



A Study on Effect of Reverse Mentoring

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Abstract

Reverse mentoring is a modern HRM approach that reverses the traditional flow of knowledge, allowing younger employees to mentor senior colleagues. It is particularly valuable in areas such as digital tools, new workplace practices, and evolving organizational culture, as seniors share their experience, leadership insights, and practical knowledge. This two-way exchange benefits both parties and encourages continuous learning.

In HRM, reverse mentoring supports talent development, leadership growth, employee engagement, and diversity management. It helps bridge generational gaps, strengthen collaboration, and build a more inclusive and adaptable organizational culture. Many companies, including Indian IT firms such as Wipro and Infosys, have successfully implemented reverse mentoring to help senior leaders stay current with digital trends while empowering younger employees to contribute meaningfully. By combining the expertise of both juniors and seniors, reverse mentoring fosters innovation, teamwork, and professional growth, making it a valuable strategy for developing future-ready leaders and a skilled, agile workforce.

Keywords: Reverse mentoring, human resource management, leadership development, talent management, employee engagement.

1. Introduction

Modern organizations face the challenge of managing talent across multiple generations, where traditional mentoring often falls short. While senior employees bring experience and organizational knowledge, younger employees often hold expertise in digital tools, emerging technologies, and contemporary workplace practices. Reverse mentoring flips the conventional mentoring model by enabling younger employees to guide senior colleagues, creating a two-way learning process that benefits both sides.

By allowing knowledge to flow both ways, organizations can cultivate a culture of continuous learning, adaptability, and innovation. This approach also empowers younger employees, giving them visibility and influence in organizational decision-making.

Despite its growing relevance, reverse mentoring remains underexplored in HRM research. This study aims to investigate how reverse mentoring can be effectively implemented, the challenges it may face, and its impact on employee growth and organizational performance.

2. Review of Literature

2.1. Reverse Mentoring: A Tool to Develop Future Leaders for Organizations (2025)

Author: Dr. Muskan Nagi, Assistant Professor at Gulf University, Bahrain.

Summary: This study discusses the need for mentors and leaders, the benefits associated with reverse mentoring, and outlines five steps for successful implementation.

Source: Journal of Advanced Research in Dynamical and Control Systems

2.2. Reverse Mentoring: A Review of Extant Literature and Recent Trends (2025)

Authors: Neha Garg and Pankaj Singh.

Summary: This review examines the expanding scope of reverse mentoring and presents future pathways for researchers and practitioners.

Source: ResearchGate

2.3. Is Reverse Mentoring a Panacea to All? Findings from Literature (2022)

Authors: Sanghamitra Chaudhuri, Sunyoung Park, and Karen R. Johnson.

Summary: This study systematically reviews the practice of reverse mentoring, drawing a timeline of research over the past two decades and discussing its effectiveness in various contexts.

Source: ERIC

2.4. Reverse Mentoring: An Innovative Way of Training In-Service and Pre-Service Teachers (2025)

Authors: Céline Foliot and Jean-François Chaliès.

Summary: This narrative literature review presents reverse mentoring as an alternative mentoring method that encourages professional learning and development.

Source: Taylor & Francis Online

2.5. Reverse Mentoring (RM): An Effective Way to Advance the Principles of Equality, Diversity, and Inclusion Across Universities (2022)

Author: Bhavika Israni.

Summary: This systematic review of literature highlights the benefits and challenges associated with reverse mentoring models in universities, emphasizing the promotion of equality, diversity, and inclusion.

Source: TUDublin Arrow

2.6. Reverse Mentoring: Connecting a Multi-Generation Workforce (2023)

Source: Together Platform

Summary: This article discusses how reverse mentoring serves as a strategic tool for organizations to bridge generational divides, particularly in the context of digital transformation.

3. Research Method

3.1. Population and Sample

Population: The population for this study includes participants attending the Tally computer course program at Bharatiya Vidya Bhavan. One of the batches was specifically for senior citizens, and the mentor for this batch was a young professional aged 25 years.

Sample: The sample for this study consists of two parts:

- i). Senior citizen learners from the Tally course batch, from whom data were collected through oral statements.
- ii). Professionals working in different sectors, who provided their perspectives through a Google Forms survey.

This combined sample represents a subset of the population, providing insights into the reverse mentoring experience from both learners and mentors across different contexts.

3.2. Data Collection Method

For this study on reverse mentoring, data were collected through Google Forms and direct oral questions, as mentioned earlier. A structured questionnaire was prepared and shared with participants involved in the mentoring process.

The study followed a mixed research approach, as it included both option-based (quantitative) and open-ended (qualitative) questions to gather detailed insights about the experiences and perceptions related to reverse mentoring.

3.3. Research Instrument

The main instrument used for this study was a Google Form-based structured questionnaire designed to collect information related to reverse mentoring.

<https://docs.google.com/forms/d/e/1FAIpQLSfPH1VE0IYjO4sndyWWuap9b9dVNCUkXs-u1HMT6mj-5SQ/viewform?embedded=true>

Additionally, oral interactions were conducted with some participants to gain a deeper understanding of the mentoring relationship between the young mentors and senior learners.

These instruments helped in collecting both quantitative and qualitative data effectively.

