




The Decline of Mentorship and The Urgency to Share Valuable Knowledge with The Next Generation

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The Decline of Mentorship and The Urgency to Share Valuable Knowledge With The Next Generation

Submitted in fulfillment of the requirements for the degree of Master of Fine Arts in Studio and Digital Arts with a Concentration in Graphic Design at Liberty University.

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Abstract

Senior mentorship of junior professionals is in decline, risking the loss of generational guidance and support, limiting career opportunities, and hindering social and professional development for both parties.

The thesis discusses the definition of a mentor and types of mentor relationships, the benefits of participating in a mentor relationship, and the influence junior professionals have on these relationships. However, extensive research is lacking in determining the practical steps senior professionals can take to reverse the decline of mentorship and bring our society back to the mentoring mindset we once possessed.

The topics that have been examined are as follows:

1. What is a mentor, and how do they mentor successfully?
2. Why are mentorship and community important?
3. What are the benefits of mentorship?
4. Why is mentorship declining?
5. How can the practice of mentorship be rejuvenated?

After completing this research, a literature review was conducted in addition to three case study analyses and three visual analyses.



Chapter 1: Introduction

Motivation

I have had the privilege of being mentored by a few particularly exceptional people throughout my life. These people hold a special place in my heart, and I can say with full confidence that I would not be the woman, wife, mother, daughter, friend, sister, and designer I am today without their significant influence throughout my life. Mentorship is extremely important. Or it should be. To be mentored requires an enormous amount of vulnerability. One must be open to learning new things, new habits, and new thought processes. My mentors over the years have

consisted of professors, bosses, my best friend's mother, my pastor's wife, my youth pastor, and my college and career group host parents. The Lord has placed each of these people in my life for them to teach me something and for me to learn from them – to learn something about life, design, relationships, expectations, etc. I have also had the great privilege of mentoring those younger than me – the act of passing down what I have learned from each of these people mentioned above. To be mentored, you must be open-minded, willing to receive the feedback, and eager to apply it to your life. Likewise, to be a mentor, you must be willing to invest – invest your time, your effort, your knowledge, and your heart into someone else the Lord has placed in your path for a specific reason. Mentorship is typically for a season, a time of life that may last a few weeks or a few years. I am extraordinarily grateful that I still keep in touch with many of my mentors today.

Over the years, and throughout my career, I have observed a decline in mentorship within the Graphic Design community. Perhaps it is just my local area, however, I observe people becoming more and more isolated, coiling into themselves, unwilling to be vulnerable and share their experiences. I would like to explore design solutions that encourage mentorship in our industry and pay forward the extraordinary benefits of mentorship with those younger or less experienced. This thesis will provide research, discuss the importance of mentorship, and take a deeper look into these relationships between senior professionals and junior professionals.



Research Questions

The following thesis investigates the decline of senior mentorship of junior professionals. The research illustrates the effects of the decline, such as loss of generational guidance and support, limiting career opportunities, and hindering social and professional development for both parties.

The topics that will be examined are as follows:

1. What is a mentor, and how do they mentor successfully?
2. Why are mentorship and community important?
3. What are the benefits of mentorship?
4. Why is mentorship declining?
5. How can the practice of mentorship be rejuvenated?

Research Problem Statement

Senior mentorship of junior professionals is in decline, risking the loss of generational guidance and support, limiting career opportunities, and hindering social and professional development for both parties.

Research Purpose Statement

Research shows that while 76% of people believe mentors are important, only 37% actually have one (Mentorloop). Mentorship is important among young adults and seasoned professionals, and it is crucial for personal and professional development for both parties. Where would we be as a society today without influential mentor/mentee relationships such as Steve Jobs and Mark Zuckerberg, Dr. Benjamin Mays and Dr. Martin Luther King Jr., and Thomas Hart Benton and Jackson Pollock (Top 25 Mentoring Relationships in History)? Oh, and let us not forget Jesus and the twelve disciples. Ultimately, mentorship is about sharing valuable information that one has learned and passing it on to the next generation. If this transaction of knowledge does not occur, some professions could be in real danger. Establishing a targeted awareness campaign to communicate the benefits of mentorship can potentially revitalize the mentor/mentee relationship and promote professional development.

Knowledge Gap

The definition of a mentor and types of mentor relationships have been thoroughly researched, as well as the benefits of participating in a mentor relationship and the influence junior professionals have on these relationships. However, extensive research is lacking in determining the practical steps senior professionals can take to reverse the decline of mentorship and bring our society back to the mentoring mindset we once possessed.



Stakeholders

The identified stakeholders are junior professionals and senior professionals. For the purpose of this research, junior professionals (mentees) are defined as Millennials, someone who was born between 1981 and 1997 (Kaplan and colleagues, p. 36-37). Those who are perhaps in graduate school, have been working in their career field for about ten years, or those who are still trying to find their dream career. Senior professionals (mentors) have many definitions, such as role model, counselor, advisor, teacher, nurturer, friend, and sponsor (Foster, p. 2). Today, we use the term “mentor” to describe someone who guides us (McLaughlin, p. 872-873). Organizations that would be interested in my research include those that would like to implement a formal mentorship program into their company culture. This includes manufacturing facilities such as ORAFOL Americas, non-profit organizations such as Savannah Care Center, and educational institutions such as Georgia Southern University.

Research Implications

As junior professionals seek mentorship from senior professionals and senior professionals seek more mentoring opportunities, we will see an increase in intergenerational relationships, resulting in a mentoring mindset that we once possessed as a society. It is important to remember that mentoring will not solve many or most problems. However, junior professionals (mentees) and senior professionals (mentors) will benefit from the relationship as it provides mutual social and career opportunities for both parties.

Research Objectives and Significance

Research tells us that mentorship is at an all-time low, just when people need it the most (Wills). Seventy-six percent of people think mentors are important; however, only 37% of people have one. Eighty-four percent of people say their mentoring relationships provide mutual inspiration, even lowering their anxiety and allowing them to find more meaning in their chosen profession. Eighty-nine percent of people who have been mentored say they will go on to mentor others in the future (Mentorloop). So, the question is, how can something so important to our society be fading away right before our eyes? Throughout my research, I will evaluate why mentorship is declining among high school students, college students, emerging professionals, and seasoned professionals in our culture today. I will focus on the core of my idea, communicating the characteristics of a successful mentor and identifying the mutual benefits that arise from the valuable mentor/mentee relationship (How to be a Mentor).

Merriam-Webster defines a mentor as a trusted counselor, guide, tutor, or coach (Merriam-Webster). Mentorship is an important practice throughout all stages of life, and we all have something to give. To communicate this, I will look to the sixth “sticky idea” principle – Stories (Heath, p.204). Think of all the famous mentor/mentee relationships and where we would be as a society without them today. Apple Inc. CEO, Steve Jobs, mentored Facebook CEO, Mark Zuckerberg; former Morehouse College President, Dr. Benjamin Mays, mentored Dr. Martin Luther King, Jr.; musician Woody Guthrie mentored singer-songwriter Bob Dylan; painter and muralist Thomas Hart Benton mentored Jackson Pollock; and Ralph Waldo Emerson mentored Henry David Thoreau (Top 25 Mentoring Relationships in History). Oh, and let us not forget Jesus mentored the twelve disciples.

I will also look to the fifth “sticky idea” principle, Emotions, specifically focusing on self-interest (Heath, p.177). I will communicate to my audience why they should care about mentoring and convince them to act on it by explaining what’s in it for them. Research tells us that only 14% of mentor relationships begin with someone asking someone else to mentor them, whereas 61% of mentor relationships develop naturally (Mentorloop). Natural is always best, but how do these relationships develop naturally? By both parties being vulnerable. We as a society need to change our outlook on mentoring. Mentoring requires respect, time, and trust (Groven-der). 75% of people choose not to mentor because of the time commitment. However, retention rates and overall job satisfaction are much higher for mentees (72%) and mentors (69%) compared to workers who do not have a mentor (Mentorloop).


Ultimately, mentorship is about sharing valuable information one has learned and passing it on to the next generation. If this transaction of knowledge does not occur, some fields and professions could be in real danger. This is the second “sticky idea” principle, Unexpectedness. I will use the power of unexpectedness to communicate the importance of paying forward the extraordinary benefits of mentorship and the professional development that can be obtained when one pours their life into the next generation. Without the mentor/mentee relationship, people will suffer in their careers from lack of guidance and support, develop poor academic performance, develop an increased risk of dropping out or quitting, have limited career opportunities, and suffer limited social and emotional development (Wills).

Bias

I have approached this thesis research with the bias that mentorship is vital among junior professionals and senior professionals. Although the research that has been conducted so far has proven this bias, my design solution will need to be approached from an unbiased point of view.

In order to create an unbiased design solution, I will focus my marketing messaging on the benefits of mentorship and the positive outcomes of having a mentor instead of focusing on the urgency of the decline of mentorship.

As stated in this thesis, the target audience of junior professionals (Millennials) “feel special and not overlooked” when involved in a mentoring relationship (Kaplan and colleagues, p. 49). Likewise, mentors inhabit a deeper satisfaction and organizational commitment within their current positions (Gosh and Reio, p. 106).



Chapter 2: Research

Literature Review

The Origin of Mentorship: It is the consensus that the origins of mentorship can be traced back over 3,000 years ago to ancient Greece. The term “mentor” or *Μέντωρ* was first introduced to the world in a poem titled *The Odyssey*, written by Homer. The poem tells the story of Odysseus and his son Telemachus. Telemachus is on a quest to find his father and bring him home as he is away fighting in the Trojan War (Thomas p.13). As Telemachus is without his father, the goddess Athena appears to Telemachus in the form of a family friend named Mentor. Throughout the poem, Mentor guides and protects Telemachus. Fast forward to the seventeenth century, the term “mentor” made its first appearance in the English language thanks to French novelist Francois Fénelon, in his re-imagination of Homer’s story, *Les Aventures de Télémaque* (Foster, p. 1-2). Fast forward again to the twentieth century, the practice of mentoring began when the Oxford University Department of Education first introduced the internship in 1987 as part of The Internship Scheme to assist the development of teachers in training (Bryan, p. 47).

Definitions of a Mentor

Research shows that there are several definitions and interpretations of a mentor, including what makes a successful mentor, types of mentoring relationships, and formal versus informal mentoring. Susan E. Metros, author of *The Importance of Mentors*, urges that one cannot simply read a book to become a good mentor as it is not a one-size-fits-all practice (Metros, 5.2). Haggard Dougherty noted that there are more than forty different definitions of the term “mentor” that have been used since 1980, most of which share the viewpoint that mentors are people who provide personal and career advice (Rajashi and Thomas, p.107). Hiram Foster, author of *Functions of Mentoring as Christian Discipleship*, describes a mentor as a role model, counselor, advisor, teacher, nurturer, friend, and sponsor (Foster, p. 2). Oprah Winfrey describes a mentor as “someone who allows you to see the hope inside yourself” (Thomas, p. 13). The Cambridge Dictionary defines a mentor as someone whose impact is long-lasting and changes the trajectory of someone’s life (Thomas, p. 14).

There are more than forty different definitions of the term “mentor” that have been used since 1980.



Mentoring is something most people talk about doing and needing. However, it is not obvious what being a mentor truly means or what the mentoring process truly entails. Is mentoring the same thing as training or advising? Does mentoring mean being a good role model? Are all of these labels for the same thing? Mentoring takes place in a wide range of professions. Sometimes, a mentor is defined as someone who has been trained in coaching, guiding, and advising those who are pursuing a wide range of goals and careers. However, a mentor is not someone who has “been there, done that.” Advising, by definition, is a more short-term process that focuses on giving the learner information and guidance. Mentoring, on the other hand, is a more intricate, long-term, one-on-one relationship that goes beyond just providing information to the mentee. Mentoring moves toward establishing a relationship that could potentially form into a colleague and lifelong source of guidance and support. If the average person is asked, “What is a mentor?” chances are they will respond with many different answers. However, if one cannot describe mentorship, measure it, or delineate it, how can it be found? Today, the term “mentor” is used to describe someone who guides (McLaughlin, p. 872-873).

What Makes a Successful Mentor?

A considerable amount of research outlines foundational characteristics and important factors that are necessary to be a successful mentor. There is a consensus among researchers that empathy is a major component that contributes to being a successful mentor. Empathy is about being a good listener while sharing experiences of success and failure to imagine what someone else is feeling (How to Be a Mentor). Rajashi Ghosh and Thomas G. Reio, authors of the journal “Career Benefits Associated with Mentoring for Mentors: A Meta-Analysis,” encourage mentors to show empathy to their mentees as it will allow them to talk more openly (Ghosh and Reio,

p. 107). As noted in the ERIC report, *Becoming a Better Mentor: Strategies to Be There For Young People*, empathy does not mean going along with whatever the mentee wants. Mentors need to be encouraging while gently pushing their mentees to make good decisions (p. 21).

Once empathy is achieved, there is an emotional bond that forms between the mentor and the mentee, a bond built on trust (DuBois, p. 3). The Five Factor Model is a consensus among researchers as one of the most accepted theories of personality traits as it pertains to mentors. The five traits are openness, conscientiousness, extroversion, agreeableness, and neuroticism (or emotional stability). Openness refers to the mentor’s level of curiosity. Conscientiousness refers to the mentor’s effort to make plans and reliability to keep those plans. Extraversion refers to the ability to interact with others, displaying high energy. Agreeableness refers to the level of sensitivity toward others, specifically cooperation. Neuroticism, or emotional stability, refers to the level of confidence a mentor has that is free of anxiety or worry (Lundsford). Even with these key personality traits and characteristics, it is important to remember the context of the mentor-mentee relationship.

Types of Mentoring Relationships

Albert Shanker, the late president of the American Federation of Teachers, describes mentoring as “chancy as a blind date” (Evans, p. 245). Understandably, developing a mentor relationship is not straightforward. Each relationship is dependent on context. To start the relationship, the mentor and the mentee need to bring their expectations, many of which will be determined by the context of the relationship. This allows both parties to develop a strong two-way learning outcome that provides mutual benefits (Clutterbuck, p. 7-8). Metros says something similar as she defines the first step for a successful mentoring relationship as the mentor and mentee clearly define and honestly articulate their goals for the relationship (Metros, 5.3). The success of the mentoring relationship is contingent on the needs of both the mentor and the mentee (Rajashi and Reio, p.107).

Many researchers have various names for the different types of mentor relationships. Metros outlines seven different types of mentors: the wise leader, the life coach, the teacher, the peer mentor, the confidante, the self-help mentor, and the inner mentor (Metros, 5.5). Thomas Evans, author of “The New Mentors,” suggests there are two types of mentoring relationships: psychosocial and career (Evans, p. 246). “Psycho-social” mentoring focuses on the personal motivations of the mentee, their competence, identity, and effectiveness in relationships (Evans, p. 255). Career mentoring focuses on the professional motivations of the mentee, discussing career opportunities and navigating career advancement within their organization (Rajashi and Reio, p.108). It has been said that these two types of mentorship (psychosocial and career) have monopolized mentoring research for nearly three decades. (DuBois, p. 6).



Kathy Kram divides mentoring relationships into four phases: initiation, cultivation, separation, and redefinition. William Gray envisions a five-step mentoring relationship: perspective, persuasive, collaborative, confirmative, and successful. Lois Zachary outlines four phases of mentoring relationships: prepare, negotiate, enable, and close (Metros, 5.6). Mike Pegg, author of *The Art of Mentoring*, outlines eight types of mentor relationships: classic mentors, leaders, models, coaches, teachers, advisers, counselors, and buddies (Pegg, p. 138). Buell identifies four different models of mentoring: cloning, nurturing, friendship, and apprenticeship (Foster, p. 10).

There was a time when mentoring played a major role in American business. Young adults were chosen and trained through apprenticeships. The mentee's career advancement depended solely on the individual performance and support of their mentor (Evans, p. 244). Today, law schools model their mentoring programs loosely after the historic practice of mentorship (Metros, 5.1). Siemens Stromberg-Carlson, a United States subsidiary of a \$62 billion international company, headquartered in Germany, added more clinical courses to their two-and-a-half-year mentorship program, allowing their students to gain "real-life" experience and more confidence in the field. This company alone has trained 13,000 apprentices in thirty countries around the world (Evans, p. 258).

On the other end of the spectrum, there is the peer mentoring relationship. Lara Lundsford, author of *The Mentor's Guide: Five Steps to Build a Successful Mentoring Program*, defines mentoring as "a relationship between a younger adult and an older, more experienced adult who helps the younger individual learn to navigate the adult world and the world of work" (Lundsford). However, other sources say the mentor does not have to be older than the mentee. Peer mentoring is a relationship between two peers who are the same age and in the same stage of life. Usually colleagues or friends,

the two pair up to help each other grow within an organization or their chosen field. The two set out to gain professional development, share networking contacts, and support each other when needed (Metros, 5.5). Despite all of the different types of mentoring relationships, one thing is certain, all mentoring relationships include an element of chance. Whether one is seeking mentorship from a neighbor, friend, family member, or senior coworker, the success of the relationship is determined by the mentor and mentee defining the relationship as formal or informal (Evans, p. 256). There is a difference, and it is vitally important to make the distinction at the beginning of the mentoring relationship.

Formal Versus Informal Mentoring

There is a debate among researchers whether it is best to begin a mentoring relationship spontaneously (informally) or to begin the relationship through a mentoring program within your organization (formally). For example, Metros says that for a mentoring relationship to be successful, it must be based on more than a spontaneous relationship (Metros, 5.2). Formal mentoring relationships are often mandatory within an organization. Upper management will assign a mentor to new hires or those who show promise for promotion. Formal mentoring meetings are scheduled, tracked, documented, and evaluated based on strategic goals and milestones. Informal mentoring meetings are based more on trust and admiration to do better (Metros, 5.4). Margo Murray compares formal mentor programs to “arranged marriages - utilitarian and lacking passion (Evans, p. 245). However, formal mentoring relationships can grow into informal relationships as time passes and a more natural relationship develops (Evans, p. 251).

Marilyn Kaplan, Kristen A. Lawson, and Victoria McCrady, authors of “The Hero Viewpoint and the Perception of Mentors: Why Millennials Need Mentors and Why They Have Problems Finding Them,” discuss the lack of formal mentorship programs before 1980. The Harvard Business Review reported a survey during this time, and of the 1,250 executives who responded, nearly two-thirds of the respondents said they had a mentor. Shockingly, one-third of the respondents said they had two or more mentors, all established organically. However, in the 1990s, organizations began seeing a stall in employee advancement and more employees leaving the company after only a few short years of working there (Kaplan and colleagues, p. 41). Most staff turnover occurs during the first six to twelve months due to the employee not being able to adjust rapidly enough. Assigning a mentor right away helps the newcomer overcome culture shock and the uncertainty that most people feel when starting a new position (Clutterbuck, p. 26).

Formal mentoring relationships can grow into informal relationships as time passes.



In 1992, the accounting firm Deloitte and Touche, located in New York City, revolutionized mentoring by starting a program that combined mentoring, career counseling, and job flexibility to help women advance in the workplace. Deloitte passionately referred to this effort as “The War for Talent” and she sought to win. By 2000, Deloitte and Touche saw 30% growth, which is still a benchmark that shapes the firm today. In 2016, Deloitte and Touche surveyed almost 8,000 Millennials across thirty countries. It is generally agreed that a Millennial is someone who was born between 1981 and 1997 (Kaplan and colleagues, p. 37). Two-thirds of respondents said they wanted to leave their organization by 2020. Deloitte and Touche described this as a “remarkable absence of loyalty.” The firm became heavily invested in the retention of Millennials. Today, Deloitte and Touche offer new interns a “Discover Internship.” The newcomer is equipped with a counselor and an onboarding advisor to assist them and offer guidance throughout the experience. During the internship, a senior manager shares potential paths to advancement with the company with options for flexibility (Kaplan and colleagues, p. 41-42). This type of program made the Millennial intern feel “special” and not overlooked (Kaplan and colleagues, p. 49). Deloitte and Touche soon realized that this was not a “remarkable absence of loyalty,” but an oversight of the amount of attention one generation craves over another (Kaplan and colleagues, p. 50). Millennials desire mentorship, however, they have a difficult time finding a mentor through informal methods. Companies like Deloitte and Touche have responded with formal programs; however, if Millennials do not feel supported, they will not repay the organization with loyalty and will leave positions sooner than previous generations (Kaplan and colleagues, p. 51).

Kathy Krum wrote in the mid-1980s that the end of informal mentoring relationships was like the end of romantic relationships (Kaplan and colleagues, p. 49). Whether the relationship is formal or informal, the goal of mentoring relationships is to provide

career advice and obtain professional and personal enrichment (Metros, 5.1). Patricia Battin noted in her acceptance speech for the 1996 CAUSE Award for Exemplary Leadership and Information Technology Excellence:

Mentorship represents an individual commitment to seeking out, identifying, and developing in a variety of ways the leaders of the future – people who have the creativity, the intellect, the conceptual skills, and the personal qualities necessary to provide true transformational leadership in the challenging, ever-changing, and fluid environment of contemporary higher education. (Metros, 5.11)

Why are Mentorship and Community Important?

Research shows that there are several “behaviorist and cognitive theories” surrounding the act of learning. Hazel Bryan and Chris Carpenter, authors of “Mentoring: A Practice Developed in Community?”, state that learning is an internal process; however, social theories view learning as a “socially constructed and developed process.” Ultimately, learning takes place in both forms, professionally and socially within communities (Bryan and Carpenter, p. 47). A community can be defined in terms of geographic location, but it can also be defined in terms of social community, for example, friends, clubs, educational institutions, etc. (Bryan and Carpenter, p. 49). These different types of communities reflect the values and beliefs of the mentor and the mentee (Bryan and Carpenter, p. 58); therefore, the mentee needs to seek out a mentor that shares the same values and beliefs. This type of bond will help promote a strong connection, formed in mutuality and trust (DuBois, p. 31).

Forming mentoring relationships can be difficult for some mentors as their professional responsibilities ebb and flow (Metros, 5.2). When a mentoring relationship is formed it can provide a range of positive outcomes including social and emotional improvements, cognitive improvements, and identity development for mentees. However, these benefits are only as strong as the bond the mentor and mentee have worked so hard at building (DuBois, p. 31). Mentoring is a dynamic process. No one process or model can be applied to all mentoring relationships. Mentors are influenced by their own experiences, so if they received a specific style of mentoring in the past, they will likely carry this style over into their mentoring relationships (Bryan and Carpenter, p. 52). This can be both a good and a bad thing.



The United States Census Bureau reported in 2015 that there are an estimated 83.1M Millennials in the United States.

Mentors are key components in helping young adults make an action plan and stick with it. They provide accountability, a very important aspect of mentoring that young adults, ages 18-26 years old, desperately need as they embark on the responsibility of making decisions for themselves (Thomas, p. 52-53). Having a community is the key to growth, pushing the mentor and the mentee to do and be better, all while letting them know they are not alone (Thomas, p. 46). In addition to accountability, mentors provide constructive criticism and opportunities for mentees to expand their networks. Terrice Thomas, author of “Mentor Coaching: Effective Mentoring for the Personal and Professional Development of Young Adults,” defines the term “networking” as the cultivation of relationships for employment or business (Thomas, p. 56). Mentors can help young adults see the wisdom in expanding their network to include people from all walks of life. Pro tip: the executive assistant is just as valuable as the CEO (Thomas, p. 58). Networking is important for both the mentor and the mentee, helping to provide more social capital for both parties. John C. Maxwell said, “Good leadership isn’t about advancing yourself. It’s about advancing your team” (Thomas, p. 43).

What are the Benefits of Mentorship?

Aside from networking, there are many benefits of mentoring relationships for both the mentor and the mentee. Some companies might question the value of spending time and money to develop junior professionals; however, research shows that mentoring enhances senior professionals and management, ultimately creating value for the company (How to Be a Mentor). Mentors have the opportunity to gain substantial benefits from practicing mentoring. According to Rajashi Gosh and Thomas Reio, there are at least five subjective career outcomes for mentors: job satisfaction, organizational commitment, turnover intent, job performance, and career

success. Their research shows that mentors are more satisfied with their jobs than non-mentors (Gosh and Reio, p. 106). Likewise, mentoring others can increase the mentors’ sense of belonging, provide meaning and purpose in their work, and increase their commitment to their organization. Mentors can also receive refreshed energy from the mentees, encouraging them to learn something new and continue to grow personally and professionally (Gosh and Rio, p. 108). The Harvard Business Review highlighted a study that showed a positive effect on mentors’ anxiety and their ability to build trust with their mentees as the relationship unfolded over time (Thomas, p. 17).

For mentees, the benefits are endless. Mentoring relationships provide the mentee with someone to talk to, ask questions, and stretch their ideas about who they are and who they want to become and allow the mentee to gain professional insight from an experienced individual (Kaplan, Lawson, and McCrady, p. 43). Mentees can find comfort in the fact that they are not alone in their struggles and they have someone who can help them make clear decisions and navigate personal and professional circumstances. Mentoring relationships have incredible power. They can change lives (Thomas, p. 16). The Mentoring Effect is a national survey of young adults. Research shows significant positive outcomes for those who had a mentor, such as mentees are more likely to take on leadership roles and volunteer in their communities (Thomas, p. 14). Gratitude, learning, and privilege are three terms that are often expressed when a mentor or mentee discusses their mentoring experience. The need to learn and the need to help people learn is human (Kaplan and colleagues, p. 1). So, if mentoring relationships are so beneficial and so important to professional and social communities, why are mentoring relationships not more prevalent?

Why is Mentorship Declining?

Over the past century, mentorship has been declining. As assembly lines and mass production became the norm, the practice of apprenticeship began disappearing. It was not until the late nineteenth century that lawyers and teachers began practicing apprenticeship again, as discussed previously. Some researchers argue that most of the blame lies with the American school system (Evans, p. 244-245). However, C. McLaughlin, author of “Mentoring: What is it? How do we do it and how do we get more of it?”, contributes time as the main factor in the decline of mentorship. Taking a look at faculty mentors at the university level specifically, many professors feel they are too busy to mentor someone as they try to keep up with the demands of research, teaching, and committee work. Learning how to be a good mentor is time-consuming; it does not just happen. The practice of mentoring may come easily for some, but for most, mentoring requires active decision-making and a high level of commitment, often resulting in little recognition or reward. The disconnect between available mentors and potential mentees explains why more formal mentoring programs have become more popular. Changes can be made from the top down to encourage mentoring among senior- and junior-level professionals. Organizations can establish an infrastructure that works for everyone involved, resulting in mentoring becoming a primary professional responsibility. Financial incentives can even be presented as well (McLaughlin, p. 880-881).

In a previous section, Millennials and the role they play in today’s mentoring relationships was discussed. Millennials are currently the largest generation in the United States workforce. So, just how big is the Millennial generation? The United States Census Bureau reported in 2015 that there are an estimated 83.1 million Millennials in the United States. That is a quarter of the U.S. population.

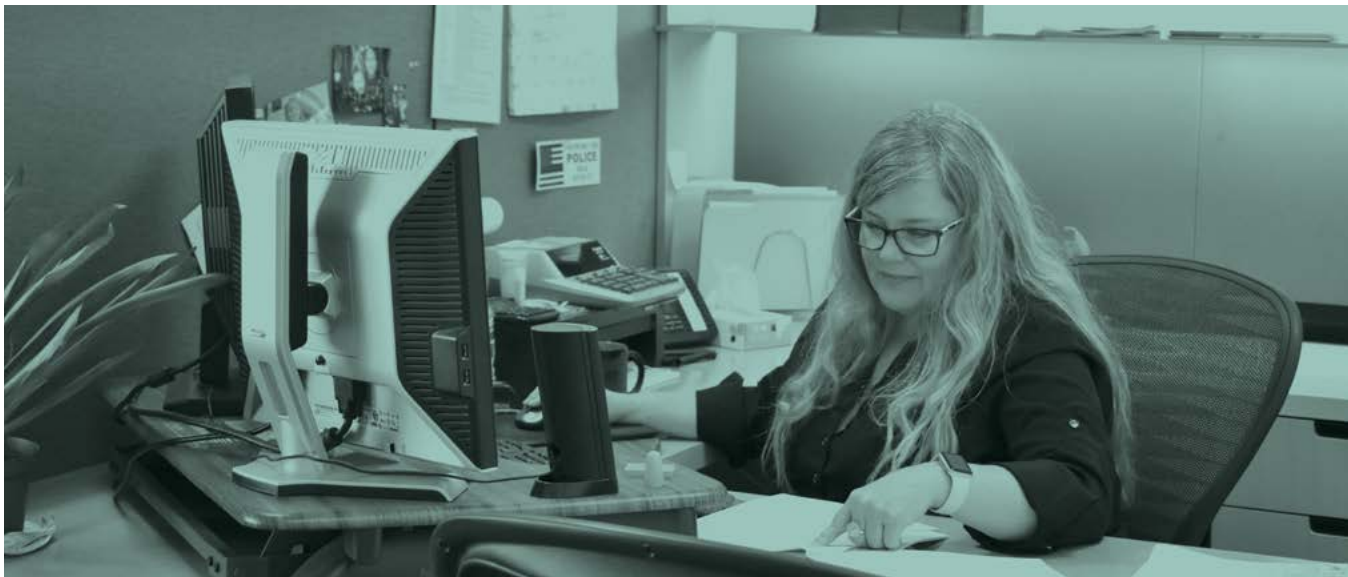
Remember, it is generally agreed that a Millennial is someone who was born between 1981 and 1997 (Kaplan and colleagues, p. 36-37). Research shows that Millennials grew up in a time of largely uninterrupted economic prosperity, as compared to other generations. Over the last 150 years, technology has defined generational experiences. As a result, researchers agree that technology defines Millennials and their structure for interaction. Millennials expect immediate feedback as they have grown to experience this immediacy through technology. Because of technology, Millennials find themselves in a position of “image management,” focusing on themselves as the “hero” of their life story. They value authenticity, loyalty, and their reputation. Further research shows that Millennials do want a mentor, however, they do not know how to find one. If the opportunity for formal mentoring programs is not present, research shows that Millennials will not engage in a mentoring relationship organically (Kaplan and colleagues, p. 38, 49).

Millennials are encouraged to find a mentor by many different sources (i.e., parents, career centers, teachers, etc.). However, with the path to advancement becoming highly individualized and informal, this affects finding a mentor. Interestingly, research shows that Millennials look to the cinematic model as it pertains to mentoring, learning from the stories of Harry Potter and Katniss Everdeen in the Hunger Games trilogy. Both of these characters were not required to go and find a mentor. Instead, they were chosen, deemed special, and given a mentor. As discussed in the previous section, Millennials like to feel special. Research shows that when Millennials were asked, “Do you have a mentor?” the response was split down the middle with 49.83% saying yes, 50.17% saying no, 16.44% saying they had one mentor, 17.11% saying they had three or more mentors, and 19.45% saying they had known their mentors for eighteen+ years. Most respondents named their father or another male family member as their mentor. This research suggests that the number of respondents who reported having a family member

as a mentor did not know what a mentor is, how to select one, or what a mentor is supposed to do (Kaplan and colleagues, p. 40).

Even though Millennials desire a more formal mentoring relationship, research shows that corporate America has placed a devaluation on mentoring. John Grovender, author of “The Decline of Mentors and Mentoring,” discusses the reality of corporations operating under the assumption that employees are essentially plug-and-play, interchangeable from position to position. This type of thinking discourages employees, making them feel devalued and resulting in the discouragement of forming mentoring relationships. Grovender outlines what it takes for mentoring to become a prominent practice again. Mentoring requires respect; no one wants to learn from someone who treats them poorly. Respect for the mentee requires sincere, long-term care and patience. Mentoring requires trust and time; mentees will not trust their mentors unless there is time spent getting to know each other and establishing trust. Grovender points out that this necessary ingredient is contradictory to the Millennial expectation of immediacy as previously discussed.

Grovender also contributes “bungee managers” to the decline of mentorship; the constant job-hopping by senior management has disrupted the practice of mentorship. Entering the debate on age in mentoring, Grovender believes that age is not a function of mentoring. If professionals want to start mentoring, they need to start now. Mentoring brings stability and productivity to organizations and must be required to develop leadership. Mentors are the driving force behind the future success of business, social, scientific, and humanitarian efforts; and as the baby boomer generation retires, mentoring must be returned to a state of value for the sake of future generations (Grovender). So, how can the practice of mentorship practically be rejuvenated?



How Can the Practice of Mentorship Be Rejuvenated?

Mentors are employed in a wide range of professional settings, higher education, literacy programs, training for interim managers, and the church. Brian E. Wakeman, author of “A Christian Perspective on Mentoring,” discusses the practice of “Christian mentoring” by looking at Paul’s writings in the New Testament of the Bible with a “Christian worldview,” illustrating similarities to the mentoring process (Wakeman, p. 277). Some researchers say that Christian mentoring does not exist. Is Christian mentoring just a label for Christians who mentor? The author defines Christian mentoring with a Christian worldview as a mentor who believes in the creator God, the effects of sin resulting in the fall, the redemptive story of Jesus Christ dying on the cross and rising again on the third day, and the call from God to Christians to “make disciples of all nations” (*The Bible*, English Standard Version, Matthew 28:16-50) (Wakeman, p. 279). The key purpose of Christian mentoring is to help mentees acquire the knowledge and skills to fulfill God’s creation purpose for human beings, to “have dominion over” (Genesis 1:26) and “to work and take care” of the earth (Genesis 2:15). Christian mentoring can assist mentees in becoming what they were designed to be by God, as all creation was created in his image. No matter the profession—, business management, nursing, or teaching—mentoring can help mentees learn the expertise to perform well (Wakeman, p. 281).

Research shows that Christian mentoring is important for the rejuvenation of the practice of mentorship because God created people to be dependent on community. Christian mentoring, like mentoring in general, is a covenant (a promise or agreement) between the mentor and the mentee. The covenant outlines the purpose of the relationship, the agenda for meetings, the frequency of meetings, and the

length of meetings (Wakeman, p. 281). However, Wakeman points out that Christian mentoring in a secular setting can be challenging. Christian mentors often struggle with the question of keeping their faith out of the practice of mentorship to not blur the lines or get in trouble with their organization or institution (Wakeman, p. 283). However, as Wakeman reminds mentees, Christian mentors still have imperfect knowledge, make mistakes, and fall short, all while “speaking the truth in love” (Ephesians 4:15) (Wakeman, p. 282).

Like Wakeman, Foster also describes Christian mentoring but goes a step further and calls it “discipleship.” Foster defines discipleship as “the process where the mentee, a believer in Jesus Christ, submits to a teacher, also a believer in Jesus Christ, to learn from them and deepen their relationship with God” (Foster, p. 5). In Foster’s research, he states that discipleship and mentoring can be used interchangeably, guiding the mentee to build their identity in the journey of their faith (Foster, p. 23). Matthew D. Kim, author of *No Program but Time, No Book but the Bible: Reflections on Mentoring and Discipleship in Honor of Scott M. Gibson*, agrees that Christian mentoring is also discipleship. Kim paints the picture of God bringing the mentor a mentee. Does the mentor brush away God’s leading because of the limit of time, or does the mentor accept God’s calling and begin building the mentoring relationship? Kim argues the best mentoring relationships are not formal. The author gives the example of Jesus and the twelve disciples; they were in all kinds of situations—eating together, sitting by the fire, on a boat, in large crowds, at church. Kim urges the best mentoring relationship is intentional and spontaneous while living out daily life. Research shows that one of the greatest barriers for mentors is time. However, Kim does not allow that as an excuse. A mentor may not have the time to put forth anything additional; however, they do have the time to make current obligations more meaningful. For example, Kim suggests inviting the mentee to go grocery shopping or to come over for dinner (Kim, p. 48-50).

David Lyn Sampson, author of “Intergenerational Model of Discipleship,” discusses the importance of discipleship, coining the phrase “intergenerational discipleship.” Intergenerational is defined as “creating opportunities for intentional dialogue and interaction cross-generationally to foster mentoring and biblical discipleship.” In agreement with Wakeman, Foster, and Kim, Sampson believes in a Christian worldview. The author even goes further to say, “If spiritual socialization is mediated by biblical discipleship throughout generations, a biblically balanced ministry will result.” Intergenerational discipleship, like mentoring in general, can take place within family members, communities, schools, workplaces, and churches (Sampson, p. 16). However, for intergenerational discipleship to take place, fellowship has to occur. Fellowship points both the mentor and the mentee to a mutual partnership, creating connection and community. Intergenerational discipleship also opens the door for the mentor and the mentee to share each other’s experiences and learn from each other’s unique perspectives. Interacting with different generations also allows the mentor and the mentee to develop prime listening, comprehension, and communication skills. Research shows that the term “intergenerational” is a buzzword among Millennials who are looking for a church. Sampson reveals that Millennials understand that they need knowledge from the past and place high importance on the wisdom of their elders (Sampson, p. 24, 26). However, Sampson points out in his research that Elisabeth Sbanotto, Ph.D., University of Arkansas, claims Millennials value autonomy more than other generations, who see the practice of individualism as an act of protest against confinement, whereas Millennials see it as an act of celebration. Millennials do not want to be viewed as an extension of anybody or anything (Sampson, p. 30). This point goes back to Kaplan, Lawson, and McCrady’s claim that Millennials are focused on “image management” (Kaplan, Lawson, and McCrady p. 38). In an increasingly disconnected and individualistic society, Christian mentors have a unique opportunity to demonstrate a new way of

interacting with one another through intergenerational discipleship (Sampson, p. 30).

The Great Commission was cited earlier by Wakeman, which can be found in Matthew 28:16-50 (ESV) (Wakeman, p. 279). Sampson points out that this directive is widely regarded as one of the most critical passages in the New Testament. Christians are called by God to “make disciples of all nations,” “equipping them for spiritual warfare and training them to take up their mantle for Christ” (2 Timothy 2:2). Every effort should be made to create opportunities for this kind of connection between mentors and mentees. This type of mentoring relationship is not a one-off situation, but it is a long-term ongoing relationship where the mentor truly invests in the mentee. In doing so, the church can create a space where all generations can come together and rejuvenate the practice of mentorship once again (Sampson, p. 51).

Conclusion

Throughout this literature review, the research is outlined regarding the origin of mentorship; the various definitions and interpretations of a mentor; what makes a successful mentor; the different types of mentoring relationships, including the arguments for informal versus formal mentoring relationships; why mentoring and community are important; the benefits of mentoring; why mentorship is declining; and how the practice of mentorship can be rejuvenated. As junior professionals seek mentorship from senior professionals, it is important to remember that mentoring will not solve many or most problems. However, the mentor and the mentee will benefit from the relationship as it provides mutual social and career opportunities for both parties.

Metros outlines five trend predictions for the future of mentoring. First, there will be an increase in expectations for formal mentoring programs. Corporations will increase the support surrounding these programs to sustain them. Second, corporations will increase the emphasis on mentorship, laying out the specific skill development that will be achieved from the mentoring program. Third, continual advancements in technology will influence how mentors and mentees interact, possibly seeing an increase in virtual mentoring relationships. Fourth, mentoring programs will be expected to ensure inclusivity among mentors and mentees throughout the corporation. Fifth, networking will become a prominent requirement of mentoring programs as more mentors and mentees become involved and developmental relationships are established (Lundsford).





Additional Research Methods

Visual Analysis

A visual analysis identifies characteristics of images, forms, and objects while exploring the visual relationships within the context in which they were created. For the purpose of this research, I will conduct a visual analysis of three case studies, mentioned below, to ensure the design and brand direction best speaks to the target audience of junior professionals and senior professionals. This form of research will cover the following:

- What does the selection depict?
- Who is the audience?
- How do people consume the visual solution?
- How is this project embedded in a wider cultural context?
- What is the interrelation between the image, the form, or object, and the accompanying text?
- Compositional Interpretation
- Content Analysis
- Semiotics
- Iconography
- What aesthetic choices led to the success or failure of the visual solution?
- How do the aesthetic choices relate/connect back to your identified problem or theoretical solution?

Case Studies

A case study is a form of research that involves in-depth investigation utilizing multiple sources to gather data and study the effects of change within context. For the purpose of this research, I will conduct three case studies to determine the visuals, messaging, and overall marketing strategy that best speaks to the target audience of junior professionals and senior professionals. This form of research will cover the following:

- Define who initiated and is responsible for the project
- Identify the motivation of the project
- Summarize the project
- Identify challenges they faced
- Project outcome
- Identify and connect relevant elements back to your identified problem or theoretical solution

Primary Research, Mood Boards

Mood boards are a collection of images, illustrations, and brand imagery such as typography and color palettes. For the purpose of this research, I will utilize image boards to communicate the overall aesthetic and style that best speaks to the target audience.

Campaign 1: Sherpa - A UX Case Study: Empowering mentees to form genuine connections with mentors

Design Interactive conducted the research for the Sherpa UX Case Study. The case study was published on June 15, 2022. The team consisted of five members: Andre Lam, Design + Japanese; Anna Marrero, Design; Jasmine Romero, Design + Communication; Selna Li, Design + Psychology; and Briana Lozano, Design + Project Mentor. The motivation for the Sherpa project was to create a platform for new professionals to easily connect and network with experienced professionals and help them to find a mentor. This is an innovative way to break the ice and possibly overcome some of the challenges with entering an industry and joining the workforce. The case study explains that a sherpa is a member of a Tibetan people from the Himalayas. The sherpa is known for guiding climbers who are not familiar with the area by using their expert mountaineering skills. The Sherpa platform acts as a guide for new professionals as they navigate the foreign territory of entering the workforce, providing a space for new and experienced professionals to connect on a deeper and personal level.

For a period of six weeks, the team conducted human-centered design research. The process consisted of user research, synthesis and ideation, medium-fidelity usability testing, and a high-fidelity prototype. To begin their research, the team sent out a survey and conducted six interviews to better understand their target audience and what the focus of the platform should be. They received sixty-seven survey responses. The survey revealed a group of respondents who never had a mentor, showing that 52.9% were interested in mentorship but 66.7% admitted that introversion was a major factor for not reaching out to a mentor. The team found the same problem that was found in the research of this thesis - college students do not

know how to seek or approach mentors due to introversion, which leads to the unsuccessful result of finding a mentor. The team also conducted a competitive analysis. They reviewed more than twenty mentorship platforms, finding that most of the existing platforms focused on the professional connection and not so much the personal connection. Each platform lacked features that focused on getting to know the mentees. Through interviews and surveys, the team found that the personal connection was absolutely vital when creating a successful relationship in the real world.

After getting to know their target audience, the team moved on to ideation. They were able to identify six clear themes from the data: wants, needs, relationship landscape, incentives, mentorship style, and challenges/features. Soon the team began to see their audience divided into two main groups, those who had experienced mentorship and those who had not. Ultimately, they decided to focus their efforts on the smaller group, those who had not experienced mentorship. The team began sketching out possible features they would like to include in the digital platform to address some of the major questions they believed their target audience was asking. One feature they included was a mentor matching quiz, allowing Sherpa to suggest the mentee's best match and allowing the mentee to get to know the mentor on a personal level. The team began creating the prototype, including their key features: mentor browsing, mentor profiles, community forum, prompt generator, and the mentor matching quiz. Next up was usability testing. From the usability testing, the team was able to identify four key areas they still needed to work through: confusion about the purpose and privacy of the mentor matching quiz, mentor matching quiz during registration was too long, preference for viewing multiple mentors at once, and interest in community forums.

The Sherpa platform helps the mentee to feel prepared to enter the workforce confidently. The team's three key takeaways are 1) to continuously reference research insights throughout the design process, 2) do not create leading questions when writing usability test questions, and 3) designing for extreme users is equally important and valuable as designing for the majority. For the next steps, the team will build out the mentor's side of the platform, explore how they can make the color palette feel less professional and more inviting, and develop onboarding courses to help orient users.

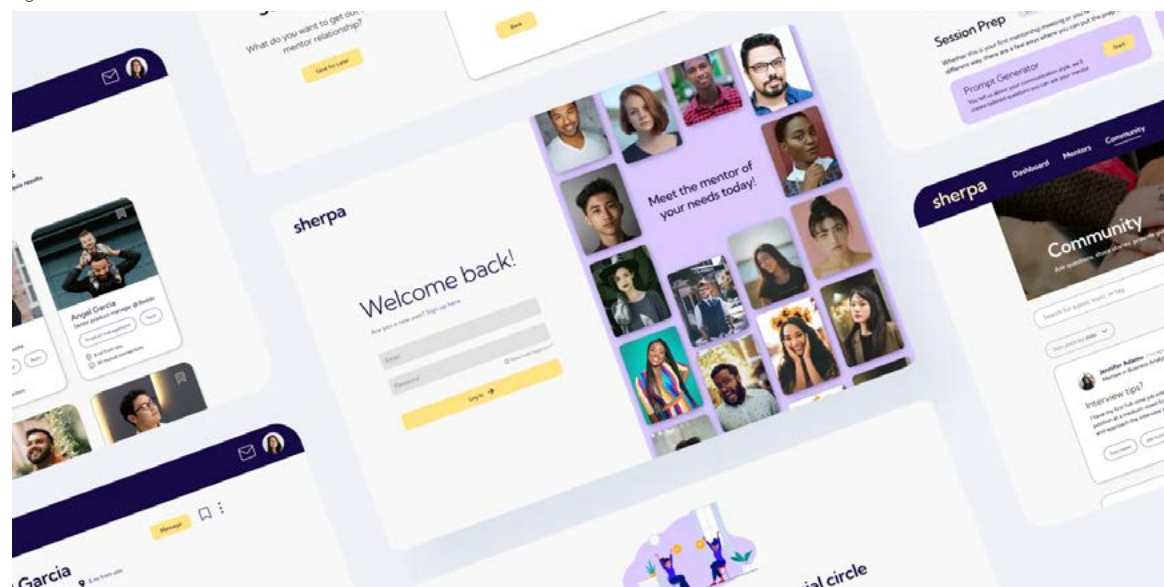
Campaign 1 Visual Analysis: Sherpa - A UX Case Study: Empowering mentees to form genuine connections with mentors

The visual artifacts depicted here showcase the digital platform Sherpa (Fig. 1). Sherpa is a space for new professionals to easily connect and network with experienced professionals, allowing mentees to find a mentor that is a perfect match for them. This type of digital platform is an innovative way to break the ice and possibly overcome some of the common challenges among young professionals with entering a new industry and joining the

overwhelming workforce. A sherpa, by definition, is a member of a Tibetan people from the Himalayas. The sherpa is historically known for guiding climbers and hikers who are not familiar with the area or terrain by utilizing their expert mountaineering skills and guiding them along the trail. The Sherpa platform acts as a guide for new professionals as they navigate the foreign territory of entering the workforce while providing a space for new and experienced professionals to connect and network on a deeper and personal level.

Visual artifacts are highlighted showcasing various interfaces of the digital Sherpa platform (Fig. 3 and 4). Figure 2 includes the brand board of the platform, complete with color palette, typeface family showcasing various weights, and examples

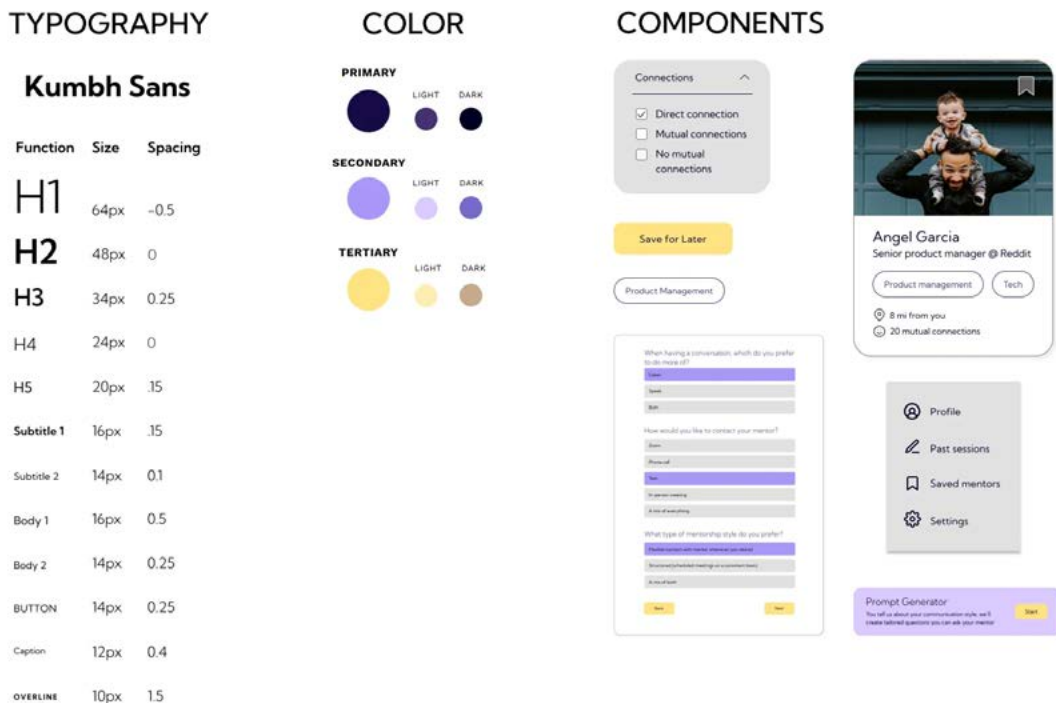
Figure 1



of imagery and illustrations. Each interface of the Sherpa platform combines text, imagery, functionality, and several customized features that make Sherpa unique. The design team utilized the colors purple and yellow to signify confidence, wisdom, and positivity. In the design board visual artifact, we see a few different shades of each color. All of these colors are displayed in various portions of the Sherpa platform. Regarding typography, the team chose Kumbh Sans. This Google Font family offers several weights and is perfect for print or web design. The typeface also demonstrates modernity and playfulness, as seen in its geometric structure. To keep with the soft and friendly tone of the entire Sherpa project, the team made the decision to round the corners on all of the containers, cards, and buttons.

The overall design of the Sherpa platform is clean and modern (Fig. 3 and 4). The interface has structured lines and features a digestible, airy structure. The prompts are easy to navigate with large rounded buttons. The content of the platform demonstrates the extent of effort and research that the team put into creating it. They did not leave any stone unturned. The team utilizes photography and illustrated imagery throughout the platform, assisting in the goal of making it friendly and relatable to mentors and mentees alike. Easy-to-identify icons and phrases, such as “Hello,” are used throughout the platform to ensure the viewer is navigating the site correctly and on the right path. Distinct navigation and menus are placed strategically throughout the platform to assist the user while navigating the site.

Figure 2



The aesthetic choices of the design team offer a successful execution of the Sherpa platform. The overall goal of the platform was to create a space that helps the mentee connect with a mentor and to feel prepared to enter the workforce confidently. The overall design, concept, and interactions fulfill this goal. This case study offers significant value to the ongoing research of this thesis. The insightful research conducted by the Sherpa team provides a unique perspective of this thesis target audience and user experience design as the final visual solution of a website is developed. Analyzing these artifacts and seeing how they tie into the design team's well-rounded research assists in informed design decisions as the plan is implemented to produce a my multi-level marketing campaign to rejuvenate mentoring relationships between junior and senior professionals.

Figure 3

Mentor Profile Page

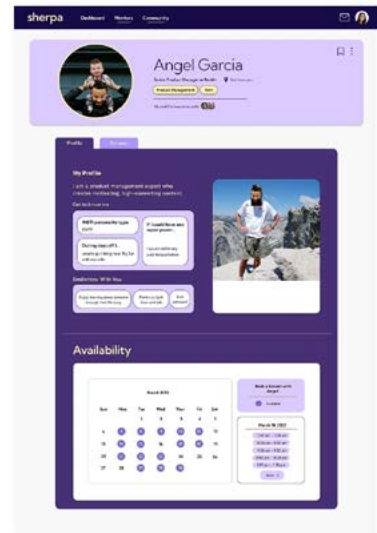
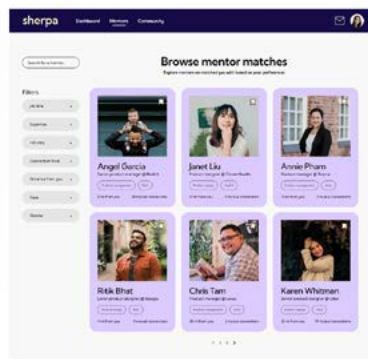


Figure 4

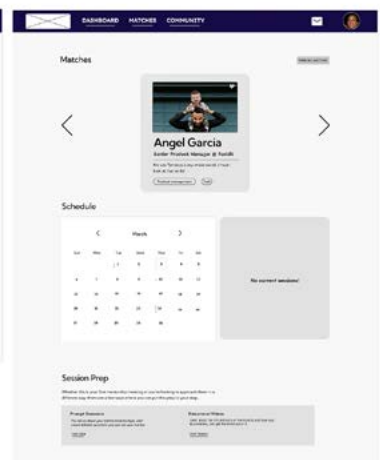
Onboarding



Browsing mentors



Home Page



Campaign 2 UX Design Case Study: ONDA Mentoring App, Empowering Young Entrepreneurs in Rio's Mare Complex

ONDA stands for “Onde Novas ideias acontecem,” which is Portuguese. This phrase in English translates to “where new ideas happen.” ONDA is a mentoring app. The app’s purpose is to connect professionals from various job markets to young entrepreneurs in the Mare Complex in Rio de Janeiro. The app creates a safe space for young people to receive support, ask questions, and develop their businesses while coming together with professionals from all walks of life. The research was conducted by a team of seven individuals who attended a User Experience Bootcamp at Tera, an educational resource, between August and November of 2021. The team members were Luiza Branco Sabino, Stefany Vital da Silva, Felipe Bacelar, Marcos Araujo, Fabiano Santos, Julie de Oliveira, and Augusto Junior.

This case study discusses empowering young entrepreneurs in Rio. The team was tasked with the question, “How can we encourage entrepreneurship among young people in peripheral communities?” However, during the discovery phase of their process, they wondered which group they should specifically focus on. There are over 6,000 villages in Brazil, and each one has its own characteristics, history, and experiences associated with it. Once the team considered all of this, they decided to focus primarily on young people from the Complexo da Mare, which is located in the North Zone of Rio de Janeiro, between Avenida Brasil and Ilha do Fundao. This was fitting because the team actually consisted of three team members from the Mare area. The Complexo da Mare has approximately 140,000 inhabitants. With this large number at hand, the team decided to focus their research question even further, “How to stimulate entrepreneurship in young people from the Complexo da Mare, in Rio de Janeiro?”

The team began their research by conducting what is called desk research, the study of the historical, geographical, sociocultural, and economic context of the Mare Complex region. They analyzed this information from the period of 1940 to 2000. Over 38,000 of those inhabitants are young people between the ages of fifteen and twenty-nine years old, which is roughly 27.4% of the population. Continuing with their research, the team formulated a CSD Matrix based on the Mare Complex enterprises and entrepreneurial people. A CSD Matrix outlines and simplifies the context of the project by categorizing information into three distinct types, which for this project were 1) certainties, 2) assumptions, and 3) doubts.

Quantitative research also played a major role in the team’s research, such as an online survey, empathy mapping sessions with young people from the Complexo da Mare, and in-depth interviews. Their research objectives were to collect demographic data from young people in the Complexo da Mare, understand their relationship with entrepreneurship, evaluate the access of young people to entrepreneurship-related content, and understand their main points and needs when it comes to starting a business. This research helped the team gain valuable insights into the target audience and allowed them to develop an understanding of their unique needs and challenges. The team received eighteen responses from young residents through their online survey, gathering demographic data and information about their relationships with entrepreneurship. The age range of the respondents was twenty to twenty-nine years old. Ten women responded, and eight men responded. The team also utilized empathy maps, in-depth interviews, mind mapping, usability testing, and prototyping and built tailored personas to help them better understand their target audience.

After further analyzing the data of their target audience, the team identified several challenges that the target audience faces when seeking a mentor as they aspire to entrepreneurship. The challenges include lack of knowledge required to develop a business, fear and anxiety of the business failing, and lack of guidance and knowing who to reach out to for help. These findings further confirm my research in terms of identifying the lack of mentorship and the importance to share knowledge with the next generation. After analyzing the data, the team determined that all of these challenges could be addressed by connecting young people with experienced professionals. By developing the ONDA mentoring app, the team found that this approach could “inspire and provide young people with knowledge in a quick and direct manner,” while also promoting a “network of support.” The mentoring app acts as a tool to connect young people from different communities and all walks of life.

Campaign 2 Visual Analysis: UX Design Case Study: ONDA Mentoring App, Empowering Young Entrepreneurs in Rio's Mare Complex

ONDA (Fig. 5) stands for “Onde Novas ideias acontecem,” which is Portuguese. This phrase in English translates to “where new ideas happen.” ONDA is a mentoring app, which was developed to connect professionals from various job markets to young entrepreneurs in the Mare Complex in Rio de Janeiro. The ONDA mentoring app creates a safe space for young people to receive support, ask questions, and develop their businesses while coming together with professionals from all walks of life. The app was designed by a team of seven individuals who attended a User Experience Bootcamp at Tera, an educational resource, between August and November of 2021. The team members were Luiza Branco Sabino, Stefany Vital da Silva, Felipe Bacelar, Marcos Araujo, Fabiano Santos, Julie de Oliveira, and Augusto Junior. The target audience for the ONDA mentoring app is young people in the Complexo da Mare between the ages of fifteen and twenty-nine years old.

The design team utilized a form of storytelling to identify real-world scenarios where the ONDA mentoring app can be utilized. The storytelling narrative features Thais, a twenty-one year old artist from Rio. The storytelling approach is based on the structure of the Pixar storytelling model, which aims to combine compelling and emotionally relevant

Figure 5



details to create an intuitive, engaging, and fulfilling user experience. The ONDA mentoring app features a youthful and approachable tone of voice, which was designed using the Whimsical platform. For the prototype, the team created screens for onboarding, settings, notifications, profile editing, best practices, and my media. These screens are shown here in the visual examples (Fig. 6 and 7). Starting with the landing page, the user chooses the mentor’s area of expertise, then moves on to schedule a mentoring session. The user has the option to choose fifteen, thirty, or forty-five minutes for a mentoring session. The user also has the ability to communicate their expectations to the mentor. Once those parameters are set, the user can meet with the mentor and receive feedback from the mentor.

The app's youthful and approachable tone of voice is also depicted in the imagery used throughout the app. In the visual examples, we see an image of young people riding bikes on the home screen (Fig. 5) and a fun illustration of a woman who appears to be cheering on the confirmation screen (Fig. 7). The app's design is light and airy as the color palette is simplified with different hues of blue, black, gray, and white. It has been said that the color blue evokes feelings of reliability and security among viewers. Using this color palette is a solid design decision for the ONDA mentoring app. The color palette also allows the user to focus on the text and the process of connecting with a mentor, rather than getting lost within the different screens.

The ONDA typeface looks to be a custom graphic designed specifically for the app, although this is not confirmed in the case study (Fig. 5). The typeface used throughout the rest of the app design is a rounded sans serif. This design choice works nicely with the rounded buttons and simplified icons used throughout the app. The visuals of the app shows two button states (Fig. 6). When the button is not selected, it is white with a blue outline, displaying blue text. When the button is selected, it is filled in blue displaying white text. This design choice sends a clear message to the user which option has been selected. The icons in the menu are simplified illustrations utilizing a fine gray outline. When the icons are not selected, they appear gray. When the icons are selected, they are filled in blue. This design choice shows consistency across the app design. All of these observations throughout this visual analysis will be excellent references as design decisions are made for this thesis final visual of a website design.

Figure 6



Figure 7



Campaign 3: Media Campaign Focuses National Attention on Mentoring Program for At-Risk Youths: Transition of the Harvard Mentoring Project

In 1995, a landmark study was conducted by Public/Private Ventures. Researchers found that when comparing children without mentors to children with mentors, children with mentors were 46% less likely to begin using illegal drugs, 27% less likely to begin using alcohol, 53% less likely to skip school, and 33% less likely to engage in violence. The staff at the Center for Health Communication at the Harvard School of Public Health conducted research for The Harvard Mentoring Project from 1998 to 2002. The project staff embarked on a national media campaign that sought to recruit large numbers of qualified mentors who would build sustained relationships with at-risk youth who could benefit from additional attention, guidance, and support. The Harvard Mentoring Project was born out of the 1997 President's Summit on America's Future. At the summit, Presidents Clinton, Bush, Carter, and Ford and Mrs. Reagan, representing her husband, joined thirty governors, one hundred mayors, and a multitude of corporate leaders as they pleaded with American citizens to answer the call and volunteer their time to help America's children. To build off of the momentum from the Summit, General Colin Powell (Summit Chair) agreed to head up a new national nonprofit, America's Promise: The Alliance for Youth. The goal of this organization was to help young people gain access to five fundamental resources for a healthy life: 1) an going relationship with a caring adult, 2) safe and structured after-school activities, 3) a healthy start, 4) an education that teaches a marketable skill, and 5) opportunities to give back through community service. Jay Winsten, PhD – director of the Center for Health Communication, head of the Harvard Mentoring Project, and associate dean at Harvard University School of Public Health – took the lead in promoting mentoring through the national media. With the utilization of social market-

ing strategies and mass communication, the project aimed to 1) foster a social norm for mentoring as a means of caring for young people, 2) motivate adults to become mentors, and 3) motivate corporations, organizations, and institutions to sponsor mentoring programs and recruit their employees and/or members to become mentors. From 1998 to 2001, the project staff worked with leading communication companies, such as MENTOR/National Mentoring Partnership and other nonprofit groups. MENTOR also coordinated national and local involvement of other nonprofit organizations. Harvard provided strategic direction and coordinated all media efforts. The project staff originally developed a communication strategy to increase awareness of mentoring, and then the project evolved into a promotion of National Mentoring Month as a way to institutionalize the nation's commitment to the practice of mentoring long term.

To increase the number of mentors, the Harvard Mentoring Project used previously successful media strategies tested in two national media campaigns conducted by Harvard's Center for Health Communication. For example, the center's Designated Driver Campaign was launched in 1988. The campaign broke new ground when TV writers agreed to insert drunk driving prevention messages into scripts of top-rated television programs. This was supported by millions of dollars' worth of public service announcements and dialogue in entertainment programming, which was donated by networks. These efforts were instrumental in establishing "the driver does not drink" as a social norm and standard by 1993. This campaign contributed to a 30% decline in annual fatalities from drinking and driving.

The Harvard Mentoring Project utilized a three-prong communications strategy consisting of advertising, entertainment programming, and news. The project promoted mentoring through public service announcements, print ads, billboards, and posters. The following four major broadcasting networks produced and sponsored public service announcements: ABC, CBS, Fox, and NBC. The Mentoring Project also produced its own public service announcements that were aired frequently on forty-five cable channels, spending over \$200 million. Other contributors to the project were The Advertising Council, America's Promise - The Alliance for Youth, Partnership for a Drug-Free America, and Save the Children. Full-page ads were donated by the New York Times and ran twenty times from 1999 to 2001. Project staff met regularly with Hollywood producers and writers to encourage them to depict mentoring relationships in prime-time episodes. Story lines depicting mentoring included *Caroline in the City* (NBC), *Dawson's Creek* (WB), *Family Matters* (ABC), and many more. Project staff educated the White House about the importance of mentoring. To show his support of the effort, President Clinton referred to mentoring in each of his three State of the Union addresses. Several national news and public affairs shows enlisted the help of the Harvard Mentoring Project in producing programs on mentoring.

Research showed that a positive relationship with an adult mentor can have significant influence on a young person's life, such as the decreased involvement in drugs, violence, dropping out of school, and teen pregnancy. While mentoring relationships can happen naturally, the project identified that more children need their parents to connect them with qualified adults who are interested in mentoring. In addition to qualifications, mentoring also requires background checks and various levels of training. One challenge the team identified was the recruitment of qualified mentors. The staff on the project estimated that almost seventeen million young people would benefit from a mentoring relationship. At the beginning of the campaign, there were only 500,000

- 750,000 active mentors. The campaign generated more than one million telephone calls from people seeking information about mentoring programs in their own communities. During the campaign, the project staff launched an informal survey of the one million callers; the results showed approximately 20% of those callers eventually became mentors.

The project staff anticipated that the twenty-year public awareness campaign would eventually hit a lull. To combat that, in 2001, the project staff began laying the groundwork for National Mentoring Month, which would focus local and national attention on mentoring during the month of January. After three years, the campaign evolved from a year-round media campaign to an annual National Mentoring Month. RWJF provided a grant of \$490,000 to support the transition. The annual event was endorsed by the White House and Congressional resolutions, establishing a long-term commitment to mentoring in communities nationwide. More than forty states and cities formed local partnerships with mentoring programs, each appointing a steering committee of community leaders who created an action plan for National Mentoring Month at the local level. Each committee secured media commitments in their market and provided a local telephone number for prospective mentors to call to get involved. In 2002, the United States Postal Service issued a 34-cent postage stamp titled "Mentoring A Child." One hundred and twenty five million stamps were printed.

The analysis of this case study is beneficial for this thesis research regarding thinking about how to execute the final design solution of a website and multi-level marketing campaign to rejuvenate mentoring relationships between junior and senior professionals. Even though this case study focuses on at-risk youth, the research gained regarding the mentor relationship will help this thesis research in making decisions about the voice of the campaign, imagery style, and what is needed for a successful mentoring campaign.

Campaign 3 Visual Analysis: Media Campaign Focuses National Attention on Mentoring Program for At-Risk Youths: Transition of the Harvard Mentoring Project

The Harvard Mentoring Project was born out of the 1997 President's Summit on America's Future. Jay Winsten, PhD – director of the Center for Health Communication, head of the Harvard Mentoring Project, and associate dean at Harvard University School of Public Health – took the lead in promoting mentoring through the national media. With the utilization of social marketing strategies and mass communication, the project aimed to foster a social norm for mentoring 1) as a means of caring for young people, 2) to motivate adults to become mentors, and 3) to motivate corporations, organizations, and institutions to sponsor mentoring programs and recruit their employees and/or members to become mentors. The Harvard Mentoring Project was originally developed as a communication strategy to increase awareness of mentoring. The project eventually evolved into a promotion of National Mentoring Month as a way to institutionalize the nation's commitment to the practice of mentoring long term. The Harvard Mentoring Project utilized a three-prong communications strategy consisting of advertising, entertainment programming, and news. The campaign promoted mentoring through public service announcements, print ads, billboards, and posters.

Figure 8



This visual analysis is looking at the National Mentoring Month logo (Fig. 8), which is featured on all of the campaign media from print to digital advertising, and a series of banner ads (Fig. 9-12), which can be viewed on various websites and social media platforms. The audience for these visual elements is two fold. The Harvard Mentoring Project is meant to recruit large numbers of qualified mentors who would build sustained relationships with at-risk youth who could benefit from additional attention, guidance, and support.

Figure 9



Figure 10



Figure 11



The National Mentoring Month logo (Fig. 8) displays a condensed sans serif typeface with four primary colors: yellowish gold, red, blue, and teal. The color gold is said to represent generosity and compassion; red represents sacrifice and courage; blue represents stability and wisdom; and teal represents decency and renovation. The series of banner ads (Fig. 9-12) are designed in a square and rectangular format. A handwritten script font is introduced into the campaign throughout these ads. The National Mentoring Month logo is also introduced with a secondary design of six triangles forming together to create what appears to be a heart. Each triangle is displayed in one of the colors featured in the primary logo. The banner ads also feature photography that represents an adult, the mentor, and a child, the at-risk youth. In each ad, the pair are seen engaging in a friendly high five or fist bump or laughing (Fig. 9-11). This imagery suggests that the pair know each other well and have a deep-rooted connection. The composition shows a bit of interaction between the imagery and the illustrations behind it with the figures crossing over the photography plane and interacting with the typography and illustrated shapes.

Figure 12



All of the ads feature triangles and hand-drawn stars in the background of the ads (Fig. 9-11). The triangles tie in with the triangles in the National Mentoring Month logo; however, I am not sure what purpose the hand-drawn stars have in the composition, other than a decorative element. The overall design of the ads feels very reminiscent of the 1980s; however, these were designed in the early 2000s, so it is unclear why this was seen as a viable design approach for this campaign. All of the banner ads feature the campaign's website, custom hashtag for sharing, tagline "I am a mentor day," date, and the National Mentoring Month logo.

The analysis of these visual elements has benefited this thesis research in thinking about how to execute the final visual solution of a website and multi-level marketing campaign to rejuvenate mentoring relationships between junior and senior professionals. The design aesthetics discussed today will assist this thesis research in making decisions about the voice of the campaign, imagery style, and what is needed for a successful mentoring campaign.

Mood Board

A mood board also called an image board, was curated to create a visual representation of the overall aesthetic, style, audience, context, and intent of the visual solution, which will result in a multi-level marketing campaign across web design, print design, and social media graphics. A mood board is a collection of images, illustrations, and brand imagery. This collection of imagery is a valuable way to create a visual representation of the overall aesthetic, style, audience, context, and even intent of the design that the designer wishes to achieve. This is a traditional form of research among various design professions. A mood board was created for this thesis to collect imagery from various facets of marketing and design that will serve as inspiration for the overall visual solution. The mood board is comprised of existing mentor marketing campaigns, generalized marketing campaigns geared toward

senior and junior professionals, and the latest successful marketing campaigns. The research includes web design layouts, social media graphics, environmental graphics, poster designs, typography, color palettes, and photography styles. This method of additional research allows the project to take shape and come together in real time, further cultivating the final visual solution of a multi-level marketing campaign across web design, print design, and social media graphics.

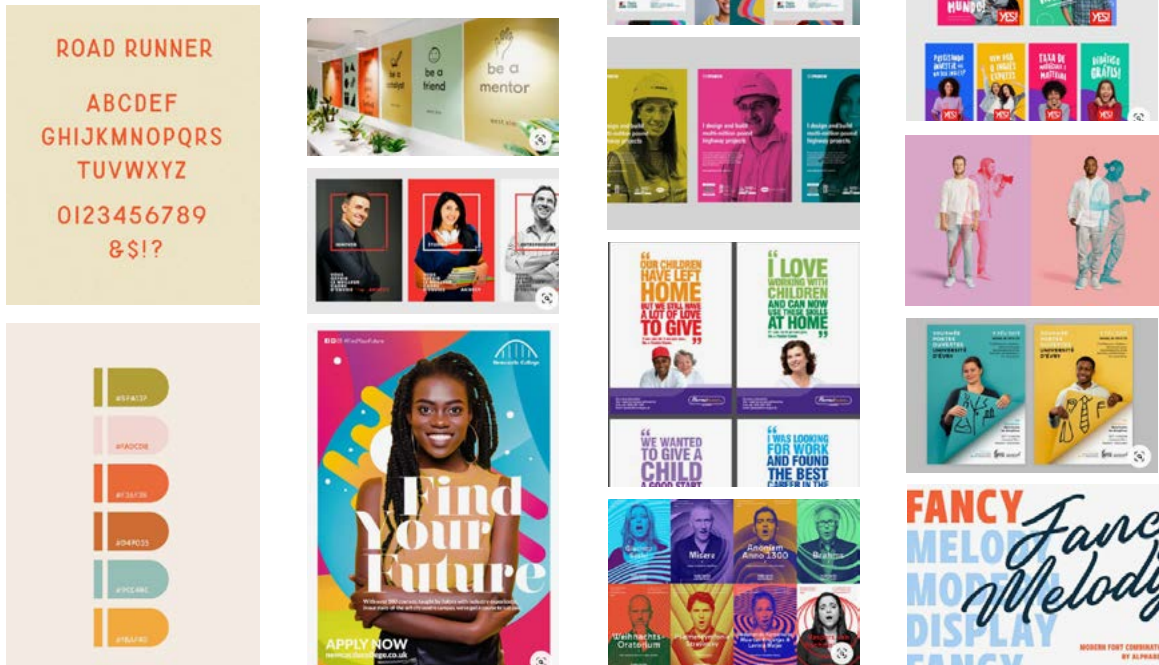


Figure 13

Conclusion

Throughout this thesis, the research has outlined the origin of mentorship; the various definitions and interpretations of a mentor; what makes a successful mentor; the different types of mentoring relationships, including the arguments for informal versus formal mentoring relationships; why mentoring and community are important; the benefits of mentoring; why mentorship is declining; and how the practice of mentorship can be rejuvenated.

The analysis of the three case studies and three visual analyses have contributed to the decision to pursue a multi-level marketing campaign to rejuvenate mentoring relationships between junior professionals and senior professionals. The three case studies provided valuable insight specifically into user experience design and the best way to connect with young people via a digital platform.

The three visual analyses highlighted the voice of the visual solution as imagery, style, and overall messaging are considered moving forward. The mood board organizes all of this research and creates a visual collection of color palettes, iconography, imagery style, and typography that can be implemented in the final visual solution.

As junior professionals seek mentorship from senior professionals, it is important to remember that mentoring will not solve many or most problems. However, the mentor and the mentee will benefit from the relationship as it provides social and career opportunities for both parties. Creating this visual solution of a multi-level marketing campaign will aid in the rejuvenation of senior mentorship of junior professionals.

Throughout my research, I have conducted a visual analysis of three case studies. Each case study and visual analysis provided an in-depth investigation into multiple sources to gather data regarding visuals, messaging, and overall marketing strategies. This research has determined that the marketing strategy of a multi-level marketing campaign that includes web design, print design, and a social media campaign will best speak to the target audience of junior professionals and senior professionals.

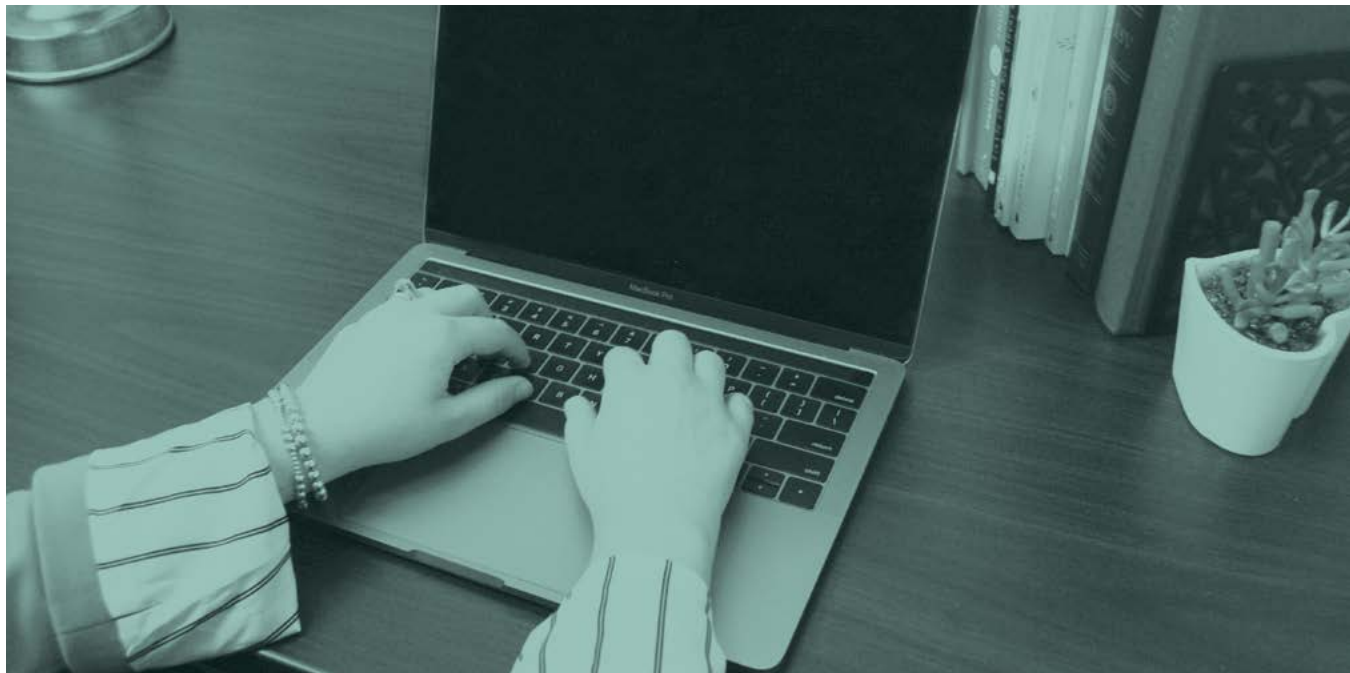
My visual solution will focus on the discipline of web design in the form of a multi-level marketing campaign to rejuvenate mentoring relationships between junior professionals and senior professionals. The website will be the foundation of the campaign featuring the overall aesthetic, photography, copy, and video. Additional assets of the campaign will stem from the branded elements on the website so all elements remain cohesive. Additional assets will include posters, environmental graphics, and a short 15- to 30-second video developed for social media platforms. I will also design static social media assets for Instagram, Facebook, and X to reach both junior professionals and senior professionals.



Chapter 3: Visual Process

Competitor Analysis

To begin the visual process, I conducted a competitor analysis. I identified competitors that are currently apart of the mentoring industry. The goal of the competitor analysis is to identify each company's mission, pricing, top features, strengths, weaknesses, and differentiators. Conducting the competitor analysis allowed me to understand how my competitors position themselves in the marketplace, identify potential opportunities, and see how my creative solution will measure up. I evaluated two specific competitors, Mentoring.org, a direct competitor, and Mentorly, an indirect competitor. I have included my analysis and competitor visuals on the following pages.



Mentoring.org

Mentoring.org is a direct competitor to my visual solution and thesis project. The website educates viewers on the importance of mentorship and provides practical ways mentors can impact their communities. One way Mentoring.org is different than my visual solution is it connects individuals with a mentor, whereas my website will only offer ways someone can become a mentor. My visual solution will not connect mentors and mentees.

Mission

The mission of Mentoring.org is “to fuel the quality and quantity of mentoring relationships for America’s young people and to close the mentoring gap for the one in three young people growing up without this critical support.”

Pricing

There is no cost associated with Mentoring.org. All resources are free and available to the public. There are several events, workshops, and opportunities to purchase apparel to help support their mission.

Top Features

- Find a Mentor
- Become a Mentor
- Mentoring Stories
- Virtual Mentoring Portal
- Webinars
- Resource Library
- Events
- Blog
- Email subscription

Strengths

Mentoring.org offers multiple ways to become involved in becoming a mentor or finding a mentor. The site educates the viewer about the importance of mentorship and engaging in one’s community.

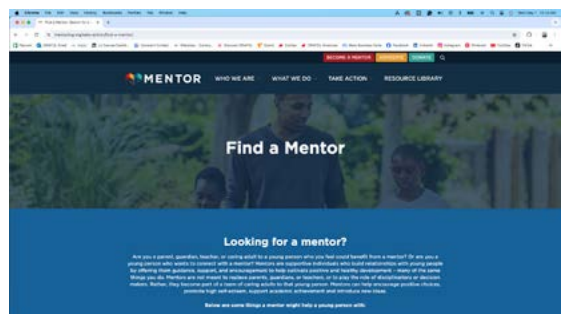
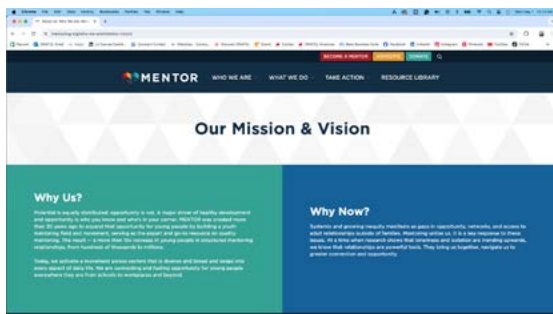
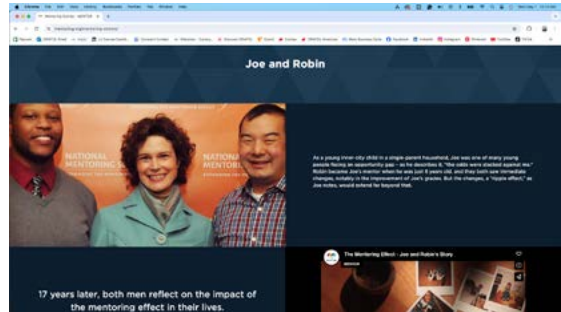
Weaknesses

There is a lot of information to digest on Mentoring.org. I can see how it might be confusing for the viewer to not know exactly where to go on the site to find the information they need.

Differentiators

Mentoring.org stands out by offering multiple levels of support for mentors within different communities. The support includes the resource library, monthly campaigns with themes that can be downloaded and shared, and the flexibility to mentor in person or online with the Virtual Mentoring Portal.

Mentoring.org Visuals



Mentorly.co/en

Mentorly is an indirect competitor to my visual solution and thesis project. The website allows companies to utilize their tool to build and manage their mentoring programs. Mentorly also offers assistance with the development of leadership programs. One way Mentorly is different than my visual solution is it is a product that is for sale, a B2B (business-to-business) product. My visual solution will not be for sale and it will be a B2C (business-to-consumer) product, focusing on the education of mentorship.

Mission

The mission of Mentorly is to deliver “personalized guidance and support.” The platform itself is designed to make mentorship more accessible, efficient, and effective, assisting organizations with the creation, management, and measurement of mentorship programs.

Pricing

Mentorly has four tiers of pricing to choose from: Mentorly Start, Mentorly Teams, Mentorly Pro, and Mentorly Enterprise. Each tier focuses on a different number of users based on the size of the organization. Mentorly Start is \$300 per month and Mentorly Enterprise requires a custom quote.

Top Features

- Partners with high-profile clients
- Offers personalized website interfaces
- Provides analytics of software
- Blog
- FAQ Page
- Use Case examples
- Offers assistance to remote mentorship

Strengths

Mentorly offers multiple ways for organizations of any size to build a mentoring program. The site educates the viewer about the importance of mentorship and offers full support for building a program.

Weaknesses

The program is expensive and only offers mentor-to-mentee matching within your organization. There is not an opportunity to match with a mentor across another organization in your same industry.

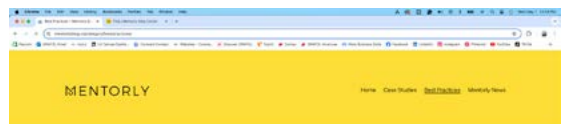
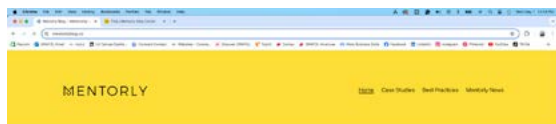
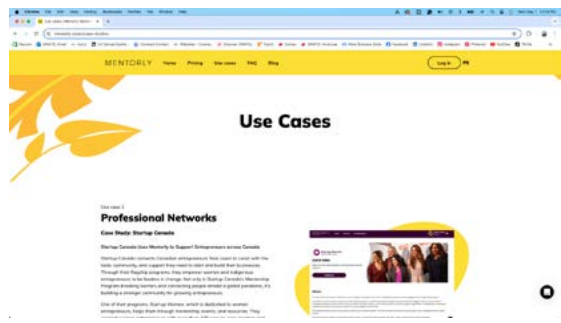
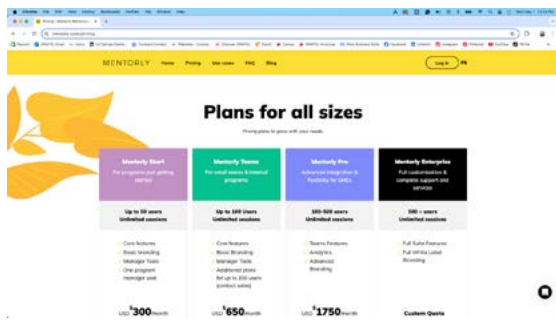
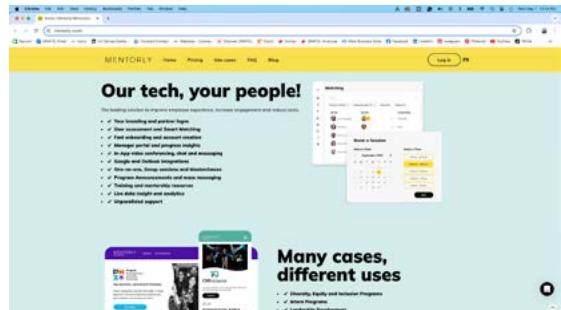
Differentiators

Mentorly stands out by offering multiple levels of support for organizations of any size. The program is built specifically to each organization and includes a custom interface that echoes each organization's brand.

Mentorly.co Visuals



Companies who trust Mentorly



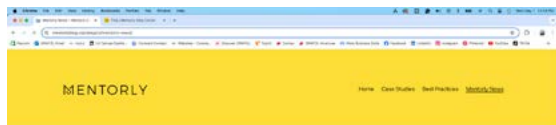
Selecting the Right Mentors for Your Mentorship Program: Balancing Level, Seniority, and Soft Skills

In today's competitive marketplace, mentorship programs have become indispensable tools for nurturing talent, fostering growth, and enhancing employee satisfaction. A well-structured mentorship program not only benefits mentees but also contributes significantly to the development and retention of valuable talent within a company. However, one critical aspect that determines the success of such programs is the quality of mentors.

