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Turning the gender diversity dial

The impact of mentoring, from ancient Greece
to modern-day organisational performance

September 2017



Deloitte.

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Key: ● Case study ● Special insight piece

Background

This report is the result of eight months' research into the origins and evolution of mentoring, and an in-depth analysis of a successful structured female mentoring programme. This section serves as an introduction to the subject, the research and our supporters, and provides a summary of our key findings.

Welcome

Liz Dimmock

FOUNDER AND CEO, MOVING AHEAD

Mentoring is the oldest, and most simple, form of people development, yet is sometimes seen as the poor relation to coaching. Having worked with both for 20 years, I'm delighted to see mentoring evolve, taking its rightful place as a powerful tool for creating positive change for individuals and organisations.

I love the simplicity of mentoring. At its core is two people learning from each other, sharing stories and offering a space to explore ideas and opportunities. At Moving Ahead we've worked with more than 4,500 mentors and mentees across 150 organisations. We wholeheartedly believe in mentoring, and – in the spirit of the growth mindset we advocate to those mentors and mentees – wanted to put it to the test; to identify what's working, how it's working and use that knowledge to accelerate ongoing growth in the mentoring field. That's what this research project is for.

The power of mentoring in the context of developing gender diversity is something I have a real passion for and belief in, and I'm seeing an increasing emphasis on mentoring as a solution to the gender balance challenge. Many organisations are investing time and effort into mentoring programmes as they strive to develop the pipeline and parity of women in leadership roles.

This commitment is a testament to the appetite for employees to receive best practice mentoring, and for firms to offer it. Yet, as the 30% