it formal (assigned pairing of a mentor and mentee) or informal relationship? Formal mentoring can include training activities to improve mentee's teaching effectiveness, whereas informal mentoring includes advising, ideas etc.

When there is no mentoring relationship in organization, the causes have to be found out. Preparing a survey is recommended.

Step 3. Identifying characteristic elements and functions of formal and informal mentoring.

In the third step examining characteristic elements and functions of formal and informal mentoring is needed.

Formal mentoring programs are initiated by a program administrator and 'involve a medium level of social intensity, directive mentor behavior, and objective monitoring and evaluation of protégé's performance according to specified criteria in a written mentoring program.' (Sosik et al. 2005:95). In contrast, informal mentoring

involves a voluntary learning relationship based on mentor-mentee friendship and/or perceived similarity in values or life experience (Colley et al. 2003. In: Sosik et al. 2005:95).

In those relationships, mentor provides three functions to mentee: psychological support, role modeling and career development/vocational support (see Figure 1).

Step 4. Examining Mentoring Outcomes

Defining type of relationship between mentor and mentee leads to examining mentoring outcomes, such as career-involvement, organizational commitment and empowerment of a cult.

Table 7. Mentoring outcomes

Outcome	Indicators
Career-involvement	The extent to which one's career is a central component of one's identity
Organizational commitment	Shared values Desire to remain in the organization Willingness to exert effort on organization's behalf
Empowerment of the cult	Devotion Separation from community Charismatic leadership

Source: own study.

Career-involvement and organizational commitment are measured by questions related to indicators in Table 7 (for instance, willingness to exert effort on corporation's behalf can be envisioned by extra hours at work). Organizational commitment can also be measured by the 15-item Organizational Commitment Questionnaire (Modway et al. 1979. In: Sosik et al. 2005: 101) and Career-involvement by using a 6-item scale from Gould (1979. In: Sosik et al. 2005: 101), whereas empowerment of the cult is based on the scores on Cult Test, repeated after the mentoring program.

What should be emphasized, some questions from those three tests can have similar meaning.

Step 6. Data analysis and testing the hypotheses

When data are collected through the questionnaires and the proper database is created, it is time to test the hypotheses. Given that the present article is a theoretical one, different statistical tests to use can only be suggested.

After checking the reliability of scales (Cronbach's alpha), to test hypotheses a factor analysis, an analysis of variance (ANOVA) and a multivariate analysis of covariance (MANCOVA) can be proposed.

Step 7 (Optional). Evaluating (formal) mentoring programs.

The last action to indicate mentoring in all-consuming organizations is evaluation. It is an effective way of checking whether or not the formal program is meeting its goals. To enhance evaluation of the program mentors can complete pre and post training interviews, monthly reporting sheets outlining time spent with mentees and/or can have an Exit interview process. Likewise, mentees can report sheets and regularly take surveys.

4. Limitations.

At first, the limitation of focusing research and practice on a one single mentor has been considered, because people seem to rely upon multiple individuals for developmental support in their careers. They receive support from work (mentor, co-workers), community members and family. As it has been stated in previous chapters, all-consuming organizations employ those who devote their life to the corporation and whose private life supports work life. Natural consequence of not being involved in family and community life is lacking senior colleagues who could become mentors outside the workplace.

A more pressing criticism is the fact that no research has been done and the projected tool has not been tested in research area. It can also be difficult to identify the precise factors contributing to the success in all-consuming organizations.

Lastly, proposals for doing researches in corporate cults should be enhanced, especially in those wherein mentoring has not yet been implemented.

5. Applications for HRD Theory and Practice and Conclusion.

The designed tool allows to take a good look at mentoring in all-consuming organizations and is the first to broaden the scope of mentoring research beyond the corporations typically studied. It also, as has already been stated, digests the so far knowledge regarding all-consuming organizations and mentoring.

The newly projected tool adds a new value to HRD theory and practice. A challenge for HRD professionals is how to create the greatest likelihood of success for mentor-mentee pairs in culted organizations. They also should be aware of what types of outcomes are to occur from such interactions (cult empowerment). Based on benefits, formal mentoring programs ought to be developed. What is more, it may be useful to examine more formal mentoring programs. Additional practical implications are possible but requires further research.

In the past four decades scholars have mentioned many benefits of being involved in mentor-mentee relationship (Kram, 1985; Sosik et al. 2005: 94). Augmenting understanding of corporate cults and mentoring is

necessary not only in enhancing “cultedness” in organization, but also an increase in mentee’s knowledge and skills.

The designed tool is to examine those relations.

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