Category: Best Practices

Selecting the Right Mentors for Your Mentorship Program: Balancing Level, Seniority, and Soft Skills

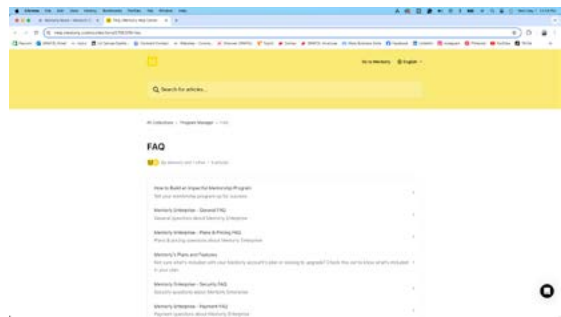
In today's competitive marketplace, mentorship programs have



Category: Mentorly News

2023 Mentors of the Year

Recognizing Mentorly's Mentors of the Year is a testament to professional development. It's a crucial role of leadership to identify, support, and recognize individuals who contribute significantly to the growth and success of the organization. At Mentorly, we understand the significance of mentorship in empowering individuals to reach their full potential. We are proud to award the Mentors of the Year for 2023. We would like to share:



Proposed Outcome

Description of Solution

Throughout my research, I have conducted a visual analysis of three case studies. Each case study and visual analysis provided an in-depth investigation into multiple sources to gather data regarding visuals, messaging, and overall marketing strategies. This research has determined that the marketing strategy of a multi-level marketing campaign that includes web design, print design, and a social media campaign will best speak to the target audience of junior professionals and senior professionals.

My visual solution will focus on the discipline of web design in the form of a multi-level marketing campaign to rejuvenate mentoring relationships between junior professionals and senior professionals. The website will be the foundation of the campaign featuring the overall aesthetic, photography, copy, and video. Additional assets of the campaign will stem from the branded elements on the website so all elements remain cohesive. Additional assets will include posters, environmental graphics, and a short 15- to 30-second video developed for social media platforms. I will also design static social media assets for Instagram, Facebook, and X to reach both junior professionals and senior professionals.

Design Considerations

The website will be created utilizing Wix as a means to educate the target audience on the importance of mentorship with the goal of rejuvenating mentoring relationships between junior and senior professionals. The website will focus on three main pages: the home page, defining a mentor, and letting people know how they can become a mentor. All additional assets, print design, and social media will drive the target audience to the website. The additional assets of posters, environmental graphics, and social media campaign assets are meant to meet the target audience where they are and capture their attention using these frequented platforms.

Design Constraints

I will need to either purchase a domain for the website or create the website as an extension of my portfolio website christophercreativegroup.com. If I do create the website as an extension of my portfolio website, it will not have its own domain but remain nested under christophercreativegroup.com. Wix does offer affordable plans, however, I will need to determine the best route to take depending on the longevity of the project.

List of Deliverables and Medium/Format

- **Web design**
 - Utilize Wix to create the following:
 - Home Page
 - What Is A Mentor
 - Benefits of Mentoring
 - Famous Mentors
 - Mentorship + Community
 - Why Is Mentorship Declining
 - Bring Mentoring Back
- **Print design**
 - Posters
 - A set of three posters pairing imagery and typography
 - Environmental graphics
 - Window graphic
 - Outdoor wall graphic
 - Billboard graphic
- **Social media campaign**
 - 15- to 30-second video created with Adobe Premiere Pro
 - Static images designed for Instagram, Facebook, and X

Campaign Typography

I will utilize Basic Sans, an Adobe Fonts typeface, as the chosen typography direction of the campaign. Basic Sans is a Grotesque typeface that simultaneously offers function and personality with its many details. Basic Sans is designed by Daniel Hernandez and features fourteen fonts.

This design choice is influenced by the typography we see in my case studies, visual analysis, and competitor analysis research. The Basic Sans typeface demonstrates clean lines and geometric letterforms that I would like to highlight throughout the campaign. The typeface may also be utilized for web and print design, which makes it a perfect option for my multi-level marketing campaign.

Basic Sans

abcdefghijklmnopqrstuvwxyz

ABCDEFGHIJKLMNOPQRSTUVWXYZ

0123456789

Basic Sans Extra Light

Basic Sans Extra Light Italic

Basic Sans Thin

Basic Sans Thin Italic

Basic Sans Light

Basic Sans Light Italic

Basic Sans Regular

Basic Sans Regular Italic

Basic Sans Semibold

Basic Sans Semibold Italic

Basic Sans Bold

Basic Sans Bold Italic

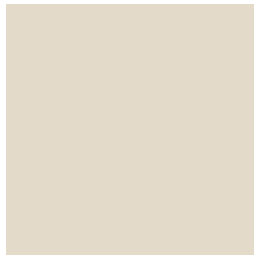
Basic Sans Black

Basic Sans Black Italic

Campaign Color Palette

The color palette of cream, seafoam green, forest green, and orange will speak to the target audience of junior professionals (mentees) and senior professionals (mentors) alike as these colors are popular among Millennials and Generation Z.

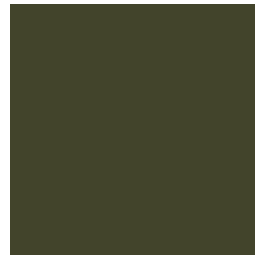
We see similar color palettes throughout the visual analysis, competitor analysis, and curated mood boards. It is the goal of the chosen color palette to reflect a sense of sophistication, and lightness, with a nod to a vintage aesthetic. The color palette is likely to evolve as I further develop the campaign.



C=10, M=11, Y=20, K=0
R=229, G=218, B=200
HEX: E5DAC8
PMS: 12-0000 TPX



C=40, M=10, Y=27, K=0
R=155, G=196, B=188
HEX: 9BC4BC
PMS: 128-2 C



C=63, M=53, Y=81, K=51
R=65, G=67, B=44
HEX: 41432C
PMS: 19-0419 TCX



C=0, M=70, Y=100, K=0
R=255, G=110, B=0
HEX: FF6E00
PMS: 1505 C

Website Mood Board

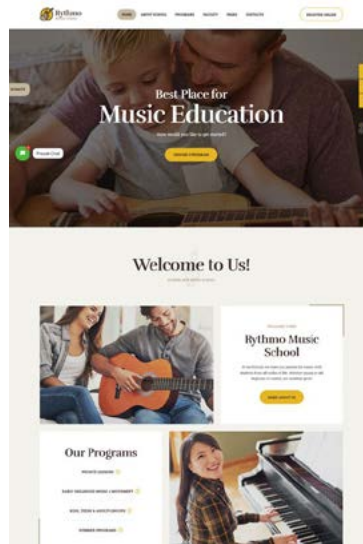
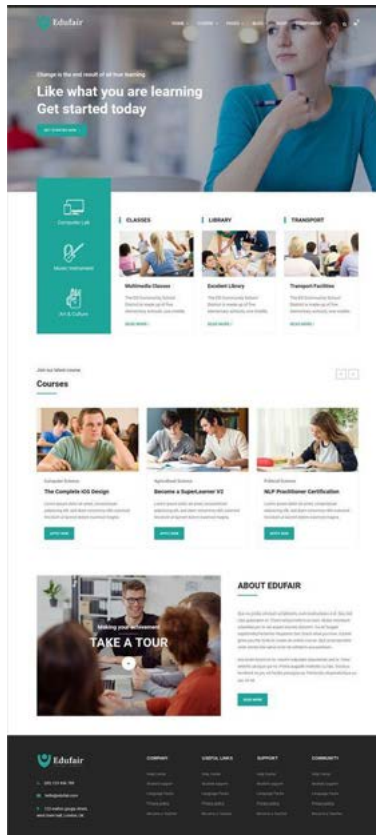
Based on my case study, visual analysis, and competitor analysis research, I have determined that the following visual direction will be most effective for each design deliverable for my final visual solution of a multi-level marketing campaign across web design, print design, and social media graphics.

The website will act as the foundation of the campaign featuring the overall aesthetic, photography, copy, and video. Additional assets of the campaign will stem from the branded elements on the website so all elements remain cohesive.

The website will feature images from my image gallery in conjunction with engaging typography layouts. Data visualization based on research statistics will be paired with an overall open and airy design that is easily navigated and understood by the target audience. We see these successful design strategies among ONDA, Sherpa, and other companies featured in my case study and visual analysis research.

A 15- to 30-second video will be featured on the homepage of the website explaining the overall goal of the campaign: to educate viewers about the decline of mentorship and the importance of rejuvenating the practice. This video will be created in a frame animation style, utilizing typography, images from my image gallery, and possibly a voiceover with engaging background music. The video will also be part of the social media campaign.

Website Mood Board

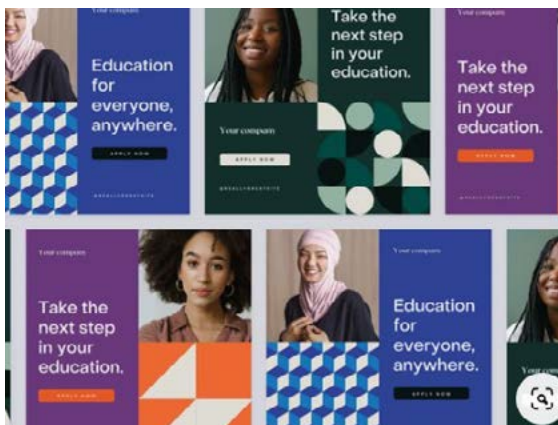
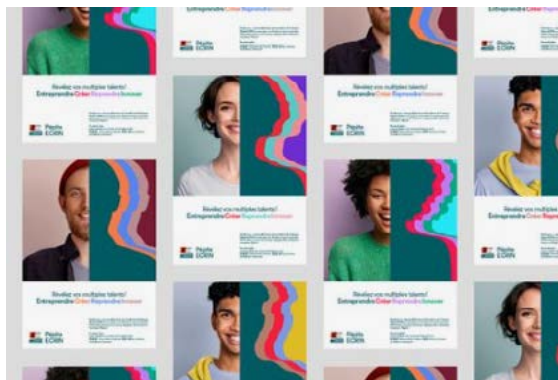
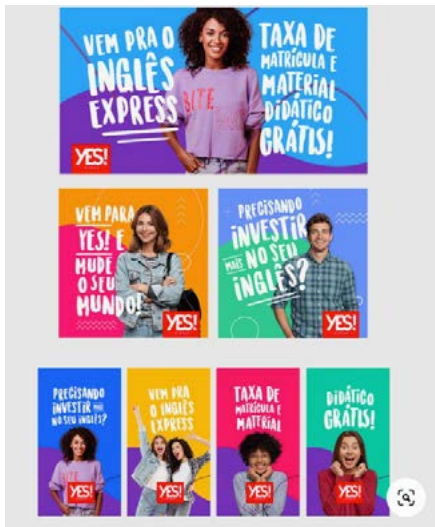


Poster Mood Board

My initial thought for the set of three poster designs features a large hero image from my image gallery, the campaign tagline, the campaign web address, a QR code, and possibly an engaging statistic that will capture the viewer's attention. However, I would like to design these posters in such a way that is not typical for an education campaign. I want to think outside of the normal convicting tagline or statistic and really capture the viewer's attention.

Specifically, I would like to explore further the photo manipulation capabilities in Photoshop and work with the color balance, color overlays, layering, etc. to give the hero image a unique and engaging look.

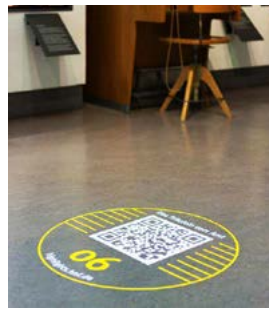
Poster Mood Board



Environmental Graphics Mood Board

The set of three environmental graphics will feature similar information presented in various environments such as a window graphic, an outdoor wall graphic (brick or concrete wall), and a billboard graphic. However, I would like to research if there are other outside-the-norm application opportunities for education graphics, such as; floor graphics, banners, strategically placed artwork, etc.

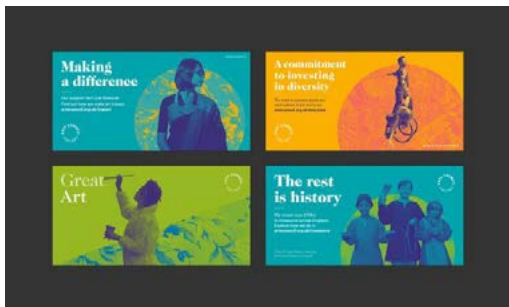
Environmental Graphics Mood Board



Social Media Campaign Mood Board

My initial thought for the social media campaign will feature a series of hero images and engaging statistics to get the conversation started about the decline of mentorship and the importance of rejuvenating the practice. The social media copy will be written in an engaging manner and entice the viewer to click the “Learn More” button to visit the campaign website. A set of social media graphics will be designed for Instagram, Facebook, and X.

Social Media Campaign Mood Board



My Image Gallery

We learned in Chapter One that Millennials find themselves in a position of “image management,” focusing on themselves as the “hero” of their life story. They value authenticity, loyalty, and their reputation.

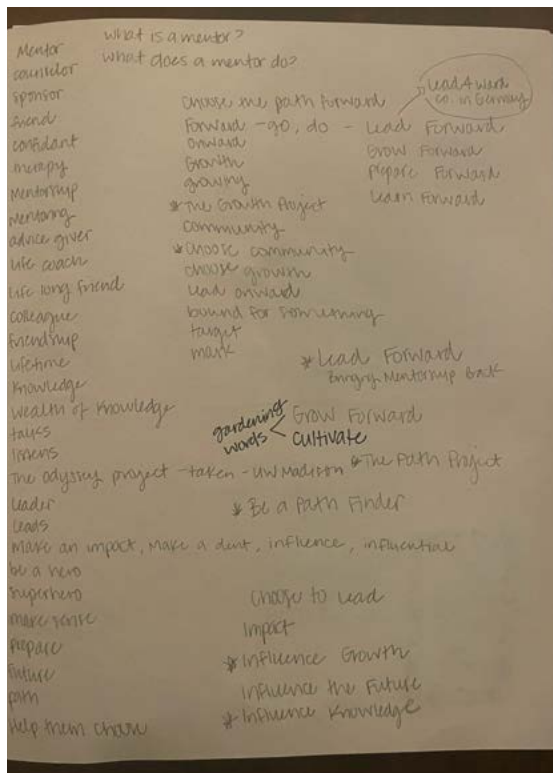
My goal for the image gallery was to capture the absence of mentoring as well as the act of mentoring, to enhance the overall visual communication of my campaign and create a stronger message that the target audience can relate to, making them the hero of the campaign.

I am thankful to my colleagues at ORAFOL Americas, Inc. and my friends for their willingness to step in and help me with this project. With their assistance, I was able to capture moments of working together, working independently, and moments of longing for something more. I will be able to utilize these images across every deliverable of my campaign: web, print, and social media.

My Image Gallery







Domain Research

Throughout my case study, visual analysis, and competitor analysis research, I have seen many different names and web addresses for mentoring websites. I am drawn to the meaning behind the user interface design of Sherpa. We learned in that case study that a sherpa is a member of the Tibetan people from the Himalayas. The sherpa is known for guiding climbers who are not familiar with the area by using their expert mountaineering skills. The Sherpa platform acts as a guide for new professionals. I would like for the name of my campaign and website to have a deeper meaning such as this. I think it will generate more interest in the campaign among the target audience.

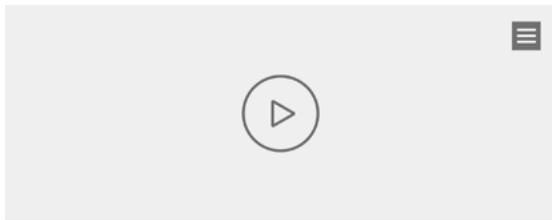
To begin the brainstorming process, I looked back on the working titles I developed in ARTS 780 - Impact: The Sacrifice and Value of Mentorship, The Sacrifice of Mentorship: We All Have Something to Give, The Value of Mentorship: Share Your Knowledge With The Next Generation, and Mentor: A real-life superhero. I decided to develop a word list to continue brainstorming (pictured left). I have listed by top three campaign title choices below. The following domains have been researched via Wix if I decide to secure a domain separate from my website, christophercreativegroup.com.

1. Lead Forward | leadfwd.org
2. The Growth Project | domain unavailable
3. Cultivate Community | cultivatecommunity.net

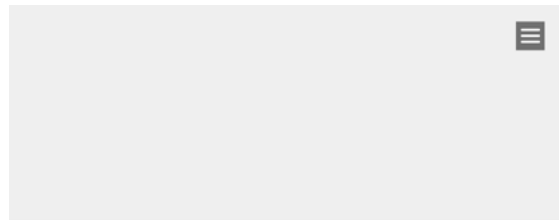
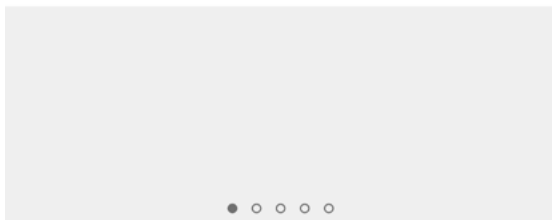
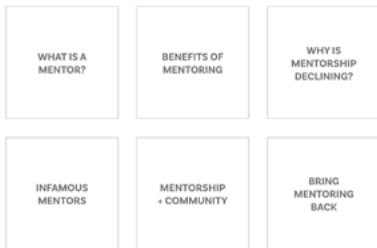
Wireframe Option 1

I utilized Adobe XD to build both wireframe options. Adobe XD is a wonderfully intuitive tool that makes building digital mockups a breeze. I plan for the website design to tell the story of my research, answering key research questions and painting a picture for the viewer as to why mentorship is important and how it can be rejuvenated. This first option showcases a hamburger-style menu in the

top right-hand corner with hero images at the top of each page. I like that the menu can be accessed two different ways, from the homepage or the hamburger menu. Statistics, quotes, and imagery will be mixed in throughout each page to create an engaging story look and feel. The footer lists additional resources that I have gathered throughout my research. Four out of the seven pages are included.



Campaign Title



What is a Mentor?

Research shows that there are several definitions and interpretations of a mentor...

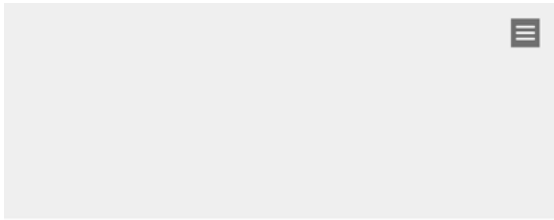
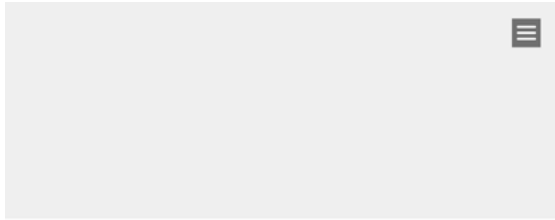


- Role model**
- Counselor**
- Advisor**
- Teacher**
- Nurturer**
- Friend**
- Sponsor**

“A mentor is someone who allows you to see the hope inside yourself.”

OPRAH WINFREY





Famous Mentors

Why is Mentorship Declining?

**STEVE JOBS
+
MARK
ZUCKERBERG**

I am too busy.
It takes up too much time.
It is too big of a commitment.
 I would not be good at it.
 I would not get anything out of it.
 I am not a good listener.
 I don't have anything to offer.

**DR. BENJAMIN
MAYS
+
DR. MARTIN LUTHER
KING JR.**

Even though Millennials desire a more formal mentoring relationship, research shows that corporate America has placed a devaluation on mentoring.

76% believe mentors are important.

Only 37% actually have one.

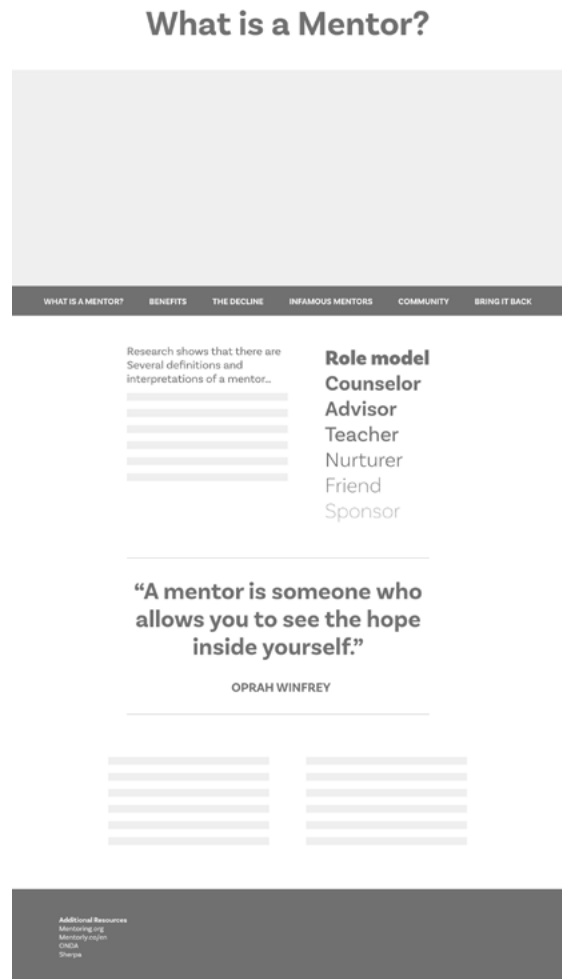
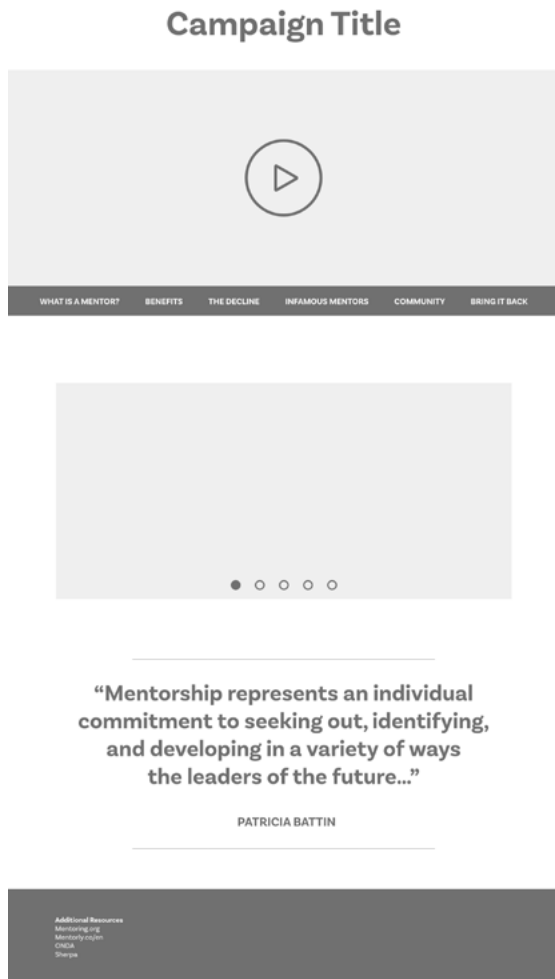
Additional Resources
 Mentoring.org
 Mentors.org
 CNDIA
 Sharpe

Additional Resources
 Mentoring.org
 Mentors.org
 CNDIA
 Sharpe

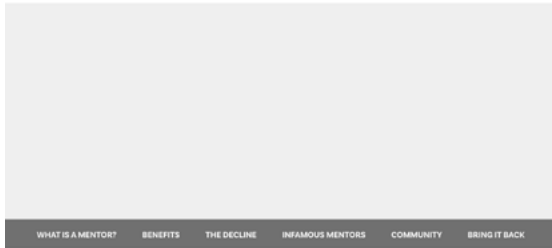
Wireframe Option 2

The second wireframe option features a navigation bar instead of the hamburger menu style. The menu options have been shortened to fit across the menu bar. I am not sure if this is as effective as option one. Each page heading sits at the top of the page with a hero image underneath. The menu bar is accessible from all of the pages.

This option also includes statistics, quotes, and imagery that is mixed in throughout each page to create an engaging story look and feel. Four out of the seven pages are included.



Famous Mentors



WHAT IS A MENTOR? BENEFITS THE DECLINE INFAMOUS MENTORS COMMUNITY BRING IT BACK

**STEVE JOBS
+
MARK
ZUCKERBERG**

**DR. BENJAMIN
MAYS
+
DR. MARTIN LUTHER
KING JR.**

Additional Resources
Mentoring.org
MentorshipSystem
CNCSA
Sherpa

The Decline



WHAT IS A MENTOR? BENEFITS THE DECLINE INFAMOUS MENTORS COMMUNITY BRING IT BACK

Why is Mentorship Declining?

I am too busy.
It takes up too much time.
It is too big of a commitment.
I would not be good at it.
I would not get anything out of it.
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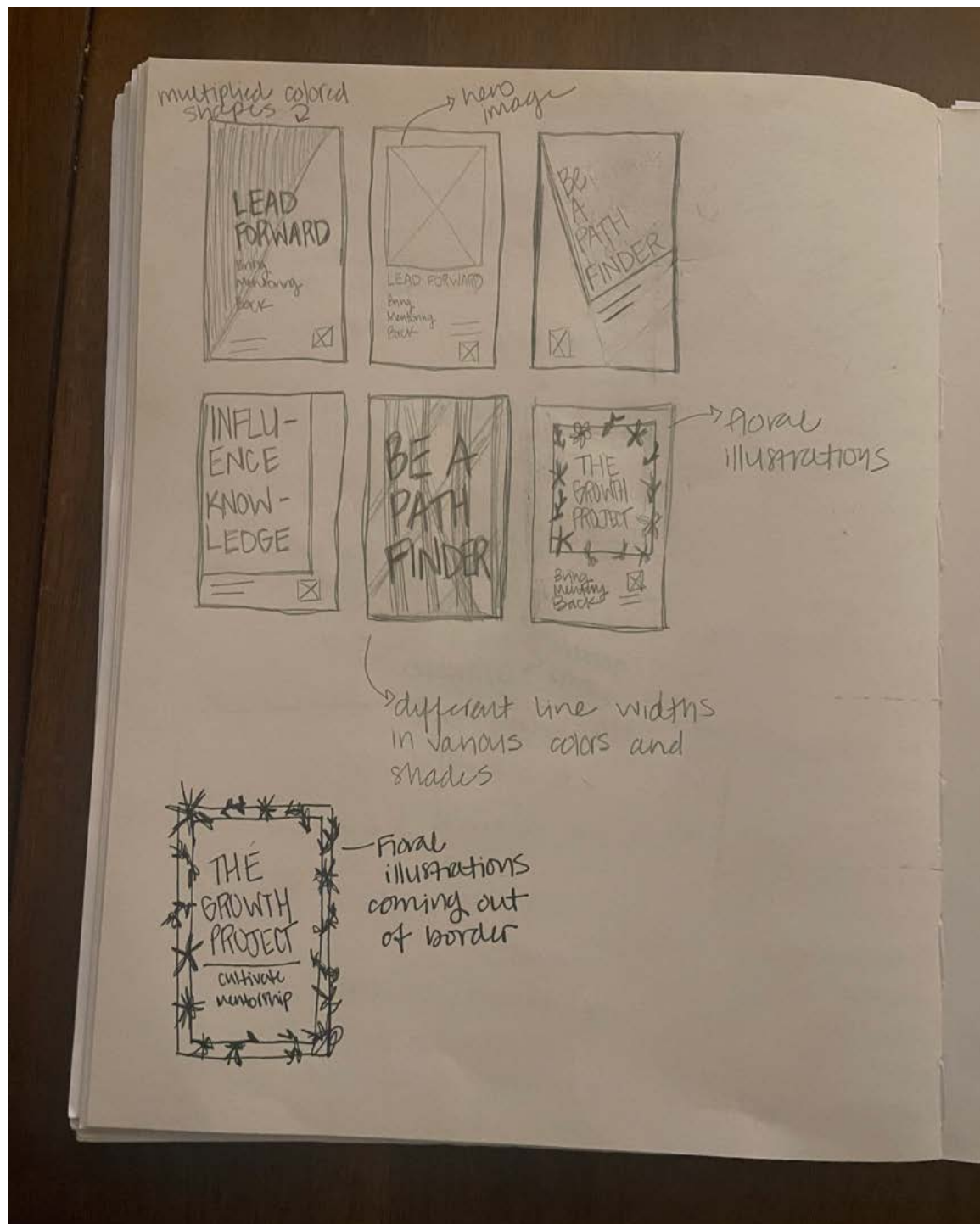
Additional Resources
Mentoring.org
MentorshipSystem
CNCSA
Sherpa

Sketches

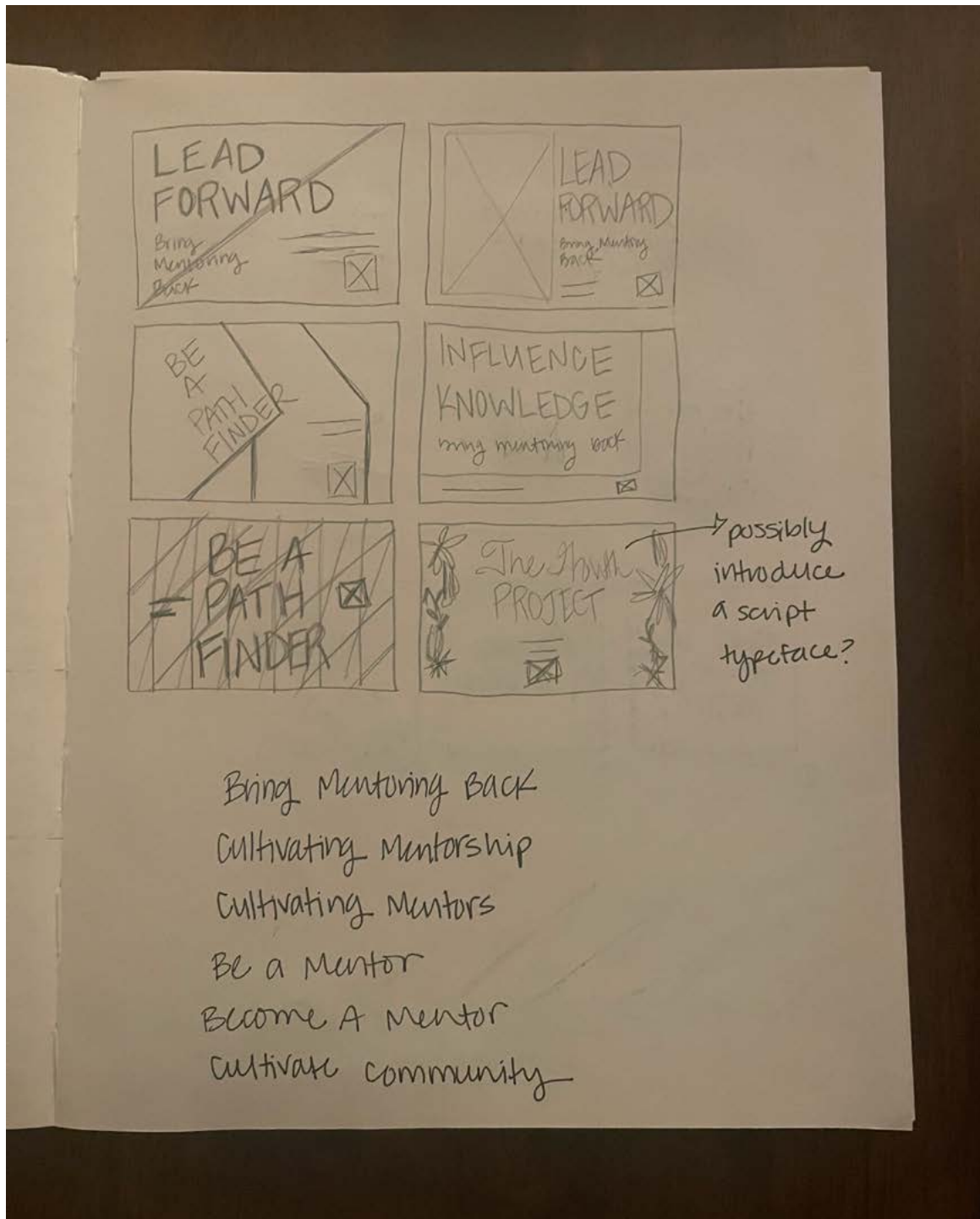
Sketching is a large part of my creative process. Throughout my career, I have always leaned more toward word sketches rather than actual drawings, however, most of the time my sketches are a healthy combination of the two forms. It is important to begin with word lists and sketches before firing up the computer. I see it as a giant brain dump, getting everything out and trying to make sense of it. Sometimes my brain moves faster than my hands, so this is a good way for me to get everything out on paper and organize the ideas before designing. The sketching process also allows me to let go of making anything perfect on the first try. Nothing is concrete, nothing is finished. This is freeing and it allows me to discover new ideas in the process.

On the following pages, you will see sketches of my posters, environmental graphics, social media campaign, and a short storyboard for my campaign promotional video.

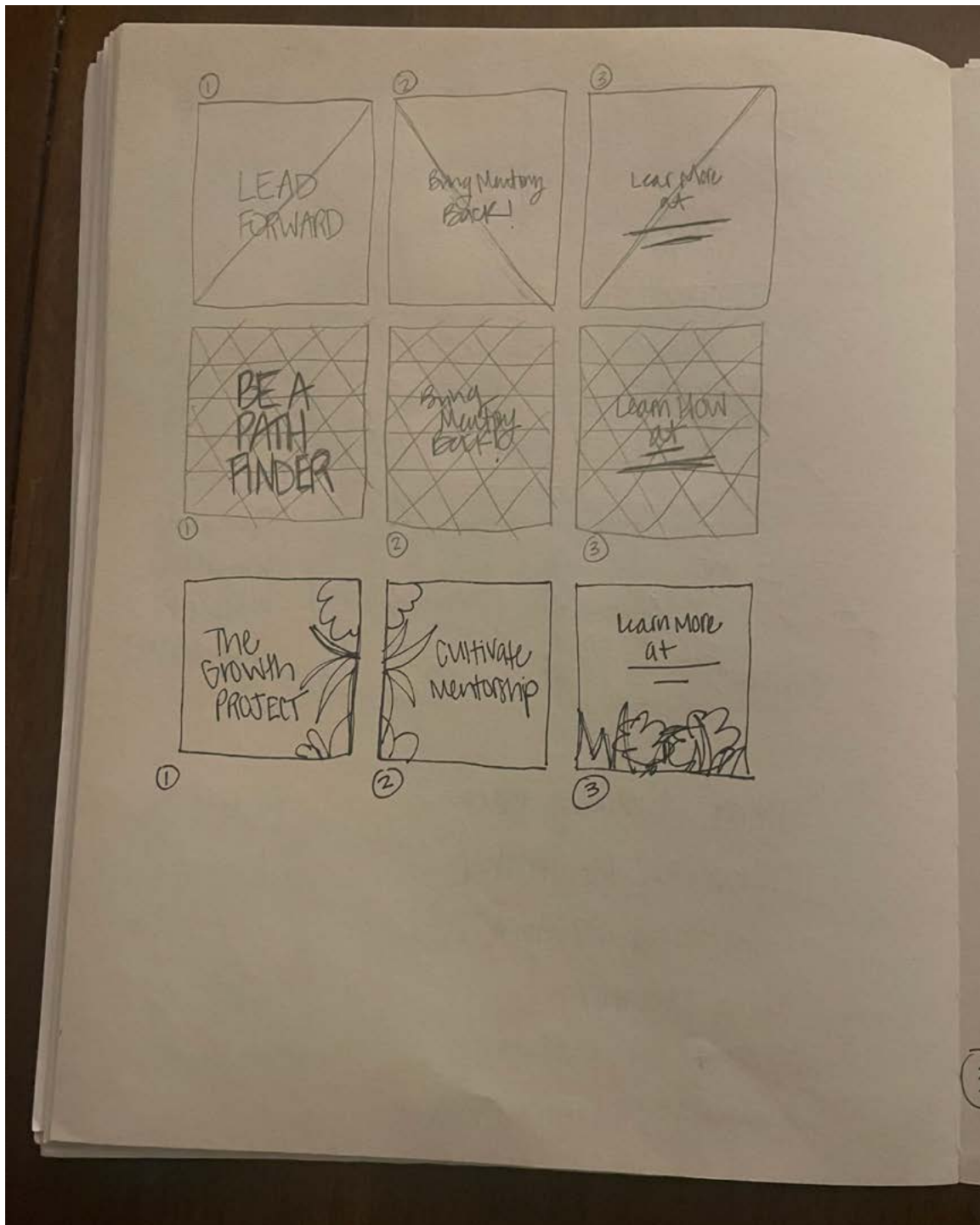
Poster Sketches



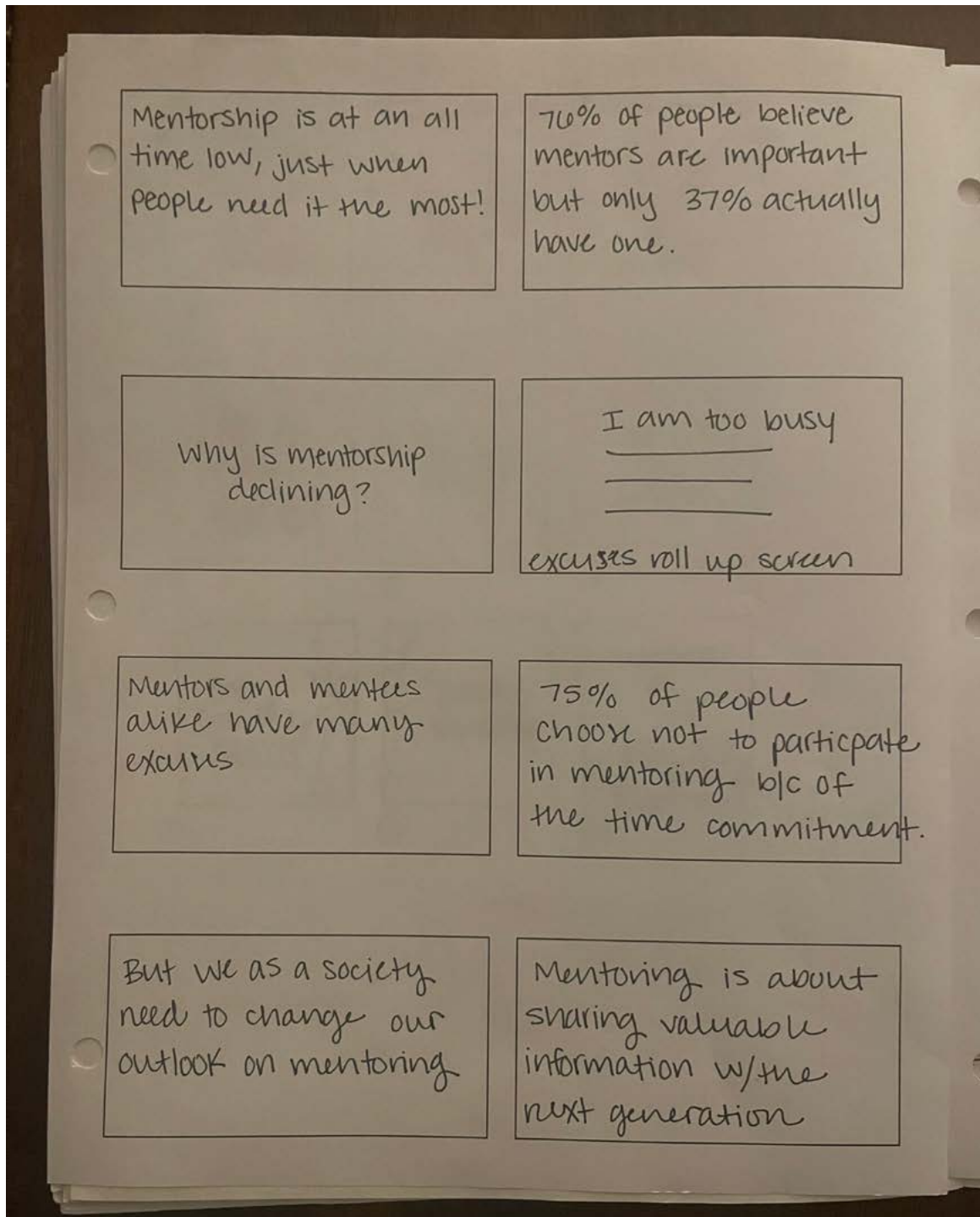
Environmental Graphics Sketches



Social Media Campaign Sketches



Social Media Campaign Promo Video Storyboard




mentorship
=
community

"A mentor is someone who allows you to see the hope inside yourself." - Oprah

Join the movement!

visit _____
and learn how
to cultivate community!



Chapter 4: Final Solution

Website

I decided to name my multi-level marketing campaign Lead Forward with the tagline “Bring Mentoring Back.” I chose the name Lead Forward because it coincides with my thesis title *The Decline of Mentorship and The Urgency to Share Valuable Knowledge with the Next Generation*. The campaign name Lead Forward suggests to lead forward the next generation, looking ahead to what is to come. I also wrote a small blurb of promotional copy that you will see throughout the campaign deliverables:

Do you wish you had more guidance when it comes to your career? Do you wish you had someone to pass down your industry knowledge to? Mentorship is at an all-time low, just when people need it most. We need leaders, leaders who can Lead Forward the next generation. Join the movement and help us Bring Mentoring Back.

My goal was to design an educational website that informs the audience about mentorship while telling a story. As the viewer clicks through the pages of the site, they discover What Is A Mentor, Benefits of Mentoring, Famous Mentors, Mentorship + Community, Why Is Mentorship Declining, and discovering how we can Bring Mentoring Back.

The website was created utilizing the Wix website builder. I started off with a generic template to build out the wireframe of each page and finalize the navigation. Once the outline of the website was set up, I began customizing the layout, alternating between the desktop and mobile view to ensure all of the features worked appropriately. I utilized my campaign typeface, Basic Sans, and my campaign color palette, which were featured in Chapter three.

I worked with typography and imagery from my image gallery to create dynamic content throughout the website. My image gallery captures the absence of mentoring as well as the act of mentoring in a truly authentic manner. As we learned in Chapter 2, Millennials find themselves in a position of “image management,” focusing on themselves as the “hero” of their life story. They value authenticity, loyalty, and their reputation. Creating truly authentic imagery enhances the overall visual communication of the campaign and creates a stronger message that the target audience can relate to.

