



Brandon Hall Group

EXCELLENCE AWARDS 2023

Dentsply Sirona: Best Advance in Mentoring to Develop Diverse Leaders

Dentsply and Chronus

Best Advance in Mentoring to Develop Diverse Leaders

January 2024



Company Background



Company-at-a-Glance	
Headquarters	Bensheim, Germany & Charlotte, NC
Year Founded	1899
Revenue	\$4 Billion
Employees	16,000
Customers/Output, etc. (Key customers and services offered)	Operations in more than 40 countries worldwide, and a sales presence in more than 120 countries.
Industry	Dental Manufacturing & Technology
Stock Symbol	XRAY
Website	www.dentsplysirona.com



Company Background



Company-at-a-Glance	
Headquarters	Seattle, WA
Year Founded	2007
Employees	120+
Global Scale (Regions that you operate in or provide services to)	Global, but mostly US, Europe, Australia and India (Chennai, Hyderabad)
Customers/Output, etc. (Key customers and services offered)	Mentoring, Coaching, Onboarding and Sponsorship programs Key Customers: Amazon, Uber, US Coast Guard Academy, American Cancer Society, Boston Children’s Hospital, Electronic Arts, McGraw Hill
Industry	Software & Technology
Website	Website: https://www.chronus.com

Budget and Timeframe

Budget and Timeframe	
Overall budget	\$50K
Number of (HR, Learning, Talent) employees involved with the implementation?	Three
Number of Operations or Subject Matter Expert employees involved with the implementation?	Two
Number of contractors involved with implementation	One
Timeframe to implement	One Year
Start date of the program	February 2022



Business Conditions and Business Needs

Dentsply Sirona consists of 16,000 diverse employees from around the world; every day our teams work with individuals from various locations, within a variety of functions, from many backgrounds and experience levels. To ensure we are meeting the needs of our diverse teams, Employee Engagement Surveys are conducted to gain pulse. Results from our 2018 survey indicated the need for additional learning and development opportunities, to enhance employee engagement and improve retention. Additionally, diverse workforce, inclusive culture and internal succession were our key commitments in response to the business strategic priorities and employees' voice. There was a high demand for new leaders in different functions and locations. There were informal mentoring relationships within the company, however no centralized guidelines, mentor/mentee pool, or a platform to record mentoring progress and achievements. Thus, the company introduced a global career mentoring program via the platform Chronus to provide a consistent process, aligned materials and systematic connection plan for users to follow.

Overview

Retention - Increase retention of diverse employees (mentors and mentees) and reduce attrition rate.

Engagement - Enhance employee engagement level for diverse employees (opportunity to learn and grow)

Advancement - Facilitate career advancement of diverse employees (salary change, expanded job roles, promotion)

Culture - Support in building an inclusive and winning culture (behavioral changes and program effectiveness)

Focus & Alignment: Focus of our Inclusive Mentorship program is to develop underrepresented talent in alignment with our commitment to elevate female employees and people of color. Through this program we have reached 44% gender parity with a goal of 50%. Elevating people of color remains a top priority with a greater margin of progress to be made. Dentsply Sirona is an organization that drives off innovation, we know that having diverse teams helps us meet business goals and objectives.



Design and Delivery

Dentsply Sirona believes everyone has something to give, and everyone has something to learn. Our Global Career Mentoring Program was launched for all employees around the world. This program is completely voluntary. Employees match with their mentor/mentee via self-service on a platform hosted by an industry leading vendor in the mentoring space called Chronus. Once profiles are completed employees can identify potential mentors/mentees and send a request to connect through the system. Mentoring connections are then established after the receivers accept the request. This platform is available in English, German, Spanish, French, Italian, Brazilian Portuguese, Simplified Chinese, and Japanese which are predominate languages spoken by DS employees.

The platform provides guidelines, eLearning videos, tips for being a mentor and mentee. It also provides goal setting tools, meeting setting, task trackers, file uploading and message features allowing users to keep track of progress. Also, the data features enable administrators to generate insights about the diversity of the users which help the company to monitor the progress and further leverage the program.

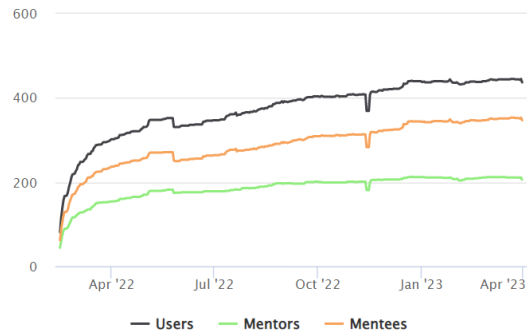
The program was promoted globally via all company corporate messaging, Senior Leadership, and internal Social Media platform Yammer. Our seven Employee Resource Groups introduced this program to members to recruit underrepresented employees and support them in leveraging the program for career and personal development.