3.4. Data Analysis Techniques

Data Analysis Techniques: The data collected from the questionnaire were analyzed using the Mean Method. This method helped to identify common patterns, perceptions, and attitudes toward reverse mentoring.

3.5. Research Questions

1. Gender

- Male
- Female
- Others

2. Age

- Below 25
- 26-35
- 36-45
- 46-55
- Over 55

3. Educational Qualification

- Diploma
- Undergraduate
- Postgraduate
- Doctorate
- Other (Specify)

4. Current Job Role

- Entry Level (Trainee/Associate/Executive)
- Mid-Level (Senior Executive/Team Leader/Assistant Manager)
- Managerial Level (Manager/Senior Manager)
- Leadership Level (General Manager/VP/Director)

5. Department

- IT
- HR
- Finance
- Marketing
- Operations
- Others (Specify)

6. Years of Working Experience

- Less than 2 years
- 2-5 Years
- 6-10 Years
- 11-15 Years
- 16+ Years

7. Type of Organization

- Private Sector
- Public Sector
- Startup
- MNC
- Educational Institution
- NGO

8. Have you ever participated in a mentoring program in your organization?

- Yes
- No

9. If yes, what type of mentoring was it?

- Traditional (senior to junior)
- Reverse Mentoring (junior to senior)
- Peer Mentoring
- Other (please specify)

10. Have you heard of the concept of reverse mentoring before?

- Yes
- No
- Not sure

11. How would you define reverse mentoring in your own words? (open-ended)**12. Does your organization have a formal reverse mentoring program?**

- Yes
- No
- Not sure
- Have you ever been part of a

13. Have you ever been part of a reverse mentoring relationship?

- Yes, as a mentor (junior)
- Yes, as a mentee (senior)
- No

14. What was the main focus area of your reverse mentoring experience? (tick all that apply)

- Digital skill (tools, software)
- Social media/marketing
- Work culture & trends (Gen Z, millennials)
- Leadership feedback

15. On a scale of 1 - 5, how effective was the reverse mentoring relationship in achieving its goal?

- Not effective
- 1

- 2
- 3
- 4
- 5
- Very effective

16. Do you believe reverse mentoring promotes mutual learning across generations?

- Strongly agree
- Agree
- Natural
- Disagree
- Strongly disagree

17. What are the key benefits of reverse mentoring? (select top 3)

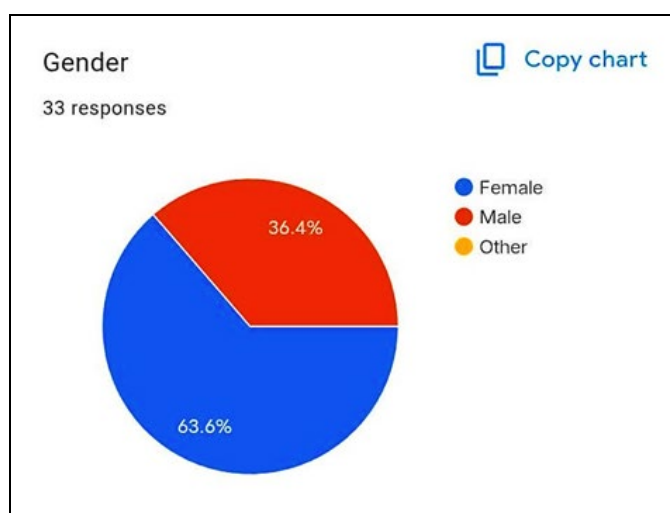
- Improved digital skills for senior staff
- Increased confidence among junior staff
- Better cross-generational communication
- Enhanced employee engagement
- Breaking workplace hierarchy
- Promotes a culture of learning

18. Do you believe reverse mentoring contributes to organizational learning

- Yes
- No
- Not sure

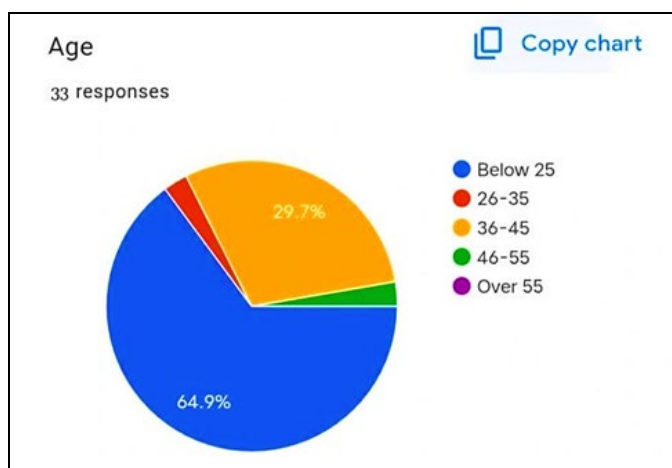
19. Should reverse mentoring be a part of leadership development and succession planning?

- Yes
- No
- Maybe

20. Would you recommend reverse mentoring in other departments or companies? Why or why not?**4. Findings****i). Gender**

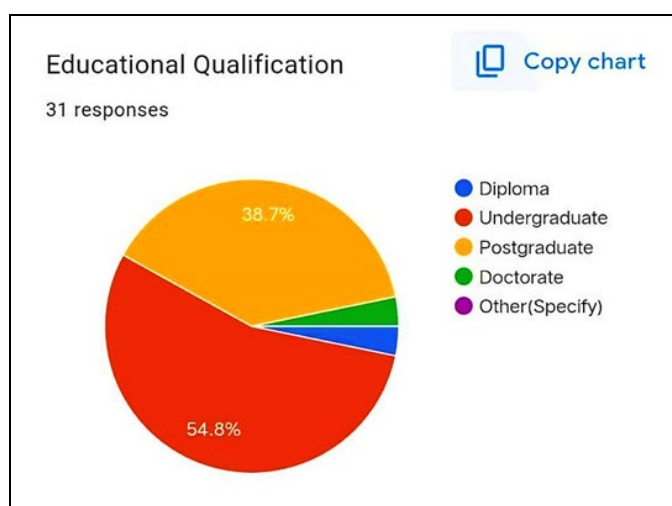
Out of participants, 12 were male (36.4%) and 21 were female (63.6%). This shows that a greater number of women participated in the study compared to men, indicating higher female involvement in sharing their views on reverse mentoring.

ii). Age



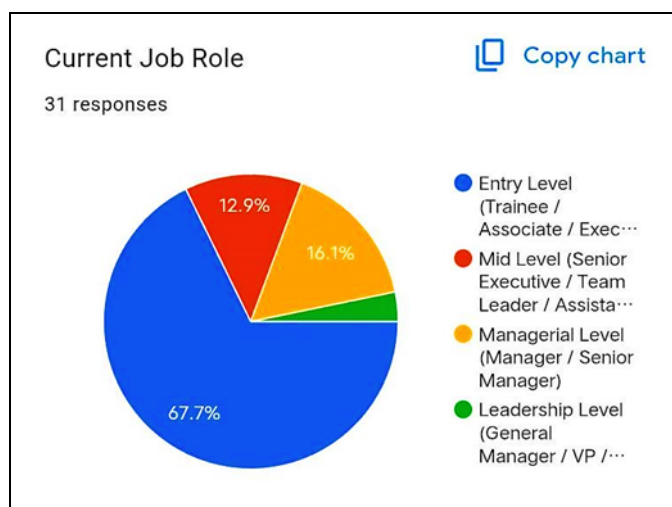
Out of the total 37 respondents for the age question, 24 (64.9%) were Below 25 years old, 11 (29.7%) were between 26-35 years old, 1 (2.7%) was between 36-45 years old, 1 (2.7%) was between 46-55 years old, and 0 (0%) were Above 55 years old.

iii). Educational Qualification



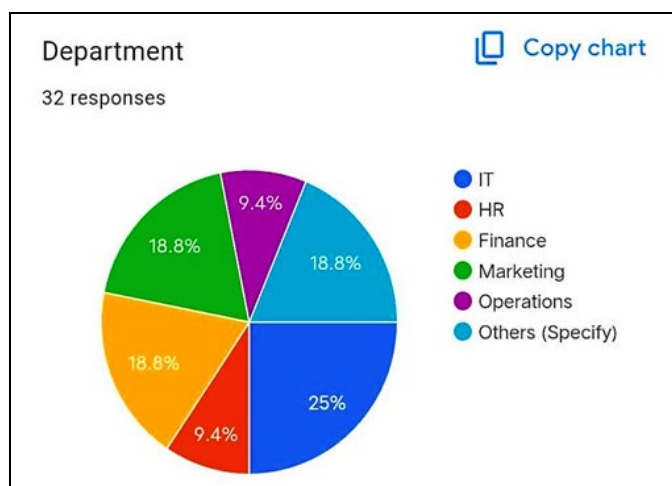
Based on the survey results with 31 responses, 54.8% were Postgraduate, 38.7% were Undergraduate, and 6.5% were Other. Mostly, this survey was answered by the persons who completed undergraduate and postgraduate studies.

iv). Current Job Role



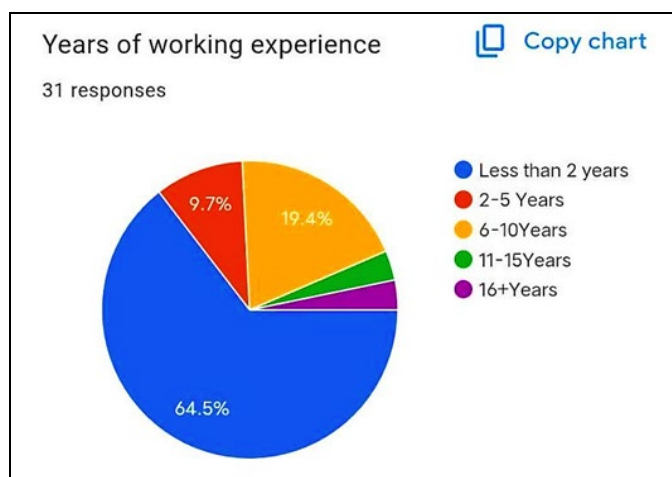
Based on the survey results, of the overall 31 responses, 67.7% were at the entry level, 12.9% were at the mid-level, 16.1% were at the managerial level, and 3.3% were at the leadership level.

v). Department they Belong to



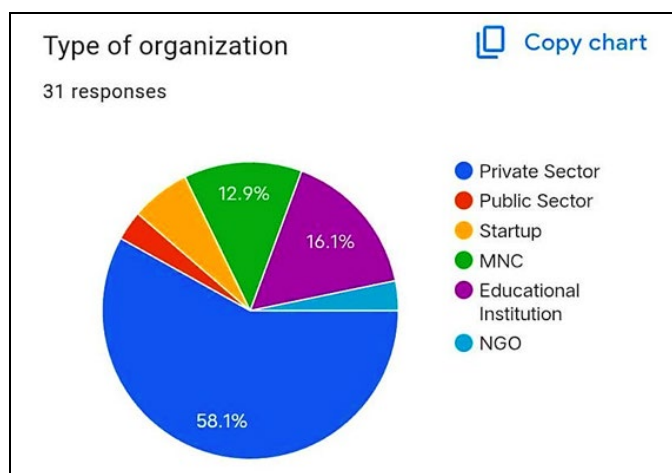
According to the survey results, personnel from various departments equally shared their opinions on reverse mentoring. In which 25% belong to IT, 9.4% belong to HR, 18.8% belong to finance, 18.8% belong to 18.8%, 9.4% belong to operations, and 18.8% belong to others.

vi). Years of Working Experience



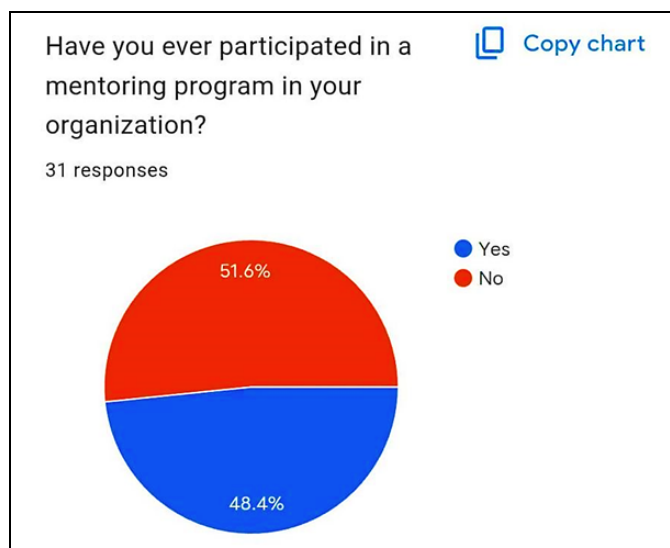
This survey was answered by persons who had less than 2 years, and the percentages are here follows. 64.5% were experienced less than 2 years, 9.7% were experienced between 2 to 5 years, 19.4% were 6 to 10 years and others had between 11 to 15 and 16+ years

vii). Type of Organization



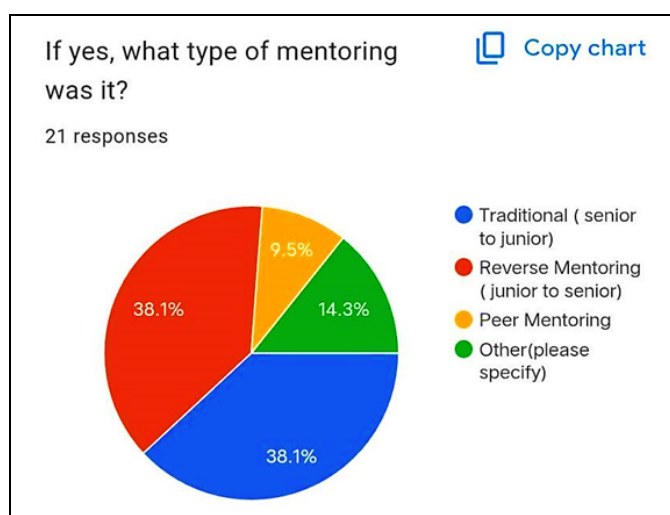
Based on the survey results, 56.1% work in the private sector, 12.9% work in the MNC, 16.1% work in educational institutions, and 13% work in other sectors

viii). Have You Ever Participated in a Mentoring Program in Your Organization



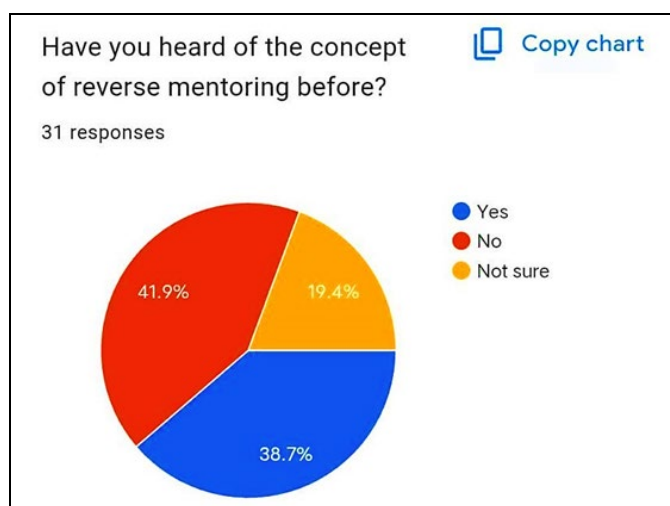
From this response, we can understand that nearly half of the participants attended the mentoring program.

ix). What Type of Mentoring was Attended



From the survey, we can clearly understand, from overall responses, that most of them attended traditional and reverse mentoring, the percentage is equal – 38.1%, 9.5% attended peer mentoring, 14.3% attended another type of mentoring.

x). Have You Ever Heard of the Concept of Reverse Mentoring Before



Among the overall percentage, 38.7% know what reverse mentoring is, 41.9% didn't know about reverse mentoring, and 19.4% were not sure about the concept

xi). How would you Define Reverse Mentoring in Your Own Words? (Open-ended)

13 Responses:-

- I have no idea
- In my own words, reverse mentoring is a mutual learning process where junior employees provide insights on modern topics to senior leaders, effectively inverting the traditional mentorship dynamic
- Guide and knowledge
- Learning from the junior, as in learning the fundamentals/basics from a lower hierarchy expert?
- No ideas!
- No idea
- Reverse mentoring is when a younger or less experienced person mentors someone older or more senior—often to

share fresh perspectives, new skills (like technology or current trends), or insights into emerging cultural shifts. It's a two-way learning relationship where both people grow: the senior person gains new knowledge and the junior person develops confidence and leadership experience.

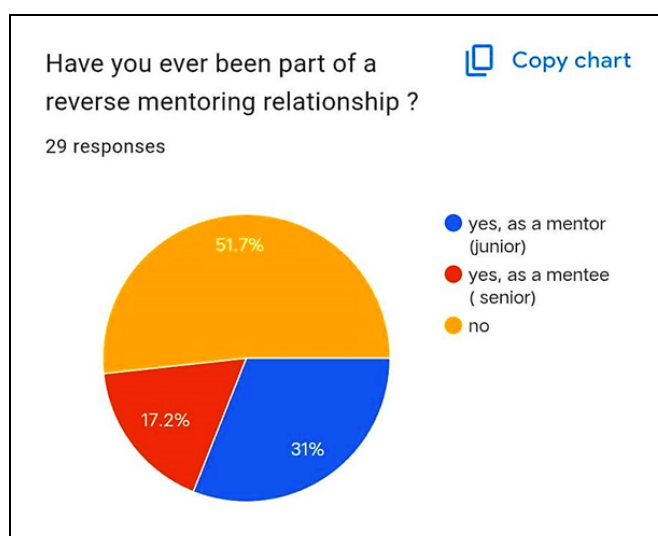
- I have no opinion about this
- Nothing
- No Idea
- This is a program where I was exposed to new technology and new, fresh minds' knowledge
- It is where the seniors can get updated by the juniors
- According to me, it is the process where we learn from the young generation

xii). Does Your Organization have a Formal Reverse Mentoring Program



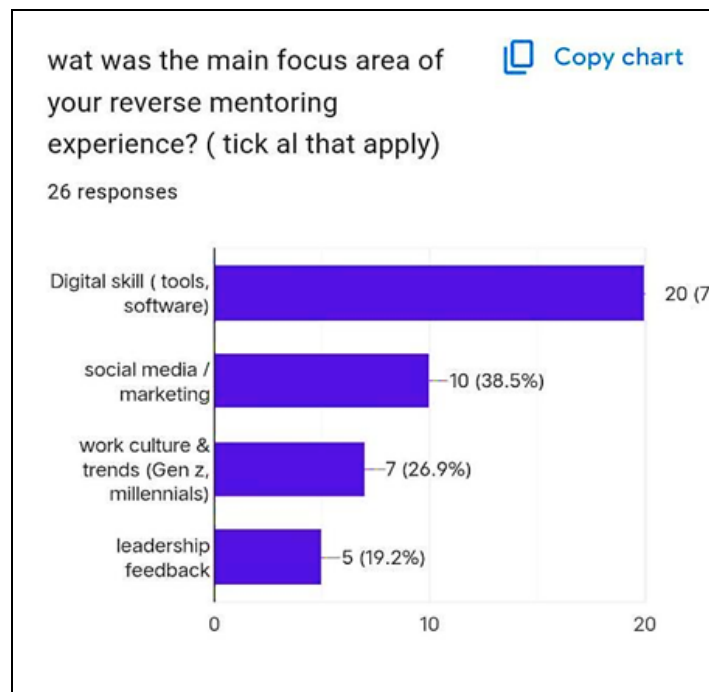
According to the results, 48.3% of the respondents were unsure of the concept, 17.2% responded that there is no such concept in their organization, and 34.5% have a reverse mentoring program in place.

xiii). Have You Ever been Part of a Reverse Mentoring Relationship



By this survey, we can understand that reverse mentoring is happening, and 51.7% are mentor is the juniors who teach the mentee 17.2% that senior who are 17.2% and 31% do not fall under the reverse mentoring program participant, either as a mentor or mentee.

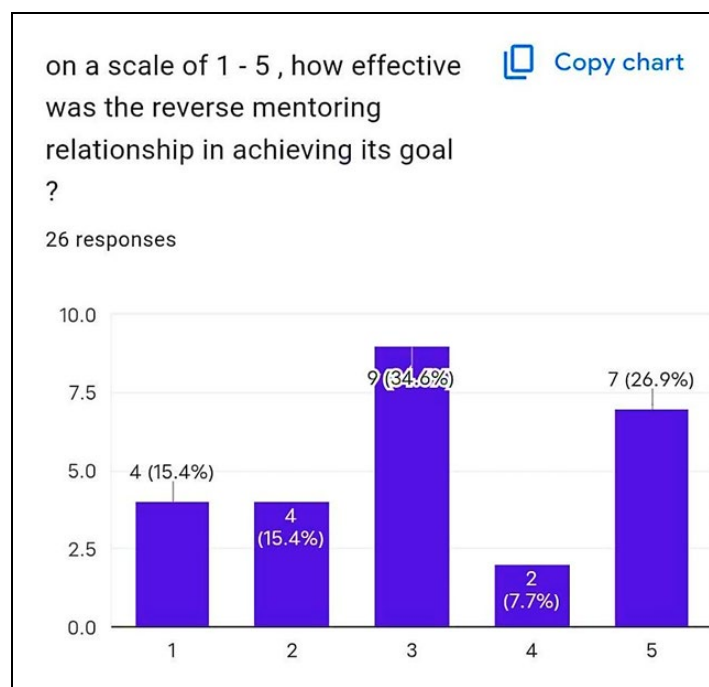
xiv). What was the Main Focus Area of Your Reverse Mentoring Experience? (Tick All That Apply)



In the survey on reverse mentoring with 26-31 responses, the primary focus of reverse mentoring experiences was on digital skills (tools, software), with 76.9% of respondents (20 out of 26) focusing on this area. Other areas like social media/marketing (38.5%, 10 respondents), work culture & trends (26.9%, 7 respondents), and leadership feedback (19.2%, 5 respondents) were also considered but were less prominent. This indicates that reverse mentoring is mainly leveraged for digital skill development in organizations.

The survey reveals that reverse mentoring is predominantly utilized for enhancing digital skills in organizations. This highlights the importance of technological adaptability in current workplace settings.

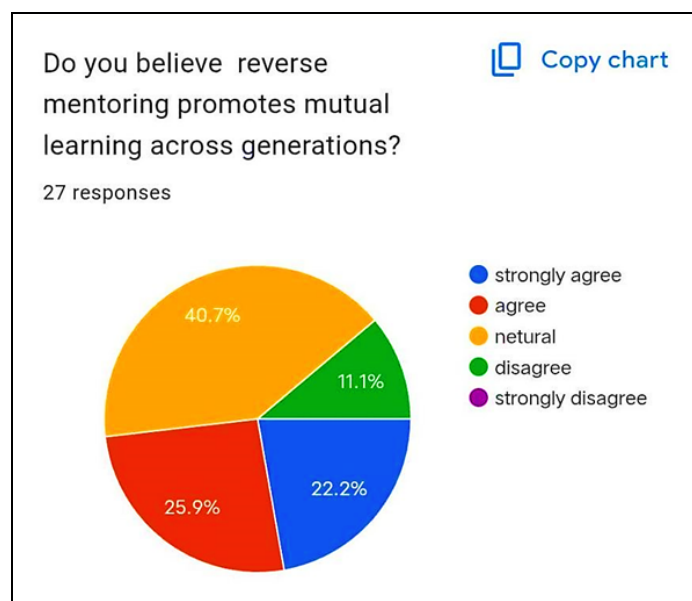
xv). On a Scale of 1 - 5, How Effective was the Reverse Mentoring Relationship in Achieving its Goal?



The survey results on the effectiveness of reverse mentoring relationships show a mixed perception among respondents. A significant portion (34.6%) rated the effectiveness as neutral (3 on a scale of 1-5). Meanwhile, 26.9% found it very effective (rating of 5), with other ratings being 15.4% for 1 or 2 (less effective) and 7.7% for 4.

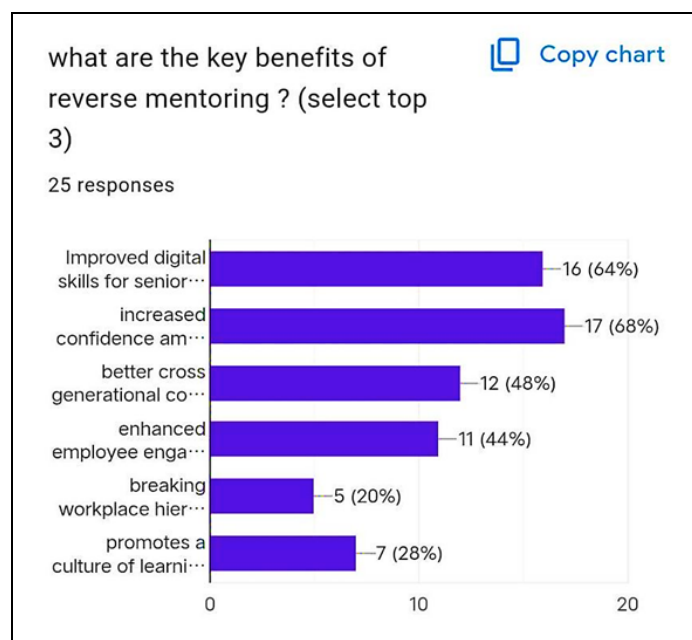
The effectiveness of reverse mentoring in achieving its goals varies among respondents, with a notable percentage finding it very effective (26.9%) and a larger portion being neutral (34.6%).

xvi). Do You Believe Reverse Mentoring Promotes Mutual Learning across Generations?