I utilized research statistics and key research points to drive home the five specific questions that I aimed to answer throughout my research. You may recall these questions from Chapter One:

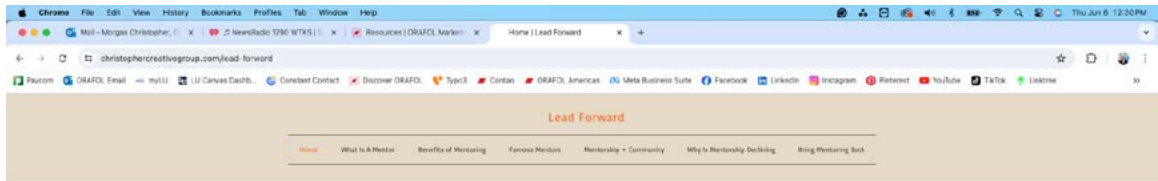
1. What is a mentor, and how do they mentor successfully?
2. Why are mentorship and community important?
3. What are the benefits of mentorship?
4. Why is mentorship declining?
5. How can the practice of mentorship be rejuvenated?

I strategically placed engaging quotes from influential people on each page throughout the website. I also included a Fun Fact at the end of each page about mentorship, elaborating on a relevant piece of information that supports the page’s main topic. All of these elements create a visual story that works to engage and educate the target audience simultaneously.

I decided to keep the Lead Forward campaign website nested under my business website, Christopher Creative Group (CCG). You will see throughout my deliverables I market the Lead Forward campaign as an initiative of CCG. The Lead Forward campaign is one that would appeal to small and large businesses alike. Connecting the Lead Forward campaign to CCG gives the theoretical project a real-world environment to exist in. Readers of the Thesis are therefore able to see what it might look like if other businesses adopted the Lead Forward initiative as well. You may view my website here

christophercreativegroup.com/lead-forward.

You may also view screenshots of the website on the following pages.



Lead Forward

Do you wish you had more guidance when it comes to your career? Do you wish you had someone to pass down your industry knowledge to? Mentorship is at an all-time low, just when people need it most. We need leaders, leaders who can Lead Forward the next generation. Join the movement and help us bring Mentoring Back!



<p>What is a Mentor?</p> <p>Mentors are known by many names: role model, counselor, advisor, teacher, nurturer, friend, sponsor, etc. Discover more about what a Mentor is and the influence they have on people's lives.</p>	<p>Benefits of Mentoring</p> <p>Mentoring relationships have many benefits for both the mentor and the mentee. Discover more about the mutual benefits of mentoring and how the practice could potentially benefit you.</p>	<p>Famous Mentors</p> <p>Where would we be as a society today without influential mentor/mentee relationships? Discover more about some of the most impactful mentoring relationships of our time.</p>
<p>Mentorship + Community</p> <p>A community can be defined as geographic location or social circles. Discover more about how the different types of community can influence the values and beliefs of the mentor/mentee relationship.</p>	<p>Why is Mentorship Declining?</p> <p>The practice of mentoring may come easily for some, but for most, mentoring requires active decision-making and a high level of commitment. Discover more about why mentorship is declining.</p>	<p>Bring Mentoring Back</p> <p>In an increasingly disconnected and individualistic society, mentoring is more important than ever. Discover more about how we can work together to rejuvenate mentoring and bring it back.</p>

Additional Resources

[Mentoring.org](#) [Mentorly.co](#) [Read Morgan's Thesis](#) [The Creative Process](#)

Lead Forward

Home [What is a Mentor?](#) Benefits of Mentoring Famous Mentors Mentorship + Community Why is Mentorship Declining Blog/Mentoring Deck

What is a Mentor?

There are more than forty different definitions

There are more than forty different definitions of the term "mentor" that have been used since 1980, most of which share the viewpoint that mentors are people who provide personal and career advice. Hiram Foster, author of *Functions of Mentoring as Christian Discipleship*, describes a mentor as a role model, counselor, advisor, teacher, nurturer, friend, and sponsor.

Mentoring is something most people talk about doing and needing. However, it is not obvious what being a mentor truly means or what the mentoring process truly entails. Is mentoring the same thing as training or advising? Does mentoring mean being a good role model? Are all of these labels for the same thing? Mentoring takes place in a wide range of professions. Sometimes, a mentor is defined as someone who has been trained in coaching, guiding, and advising those who are pursuing a wide range of goals and careers. Mentoring, on the other hand, is a more intricate, long-term, one-on-one relationship that goes beyond just providing information to the mentee.

The *Five Factor Model* is a consensus among researchers as one of the most accepted theories of personality traits as it pertains to mentors. The five traits are openness, conscientiousness, extraversion, agreeableness, and neuroticism (or emotional stability). Openness refers to the mentor's level of curiosity. Conscientiousness refers to the mentor's effort to make plans and reliability to keep those plans. Extraversion refers to the ability to interact with others, displaying high energy. Agreeableness refers to the level of sensitivity toward others, specifically cooperation. Neuroticism, or emotional stability, refers to the level of confidence a mentor has that is free of anxiety or worry.

There was a time when mentoring played a major role in American business. Young adults were chosen and trained through apprenticeships. The mentee's career advancement depended solely on the individual performance and support of their mentor. Today, law schools model their mentoring programs loosely after the historic practice of apprenticeships.

PATRICIA BATTIN

"Mentorship represents an individual commitment to seeking out, identifying, and developing in a variety of ways the leaders of the future."

FUN FACT

The origins of mentorship can be traced back over 3,000 years ago to ancient Greece. The term "mentor" or Μέντωρ was first introduced to the world in a poem titled *The Odyssey*, written by Homer. The poem tells the story of Odysseus and his son Telemachus. Telemachus is on a quest to find his father and bring home as he is away fighting in the Trojan War. As Telemachus is without his father, the goddess Athena appears to Telemachus in the form of a family friend named Mentor. Throughout the poem, Mentor guides and protects Telemachus.

Fast forward to the seventeenth century, the term "mentor" made its first appearance in the English language thanks to French novelist François Fénelon. In his re-imagining of Homer's story, *Les Aventures*

[Explore Benefits of Mentoring](#) →



Lead Forward

Home What Is A Mentor **Benefits of Mentoring** Famous Mentors Mentorship + Community Why Is Mentorship Declining Blog Mentoring Tools

Benefits of Mentoring

Aside from networking, there are many benefits

Aside from networking, there are many benefits of mentoring relationships for both the mentor and the mentee. Some companies might question the value of spending time and money to develop junior professionals; however, research shows that mentoring enhances senior professionals and management, ultimately creating value for the company. Mentors have the opportunity to gain substantial benefits from practicing mentoring. According to Rajashi Cosh and Thomas Reio, there are at least five subjective career outcomes for mentors: job satisfaction, organizational commitment, turnover intent, job performance, and career success.

For mentees, the benefits are endless. Mentoring relationships provide the mentee with someone to talk to, ask questions, and stretch their ideas about who they are and who they want to become and allow the mentee to gain professional insight from an experienced individual. Mentees can find comfort in the fact that they are not alone in their struggles and they have someone who can help them make clear decisions and navigate personal and professional circumstances

- Increased Networking
- Learn Something New
- Build Community
- Refreshed Energy
- Job Satisfaction
- Overall Career Success

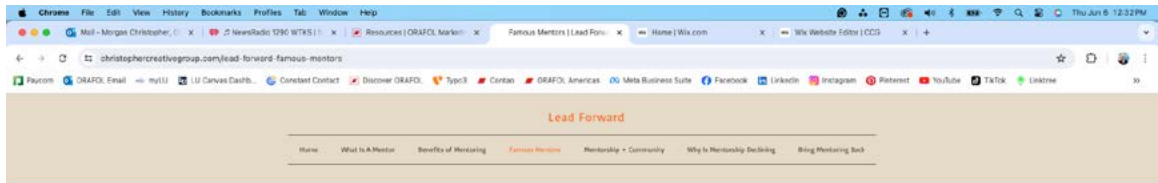


THE MENTORING EFFECT

Mentees are more likely to take on leadership roles and volunteer in their communities.

FUN FACT

Explore Famous Mentors



Famous Mentors

Research shows that while 76% of people believe mentors are important, only 37% actually have one. Where would we be as a society today without influential mentor/mentee relationships such as Steve Jobs and Mark Zuckerberg, Dr. Benjamin Mays and Dr. Martin Luther King Jr., and Thomas Hart Benton and Jackson Pollock? Oh, and let us not forget Jesus and the twelve disciples. Ultimately, mentorship is about sharing valuable information that one has learned and passing it on to the next generation. If this transaction of knowledge does not occur, some professions could be in real danger.



ALBERT SHANKER

Describes mentoring as "chancy as a blind date." Each relationship is unique and dependent on context.

FUN FACT

There was a time when mentoring played a major role in American business. Young adults were chosen and trained through apprenticeships. The mentee's career advancement depended solely on the individual performance and support of their mentor. Siemens Stromberg-Carlson, a United States subsidiary of a S&P

[Explore Mentorship + Community](#)



Lead Forward

Home What Is A Mentor Benefits of Mentoring Famous Mentors **Mentorship + Community** Why Is Mentorship Declining Blog Mentoring Back



Mentorship + Community

Learning takes place professionally and socially

Ultimately, learning takes place in both forms, professionally and socially within communities. A community can be defined in terms of geographic location, but it can also be defined in terms of social community, for example, friends, clubs, educational institutions, etc. These different types of communities reflect the values and beliefs of the mentor and the mentee; therefore, the mentee needs to seek out a mentor that shares the same values and beliefs. This type of bond will help promote a strong connection, formed in mutuality and trust.

Forming mentoring relationships can be difficult for some mentees as their professional responsibilities ebb and flow. When a mentoring relationship is formed, it can provide a range of positive outcomes including social and emotional improvements, cognitive improvements, and identity development for mentees. However, these benefits are only as strong as the bond the mentor and mentee have worked so hard at building.

Having a community is the key to growth, pushing the mentor and the mentee to do and be better, all while letting them know they are not alone. In addition to accountability, mentors provide constructive criticism and opportunities for mentees to expand their networks. Terrence Thomas, author of "Mentor Coaching: Effective Mentoring for the Personal and Professional Development of Young Adults," defines the term "networking" as the cultivation of relationships for employment or business. Mentors can help young adults see the wisdom in expanding their network to include people from all walks of life. Networking is important for both the mentor and the mentee, helping to provide more social capital for both parties.

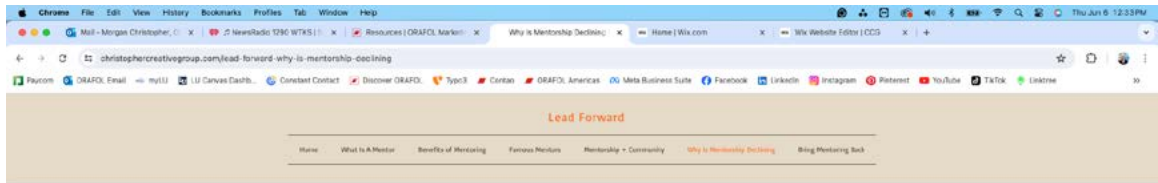
JOHN C. MAXWELL

“Good leadership isn't about advancing yourself. It's about advancing your team.”

FUN FACT

Millennials are currently the largest generation in the United States workforce. So, just how big is the Millennial generation? The United States Census Bureau reported in 2015 that there are an estimated 83.3 million Millennials in the United States. That is a quarter of the U.S. population. Remember, it is generally agreed that a Millennial is someone who was born between 1981 and 1997. Research shows that Millennials grew up in a time of largely uninterrupted economic prosperity, as compared to other generations. Over the last 150 years, technology has defined generational experiences. As a result, researchers agree that technology defines Millennials and their structure for interaction. Millennials expect immediate feedback as they have grown to experience this immediacy through technology. Because of technology, Millennials find themselves in a position of "image management," focusing on themselves as the "hero" of their life story. They value authenticity, loyalty, and their reputation. Further research shows that Millennials do want a mentor, however, they do

[Explore Why Mentorship is Declining](#)



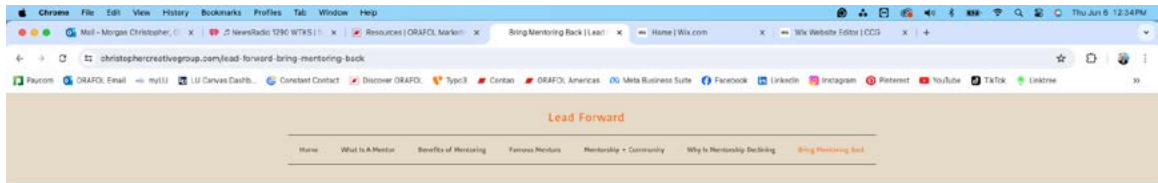
Why Is Mentorship Declining?

Time is the main factor in the decline of mentorship

C. McLaughlin, author of "Mentoring: What is it? How do we do it and how do we get more of it?", contributes time as the main factor in the decline of mentorship. Taking a look at faculty mentors at the university level specifically, many professors feel they are too busy to mentor someone as they try to keep up with the demands of research, teaching, and committee work. Learning how to be a good mentor is time-consuming; it does not just happen. The practice of mentoring may come easily for some, but for most, mentoring requires active decision-making and a high level of commitment, often resulting in little recognition or reward. The disconnect between available mentors and potential mentees explains why more formal mentoring programs have become more popular.

Even though Millennials desire a more formal mentoring relationship, research shows that corporate America has placed a devaluation on mentoring. John Grovender, author of "The Decline of Mentors and Mentoring," discusses the reality of corporations operating under the assumption that employees are essentially plug-and-play, interchangeable from position to position. This type of thinking discourages employees, making them feel devalued and resulting in the discouragement of forming mentoring relationships. Grovender outlines what it takes for mentoring to become a prominent practice again. Mentoring requires respect; no one wants to learn from someone who treats them poorly. Respect for the mentee requires sincere, long-term care and patience. Mentoring requires trust and time; mentees will not trust their mentors unless there is time spent getting to know each other and establishing trust. Grovender also contributes "bungee managers" to the decline of mentorship; the constant job-hopping by senior management has disrupted the practice of mentorship. Mentoring brings stability and productivity to organizations and must be required to develop leadership. Mentors are the driving force behind the future success of business, social, scientific, and humanitarian efforts; and as the baby boomer generation retires, mentoring must be returned to a state of value for the sake of future generations.





Bring Mentoring Back

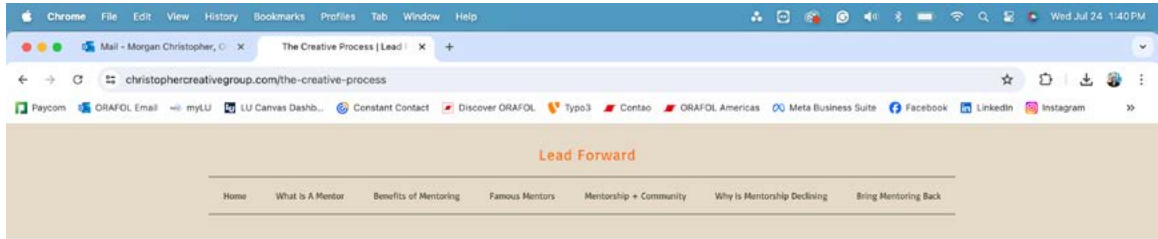
Intergenerational Discipleship

David Lyn Sampson, author of "Intergenerational Model of Discipleship," discusses the importance of discipleship, coining the phrase "intergenerational discipleship." Intergenerational is defined as "creating opportunities for intentional dialogue and interaction cross-generationally to foster mentoring and biblical discipleship." In agreement with Wakeman, Foster, and Kim, Sampson believes in a Christian worldview. The author even goes further to say, "If spiritual socialization is mediated by biblical discipleship throughout generations, a biblically balanced ministry will result." Intergenerational discipleship, like mentoring in general, can take place within family members, communities, schools, workplaces, and churches. However, for intergenerational discipleship to take place, fellowship has to occur. Fellowship points both the mentor and the mentee to a mutual partnership, creating connection and community. Intergenerational discipleship also opens the door for the mentor and the mentee to share each other's experiences and learn from each other's unique perspectives. Interacting with different generations also allows the mentor and the mentee to develop prime listening, comprehension, and communication skills.

Research shows that the term "intergenerational" is a buzzword among Millennials who are looking for a church. Sampson reveals that Millennials understand that they need knowledge from the past and place high importance on the wisdom of their elders. However, Sampson points out in his research that Elisabeth Stanorto, Ph.D., University of Arkansas, claims Millennials value autonomy more than other generations, who see the practice of individualism as an act of protest against confinement, whereas Millennials see it as an act of celebration. Millennials do not want to be viewed as an extension of anybody or anything. In an increasingly disconnected and individualistic society, Christian mentors have a unique opportunity to demonstrate a new way of interacting with one another through intergenerational discipleship.

Sampson points out that the directive of The Great Commission, found in Matthew 28:16-20 (ESV) is widely regarded as one of the most critical passages in the New Testament. Christians are called by God to "make disciples of all nations," "equipping them for spiritual warfare and training them to take up their mantle for Christ" (2 Timothy 2:2). Every effort should be made to create opportunities for this kind of connection between mentors and mentees. This type of mentoring relationship is not a one-off situation, but it is a long-term ongoing relationship where the mentor truly invests in the mentee. In doing so, the church can create a space where all generations can come together and rejuvenate the practice of mentorship once again.

Join the movement. Download and share the social media assets below to promote the Lead Forward campaign in your business or community.



The Creative Process

A look behind the scenes

Competitor Analysis

To begin the visual process, I conducted a competitor analysis. I identified competitors that are currently apart of the mentoring industry. The goal of the competitor analysis is to identify each company's mission, pricing, top features, strengths, weaknesses, and differentiators. Conducting the competitor analysis allowed me to understand how my competitors position themselves in the marketplace, identify potential opportunities, and see how my creative solution will measure up. I evaluated two specific competitors, Mentoring.org, a direct competitor, and Mentorly, an indirect competitor. I have included my analysis and competitor visuals on the following pages.



- Top of Page
- Campaign Typography
- Campaign Color Palette
- My Image Gallery
- Website
- Posters
- Environmental Graphics
- Promotional Video
- Social Media Campaign

Campaign Typography

I utilized Basic Sans, an Adobe Fonts typeface, as the chosen typography direction of the campaign. Basic Sans is a Grotesque typeface that simultaneously offers function and personality with its many details. Basic Sans is designed by Daniel Hernandez and features fourteen fonts. This design choice is influenced by the typography we see in my case studies, visual analysis, and competitor analysis research. The Basic Sans typeface demonstrates clean lines and geometric letterforms that I would like to highlight throughout the campaign. The typeface may also be utilized for web and print design, which makes it a perfect option for my multi-level marketing campaign.

- Top of Page
- Campaign Typography
- Campaign Color Palette
- My Image Gallery
- Website
- Posters
- Environmental Graphics
- Promotional Video
- Social Media Campaign

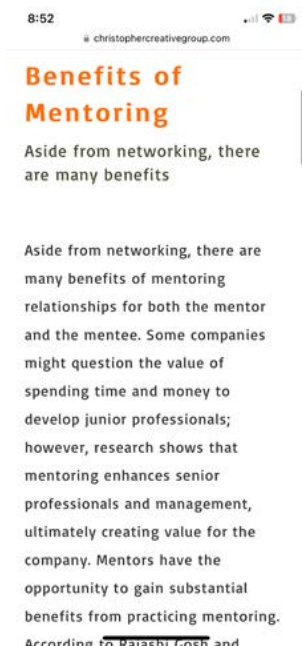
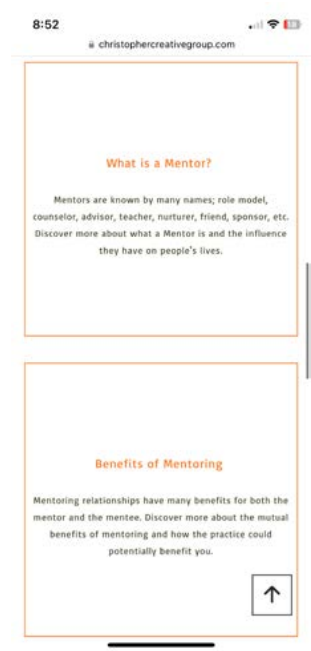
Basic Sans

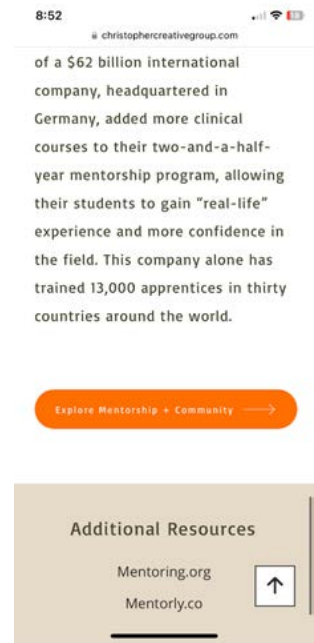
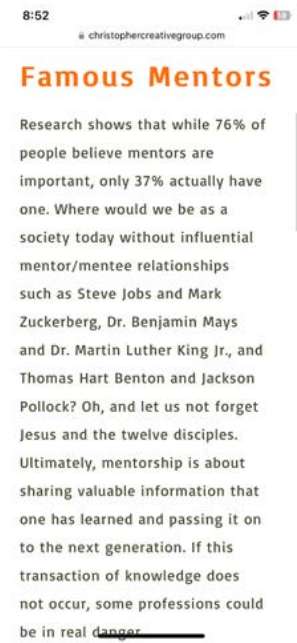
abcdefghijklmnopqrstuvwxy
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 0123456789

- | | |
|--------------------------------------|--|
| Basic Sans Extra Light | Basic Sans Semibold |
| <i>Basic Sans Extra Light Italic</i> | <i>Basic Sans Semibold Italic</i> |
| Basic Sans Thin | Basic Sans Bold |
| <i>Basic Sans Thin Italic</i> | <i>Basic Sans Bold Italic</i> |
| Basic Sans Light | Basic Sans Black |
| <i>Basic Sans Light Italic</i> | <i>Basic Sans Black Italic</i> |
| Basic Sans Regular | |

- Top of Page
- Campaign Typography
- Campaign Color Palette
- My Image Gallery
- Website
- Posters
- Environmental Graphics
- Promotional Video
- Social Media Campaign

Website Mobile Version





Set of 3 Posters

The set of three posters were created in Adobe Illustrator. I edited the photography in Adobe Photoshop. I like designing pieces with smaller amounts of text in Adobe Illustrator because I can manipulate the type quickly rather than working in Adobe InDesign or another program. I prefer working in Adobe InDesign when I am designing pieces with larger bodies of text, such as this document.