Adoption of the Program

14 Feb 2022 – 31 Mar 2023

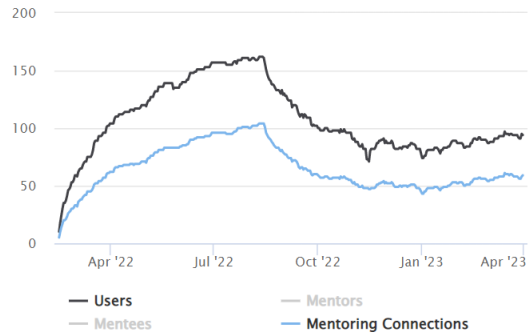
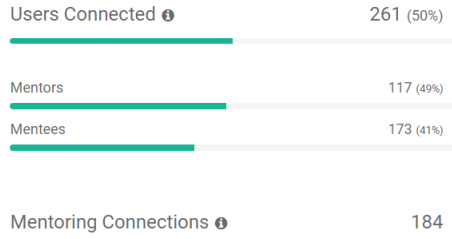
Membership [↗](#)

Users Total	522
Mentors	241
Mentees	418

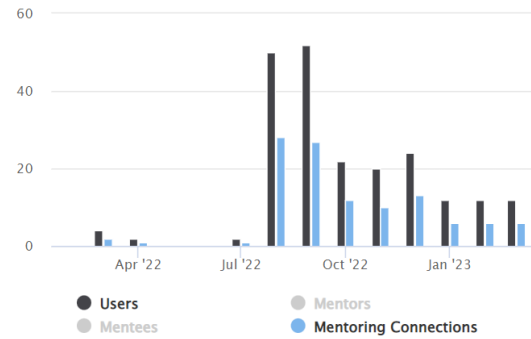
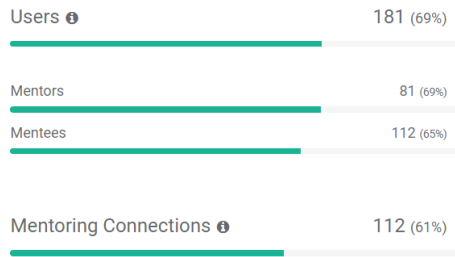




Matching [🔗](#)



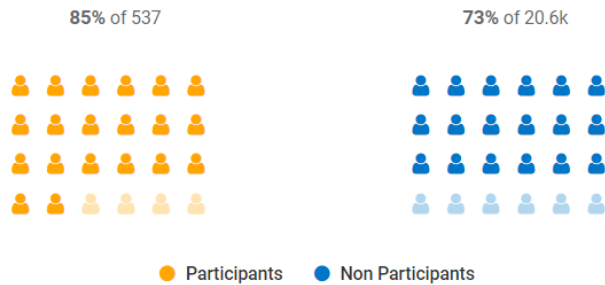
Engagement - Completed Mentoring Connections



Measurable Benefits

14 Feb 2022 – 31 Mar 2023

Impact on Retention (Participant vs Non Participant) (All Members)

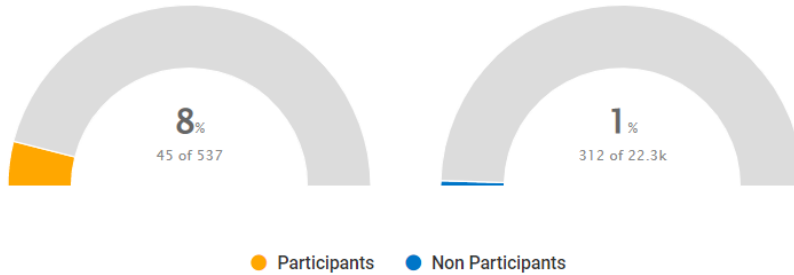


64 turnovers avoided with 0% ↓ in 'overall' retention rate

🕒 Feb 14, 2022 - Mar 31, 2023



Change in Job Level (Participant vs Non Participant) (All Members)



Participants of the program were 7% more likely to have a change in Job Level

Feb 14, 2022 - Mar 31, 2023

Overall

Lessons:

- Users benefit from additional reminders to complete profiles to facilitate accurate matching.
- Global level promotion is not enough to reach local employees. There is a need to establish additional channels to communicate the program and its impact.
- More learning support is needed to make members feel confident with the online resource.

Next Steps:

- Create opportunities for more accurate and meaningful matching through system education.
- Promote the program by discussing different formats of mentoring e.g., Reverse mentoring, peer mentoring, situational mentoring, etc.
- Actively partner with Business Leaders and Employee Resource Groups to provide customized support for their employees or members.
- Provide learning session on Mentoring (How to be a mentor/mentee)



Impact:

Through development of the Inclusive Mentorship program, we have seen demonstrated progress among diverse employees globally.

- Positive progress striving for gender parity YOY– currently at 44% female representation.
- Positive progress diversifying leadership YOY – currently 30% female, 20% PoC (People of Color)
- 50%+ diversity in Emerging Talent program
- Minimized diverse attrition rate.



Brandon Hall Group

EXCELLENCE AWARDS 2023

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