- a) **Mutual Learning:** 48.1% of respondents agree or strongly agree that reverse mentoring promotes mutual learning across generations. This indicates that nearly half of the participants see value in the internationalize knowledge exchange that reverse mentoring provides.
- b) **Neutral Perception:** 40.7% of respondents are neutral about the impact of reverse mentoring on mutual learning. This suggests that while a significant portion of participants see benefits, a considerable number remain undecided, highlighting the need for better understanding or communication about the program's objectives and outcomes.
- c) **Digital Skills Enhancement:** A key benefit of reverse mentoring is improving digital skills for senior colleagues, seen in 64% of cases. This underscores the importance of reverse mentoring in bridging the digital divide between different generations in the workplace, allowing senior colleagues to stay updated with the latest technologies and trends.

xvii). What are the Key Benefits of Reverse Mentoring? (Select Top 3)



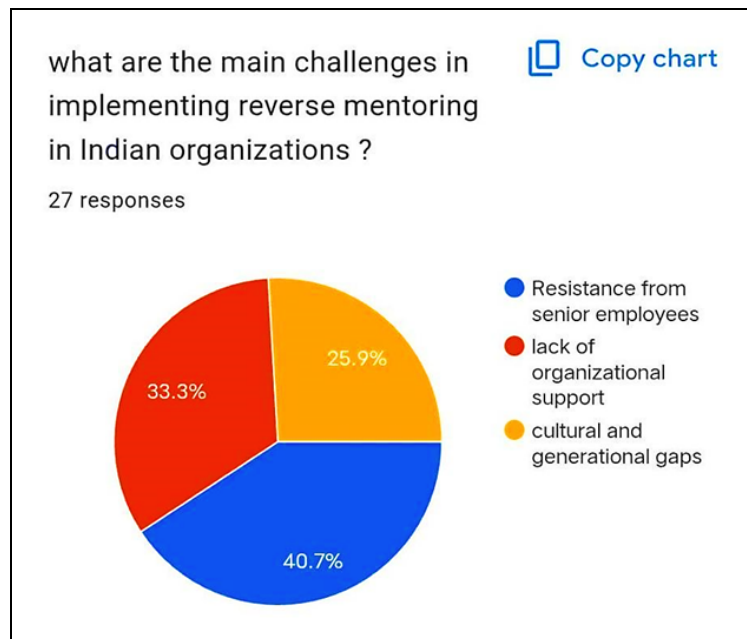
Analysis of Key Benefits of Reverse Mentoring

Based on the survey of 25 responses, where participants selected the top 3 benefits of reverse mentoring:

- **Increased Confidence among Mentees:** 17 respondents (68%) identified this as a key benefit.
- **Improved Digital Skills for Senior Colleagues:** 16 respondents (64%) highlighted this benefit.
- **Better Cross-generational Communication:** 12 respondents (48%) chose this.
- **Enhanced Employee Engagement:** 11 respondents (44%) selected this.
- **Breaking Workplace Hierarchy:** 5 respondents (20%) identified this.
- **Promotes a Culture of Learning:** 7 respondents (28%) chose this.

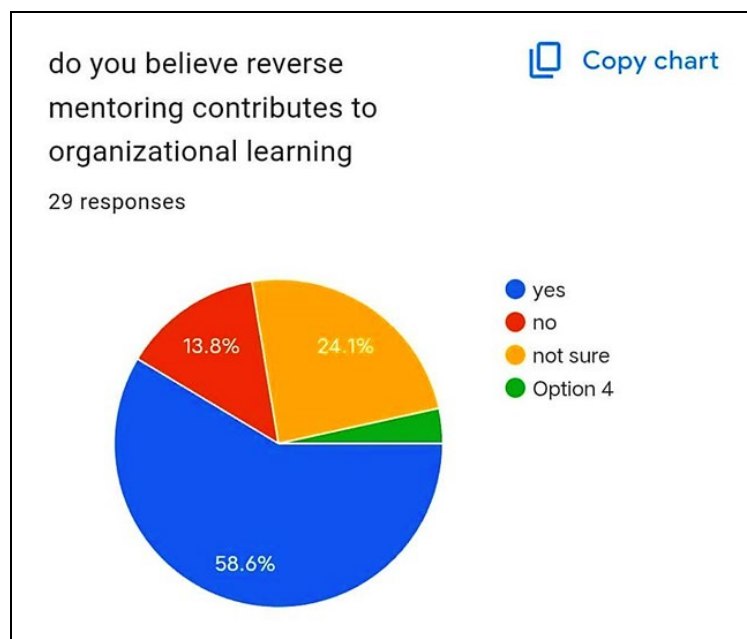
The top benefits of reverse mentoring, as per the survey, are increased confidence among mentees (68%) and improved digital skills for senior colleagues (64%). These are followed by better cross-generational communication and enhanced employee engagement.

xvii). What are the Main Challenges in Implementing Reverse Mentoring in Indian Organizations?