As I observed and studied my competitor analysis, visual analysis, and case studies I concluded that these campaigns did not full represent the target audience I intended to reach. The colors were either too dark and boring or too juvenille and unserious. I wanted to create something that both junior professionals and senior professionals could relate to and become excited about when interacting with the campaign.

My goal for the set of three posters was to portray the action of moving forward. I executed this with the imagery and typography without creating too much visual chaos. I used layering, color overlays, and simple shapes to create the photo effect you see in each poster on the following pages.

The message is simple: Lead Forward Bring Mentoring Back. I also utilized part of the campaign blurb that is featured on the website to tie the two deliverables together:

We need leaders, leaders who can Lead Forward the next generation. Join the movement and help us Bring Mentoring Back.

The QR code allows for quick and easy access to the campaign website. The overall concept is engaging and draws the viewer in. Each poster is displayed within mockups that I licensed using my Adobe Stock subscription. The mockups feature real-world locations in which the posters would be placed to reach my target audience if the campaign was implemented; within a community, office space, or college campus. You may view the set of three posters on the following pages.







Environmental Graphics

The set of three environmental graphics were created in Adobe Illustrator and Adobe Photoshop. My goal was to give the environmental graphics a different look than the posters, showcasing the versatility and breadth of the campaign. I did not want the campaign to be one dimensional, so I chose to feature primarily typographic compositions. I focused on a few key statistics and impactful statements from my research. It is important to tie in all design elements to each other when building a multi-level marketing campaign such as this one. My ultimate goal is that all of the pieces of the campaign speak as one.

Each environmental graphic is displayed within mockups that I licensed using my Adobe Stock subscription. The mockups feature real-world locations in which the environmental graphics would be placed to reach my target audience if the campaign was implemented: an office space conference room, outdoor building graphic, and community bus stop billboard. You may view the set of three posters on the following pages.







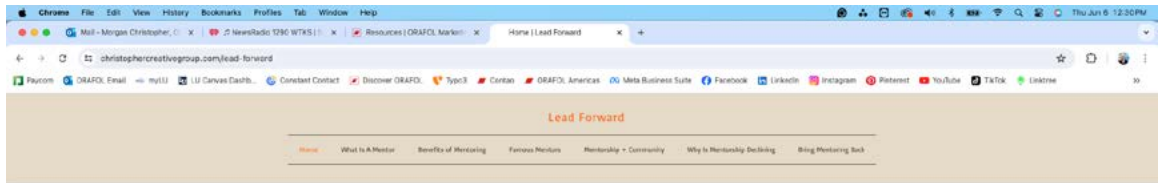
Lead Forward Promotional Video

My goal for the Lead Forward promotional video was to have a clear call to action (CTA), asking people to join the movement, stand up and be a leader, and become a mentor. The CTA of “become a mentor” is not explicit. It is more underlying. The copy in the video is meant to strike curiosity, possibly convict, and ultimately create a feeling of wanting to participate and be a part of something bigger than yourself.

I created the video graphics in Adobe Illustrator based on my initial storyboard layout. I like to design each “slide” as I call them, as the finished look, after the animation is complete. Then, I save each layer of the graphic, separating images and text, as a PNG file and upload those images into Adobe Premiere Pro. I realize that Premiere allows the designer to edit text, imagery, etc. However, I prefer to do it this way. I have more control over all of the elements this way. If I do need to make any changes to the design in Illustrator, the links in Premiere update automatically, so this allows for a quick and fluid workflow.

The graphics you see in the video are consistent with the rest of the Lead Forward campaign. I carry out the same typography, imagery, and color palette throughout the video. As with the environmental graphics, this video allows me to bring a new dimension to the campaign. The animation and kinetic typography brings a new sense of life to the campaign as the elements appear in and out of the frame.

The music I chose for the video is licensed from Adobe Stock Audio. I searched for a fitting audio track under the category of “Inspirational.” I wanted the music to feel upbeat, inspiring, and motivating. The chosen track is titled Success. You may view the promotional video on the homepage of the Lead Forward website at christophercreativegroup.com/lead-forward.



Lead Forward

Do you wish you had more guidance when it comes to your career? Do you wish you had someone to pass down your industry knowledge to? Mentorship is at an all-time low, just when people need it most. We need leaders, leaders who can Lead Forward the next generation. Join the movement and help us bring Mentoring Back!



<p>What is a Mentor?</p> <p>Mentors are known by many names: role model, counselor, advisor, teacher, nurturer, friend, sponsor, etc. Discover more about what a Mentor is and the influence they have on people's lives.</p>	<p>Benefits of Mentoring</p> <p>Mentoring relationships have many benefits for both the mentor and the mentee. Discover more about the mutual benefits of mentoring and how the practice could potentially benefit you.</p>	<p>Famous Mentors</p> <p>Where would we be as a society today without influential mentor/mentee relationships? Discover more about some of the most impactful mentoring relationships of our time.</p>
<p>Mentorship + Community</p> <p>A community can be defined as geographic location or social circles. Discover more about how the different types of community can influence the values and beliefs of the mentor/mentee relationship.</p>	<p>Why is Mentorship Declining?</p> <p>The practice of mentoring may come easily for some, but for most, mentoring requires active decision-making and a high level of commitment. Discover more about why mentorship is declining.</p>	<p>Bring Mentoring Back</p> <p>In an increasingly disconnected and individualistic society, mentoring is more important than ever. Discover more about how we can work together to rejuvenate mentoring and bring it back.</p>

Additional Resources

[Mentoring.org](#) [Mentorly.co](#) [Read Morgan's Thesis](#) [The Creative Process](#)

Social Media Campaign

I created the Lead Forward social media campaign graphics in Adobe Illustrator. The graphics are based on my initial sketches and mood board inspiration that you saw in Chapter Three. I designed a six-frame carousel for Instagram, one static image for X (square format), and one static image for Facebook (landscape format).

The graphics you see in the social media images are consistent with the rest of the campaign. I carry out the same typography, imagery, and color palette throughout the social media graphics. As with the environmental graphics, and the promo video, this form of marketing allows me to bring a new dimension to the campaign. I utilized the same technique from the poster designs to portray the action of moving forward.

I was excited to create a carousel for Instagram as each frame connects to the one before it and the one after it. This technique allowed me to utilize the various shapes that are portrayed throughout the campaign to create each connection. The design itself is reminiscent of the promotional video look

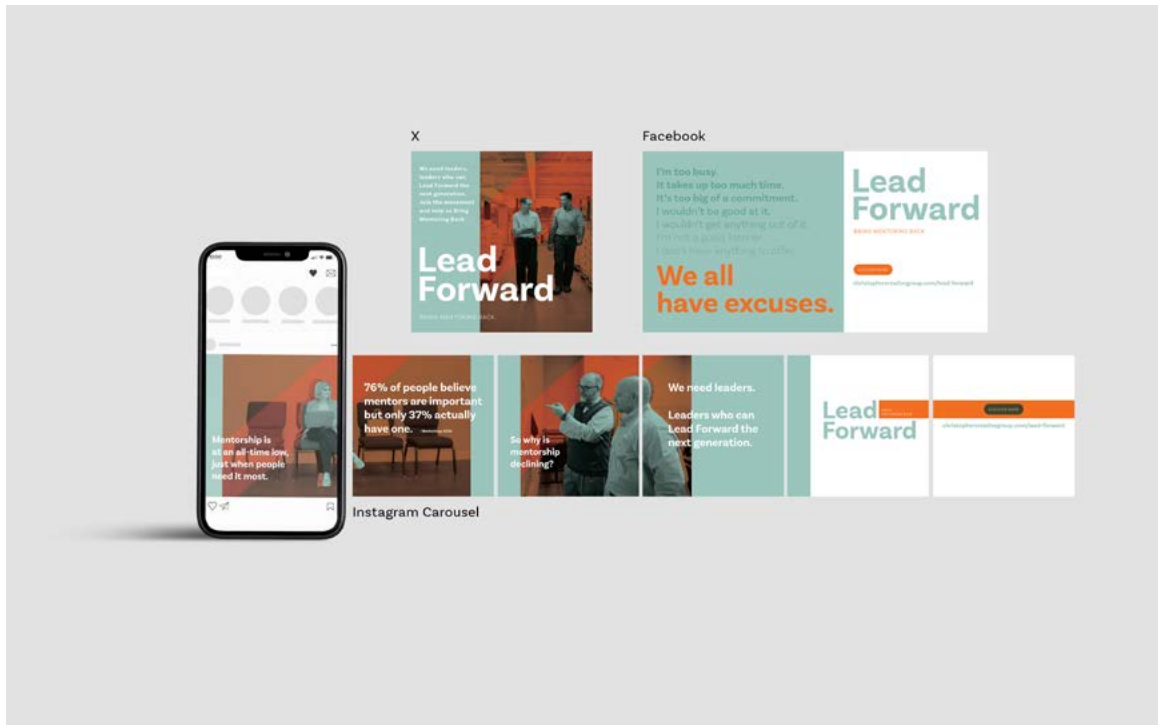
and feel. This is the latest way social media influencers are increasing their interactivity with their posts and their target audience.


For the X social media image, I chose to utilize another image from my image gallery and replicate the look and feel of the poster layout, incorporating the short campaign blurb above the campaign title:

We need leaders, leaders who can Lead Forward the next generation. Join the movement and help us Bring Mentoring Back.

The Facebook social media image utilizes a graphic that was created specifically for the campaign promotional video. This graphic standing alone creates intrigue and encourages the viewer to click on the link that would be included in the post copy, encouraging the viewer to discover more about the Lead Forward initiative.

You may view the social media campaign on the following page.





Chapter 5: Conclusion

Research Problem Statement

Senior mentorship of junior professionals is in decline, risking the loss of generational guidance and support, limiting career opportunities, and hindering social and professional development for both parties.

Research Purpose Statement

Research shows that while 76% of people believe mentors are important, only 37% actually have one (Mentorloop). Mentorship is important among young adults and seasoned professionals, and it is crucial for personal and professional development for both parties. Where would we be as a society today without influential mentor/mentee relationships such as Steve Jobs and Mark Zuckerberg, Dr. Benjamin Mays and Dr. Martin Luther King Jr., and Thomas Hart Benton and Jackson Pollock (Top 25 Mentoring Relationships in History)? Oh, and let us not forget Jesus and the twelve disciples. Ultimately, mentorship is about sharing valuable information that one has learned and passing it on to the next generation. If this transaction of knowledge does not occur, some professions could be in real danger. Establishing a targeted awareness campaign to communicate the benefits of mentorship can potentially revitalize the mentor/mentee relationship and promote professional development.

Knowledge Gap

The definition of a mentor and types of mentor relationships have been thoroughly researched, as well as the benefits of participating in a mentor relationship and the influence junior professionals have on these relationships. However, extensive research is lacking in determining the practical steps senior professionals can take to reverse the decline of mentorship and bring our society back to the mentoring mindset we once possessed.

Stakeholders

The identified stakeholders are junior professionals and senior professionals. For the purpose of this research, junior professionals (mentees) are defined as Millennials, someone who was born between 1981 and 1997 (Kaplan and colleagues, p. 36-37). Those who are perhaps in graduate school, have been working in their career field for about ten years, or those who are still trying to find their dream career. Senior professionals (mentors) have many definitions, such as role model, counselor, advisor, teacher, nurturer, friend, and sponsor (Foster, p. 2).

The Final Solution

Research shows that there are several definitions and interpretations of a mentor, including what makes a successful mentor, types of mentoring relationships, and formal versus informal mentoring. Haggard Dougherty noted that there are more than forty different definitions of the term “mentor” that have been used since 1980 (Rajashi and Thomas, p.107). Hiram Foster, author of *Functions of Mentoring as Christian Discipleship*, describes a mentor as a role model, counselor, advisor, teacher, nurturer, friend, and sponsor (Foster, p. 2). The Lead Forward campaign showcases the various roles a mentor can have in someone’s life throughout the imagery and campaign messaging.

As I mentioned previously, I have had the privilege of being mentored by a few particularly exceptional people throughout my life. These people hold a special place in my heart, and I can say with full confidence that I would not be the woman, wife, mother, daughter, friend, sister, and designer I am today without their significant influence throughout my life. Mentorship is extremely important. To be mentored requires an enormous amount of vulnerability. One must be open to learning new things, new habits, and new thought processes. To be mentored, you must be open-minded, willing to receive the feedback, and eager to apply it to your life. Likewise, to be a mentor, you must be willing to invest – invest your time, your effort, your knowledge, and your heart into someone else the Lord has placed in your path for a specific reason.

Millennials are currently the largest generation in the United States workforce. So, just how big is the Millennial generation? The United States Census Bureau reported in 2015 that there are an estimated 83.1 million Millennials in the United States. That is a quarter of the U.S. population.

Research shows that Millennials grew up in a time of largely uninterrupted economic prosperity, as compared to other generations. Over the last 150 years, technology has defined generational experiences. As a result, researchers agree that technology defines Millennials and their structure for interaction. Millennials expect immediate feedback as they have grown to experience this immediacy through technology. Because of technology, Millennials find themselves in a position of “image management,” focusing on themselves as the “hero” of their life story. They value authenticity, loyalty, and their reputation. Further research shows that Millennials do want a mentor, however, they do not know how to find one. If the opportunity for formal mentoring programs is not present, research shows that Millennials will not engage in a mentoring relationship organically (Kaplan and colleagues, p. 38, 49). The Lead Forward campaign is based on research such as this, meeting the target audience where they are and getting the word out about the importance of mentoring.

Throughout this thesis, the research presented outlines the origin of mentorship; the various definitions and interpretations of a mentor; what makes a successful mentor; the different types of mentoring relationships, including the arguments for informal versus formal mentoring relationships; why mentoring and community are important; the benefits of mentoring; why mentorship is declining; and how the practice of mentorship can be rejuvenated.

Throughout my research, I have conducted a visual analysis of three case studies, a competitor analysis of a direct competitor, and a competitor analysis of an indirect competitor. I have put together mood boards, brainstormed word lists, sketched ideas, and put together storyboards. Each form of research provided an in-depth investigation into multiple sources to gather data regarding visuals, messaging, and overall marketing strategies. My research determined that the marketing strategy of a multi-level marketing campaign would best speak to the target audience of junior professionals and senior professionals.

My visual solution focused on the discipline of web design with the primary goal to rejuvenate mentoring relationships between junior professionals and senior professionals. The website is the foundation of the campaign featuring the overall campaign aesthetic, photography, copy, and promotional video. I created additional assets for the campaign that stem from the branded elements on the website, as to create a cohesive campaign across all mediums. Additional assets include a set of three posters, three environmental graphics, a promotional video, and a set of social media graphics that have been designed for Instagram, Facebook, and X.

Susan E. Metros, author of *The Importance of Mentors*, outlines five trend predictions for the future of mentoring. First, there will be an increase in expectations for formal mentoring programs. Corporations will increase the support surrounding these programs to sustain them. Second, corporations will increase the emphasis on mentorship, laying out the specific skill development that will be achieved from the mentoring program. Third, continual advancements in technology will influence how mentors and mentees interact, possibly seeing an increase in virtual mentoring relationships. Fourth, mentoring programs will be expected to ensure inclusivity among mentors and mentees throughout the corporation. Fifth, networking will become a prominent requirement of mentoring programs as more mentors and mentees become involved and developmental relationships are established (Lundsford). The Lead Forward marketing campaign fully supports this theory and encourages the practice of mentorship among junior professionals and senior professionals.

Christian mentoring, like mentoring in general, is a covenant (a promise or agreement) between the mentor and the mentee. The covenant outlines the purpose of the relationship, the agenda for meetings, the frequency of meetings, and the length of meetings (Wakeman, p. 281). Like Wakeman, Foster also describes Christian mentoring but goes a step further and calls it “discipleship.” David Lyn Sampson, author of “Intergenerational Model of Discipleship,” discusses the importance of discipleship, coining the phrase “intergenerational discipleship.” Intergenerational is defined as “creating opportunities for intentional dialogue and interaction cross-generationally to foster mentoring and biblical discipleship.”

Intergenerational discipleship, like mentoring in general, can take place within family members, communities, schools, workplaces, and churches (Sampson, p. 16). However, for intergenerational discipleship to take place, fellowship has to occur. Fellowship points both the mentor and the mentee to a mutual partnership, creating connection and community. Intergenerational discipleship also opens the door for the mentor and the mentee to share each other’s experiences and learn from each other’s unique perspectives. Interacting with different generations also allows the mentor and the mentee to develop prime listening, comprehension, and communication skills.

Research shows that the term “intergenerational” is a buzzword among Millennials who are looking for a church. Sampson reveals that Millennials understand that they need knowledge from the past and place high importance on the wisdom of their elders (Sampson, p. 24, 26). However, Sampson points out in his research that Elisabeth Sbanotto, Ph.D., University of Arkansas, claims Millennials value autonomy more than other generations, who see the practice of individualism as an act of protest against confinement, whereas Millennials see it as an act of celebration. Millennials do not want to be viewed as an extension of anybody or anything (Sampson, p. 30).

Christians are called by God to “make disciples of all nations,” “equipping them for spiritual warfare and training them to take up their mantle for Christ” (2 Timothy 2:2). Every effort should be made to create opportunities for this kind of connection between mentors and mentees. This type of mentoring relationship is not a one-off situation, but it is a long-term ongoing relationship where the mentor truly invests in the mentee. In doing so, the church can create a space where all generations can come together and rejuvenate the practice of mentorship once again (Sampson, p. 51). Research shows that Christian mentoring is important for the rejuvenation of the practice of mentorship because God created people to be dependent on community. Utilizing these principles, the Lead Forward campaign embraces the act of discipleship and encourages mentors and mentees to ultimately pursue this level of mentorship wholeheartedly.

My Vision for The Future

If I had unlimited time, money, and resources to implement the Lead Forward campaign I would begin by partnering with local communities and their Chambers of Commerce. I live in the suburbs of Savannah, GA in a small town called Guyton. We are a town of farmers, small business owners, passionate city council men and women, and dedicated Board of Education members. All of which need mentoring in different ways. I would love to partner with these organizations to build mentoring programs around their specific needs. The Future Farmers of America organization may not mentor the same way the Women in Small Business of Effingham County organization mentors. Each program and avenue would look different, but that is the beauty of mentoring and building relationships. As Albert Shanker pointed out, each relationship is unique and depends on context.

Partnering with larger organizations would also be key in leading the Lead Forward initiative. I would love to work with organizations like the one I currently work at, ORAFOL Americas, to begin a formal mentoring program. Working for a global organization such as this one opens many doors for mentoring opportunities.

I also plan to make the Lead Forward initiative the foundational cornerstone of my small business, Christopher Creative Group. As the Lord sees fit to grow this business, I would love to hire interns or full-time staff and make mentoring the prime focus of our work together, much like the partnership that we learned about from accounting firm Deloitte and Touche in New York City.

With the focus on intergenerational discipleship and the willingness to be vulnerable and share our experiences, the possibilities of bringing mentoring back are endless!

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Appendix

Fig. 1-4 Sherpa

Sherpa - A UX Case Study: Empowering Mentees to Form Genuine Connections with Mentors. Medium, 2022, davisdesigninteractive.medium.com/sherpa-a-ux-case-study-17c9049eece6.

Fig. 4-7 ONDA.

Sabino, Luiza Branco. UX Design Case Study: ONDA Mentoring App, Empowering Young Entrepreneurs in Rio's Mare Complex. Medium, 2013. medium.com/@luizabranco/ux-design-case-study-onda-mentoring-app-cf23e05c45c1.

Fig. 8-12 National Mentoring Month

Media Campaign Focuses National Attention on Mentoring Program for At-Risk Youths: Transition of the Harvard Mentoring Project. Robert Wood Johnson Foundation, 2004. www.rwjf.org/content/dam/farm/reports/program_results_reports/2004/rwjf14096.

Fig. 13 “Screenshots from Pinterest”

Pinterest, 1 Jan. 2024, www.pinterest.com/. Accessed 25 Apr. 2024.



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