Cultural and generational gaps (40.7%) is the top challenge, indicating difficulties in bridging age and cultural differences. Lack of organizational support (33.3%) is another significant hurdle. Resistance from senior employees (25.9%) is also a notable challenge.

xix). Do You Believe Reverse Mentoring Contributes to Organizational Learning



The survey asked if reverse mentoring contributes to organizational learning with 29 responses. Here's the breakdown:

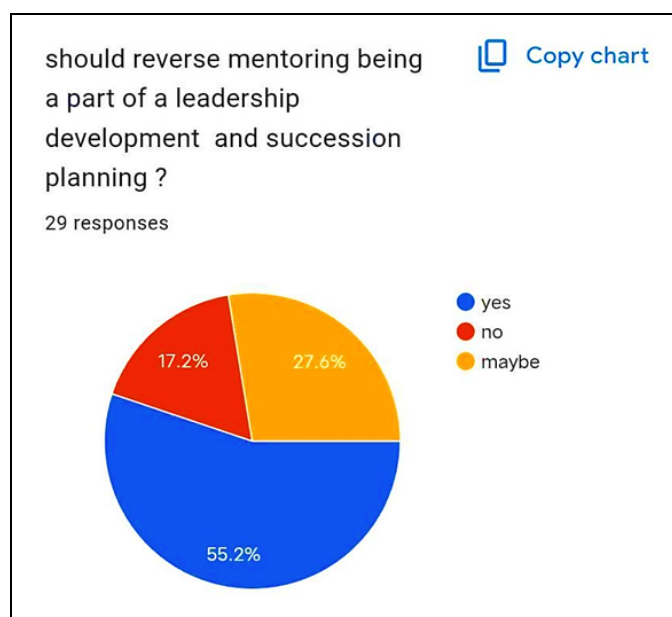
Yes: 58.6%

No: 13.8%

Not Sure: 24.1%

Most respondents (58.6%) believe reverse mentoring contributes to organizational learning. Do you want me to help with anything else regarding these survey results or reverse mentoring?

xx). Should Reverse Mentoring be a Part of Leadership Development and Succession Planning?



In the survey about reverse mentoring being part of leadership development and succession planning:

- Majority (55.2%) agree it should be included.
- 27.6% say maybe, indicating some uncertainty or conditional support.
- 17.2% disagree.

This suggests most respondents see some value in incorporating reverse mentoring for leadership development.

xxi). Would You Recommend Reverse Mentoring in Other Departments or Companies? Why or Why not? (Open Ended)

8 Responses

- Yes
- It is highly recommended to implement reverse mentoring across departments within the same company, but doing so with other companies is rarely advisable
- Yes, to improve knowledge
- I am not clear with this if it is possible I would suggest it!
- Yes, I would recommend reverse mentoring in other departments or companies because it encourages knowledge sharing and collaboration.
- It's very important for the upcoming technology growth
- Not sure
- Yesss because the juniors will have confidence to communicate and the seniors can also learn things from the new gen

5. Research Data on Tally Class (Which is Conducted Orally)

On Field Analysis

The study was conducted among 40 participants from the Tally training program at Bharatiya Vidya Bhavan, where a young instructor trained a group of senior citizens. A short questionnaire was given to understand their experience with reverse mentoring.

When asked about their awareness of the concept, most respondents (around 70%) said they had not heard the term before but understood it after explanation. About 80% felt comfortable learning from a younger trainer and shared that the sessions were friendly and interactive. A few (around 10%) said it felt strange initially but soon became a positive experience.

Regarding the benefits, many participants mentioned gaining confidence in using digital tools and learning modern software with ease. Around 85% rated the trainer's communication and teaching approach as very effective.

In terms of overall satisfaction, nearly 90% said they would recommend such programs, noting that reverse mentoring helped reduce the generation gap and encouraged mutual respect.

Overall, the responses clearly show that reverse mentoring promotes two-way learning, builds confidence, and creates a positive learning environment when both sides are open and respectful.

6. Overall Analysis

The average age of the respondents is about 38.7 years, which shows that most of them are in the middle stage of their careers and open to both learning and mentoring. The average work experience is around 10.8 years, meaning they have good professional knowledge.

Most respondents were aware of reverse mentoring, with an average score of 4.35 out of 5. The effectiveness of such programs scored 4.21, showing that people find them useful for learning and skill improvement.

The idea of mutual learning and knowledge sharing got a rating of 4.48, meaning most employees feel that reverse mentoring helps both young and senior staff learn from each other. Employee engagement and communication scored 4.32, showing that it improves teamwork and understanding between age groups.

Organizational support scored 3.89, which means it is good but can still be improved. Overall, the results show that people see reverse mentoring as a positive idea that helps learning and builds a healthy work culture.

7. Conclusion

Reverse mentoring helps both young and senior people learn from each other. It allows younger individuals to share new skills and technology knowledge, while older participants share their experience and wisdom. This creates better understanding, teamwork, and respect between generations. Overall, reverse mentoring makes learning more open, balanced, and useful for everyone in an organization or classroom.

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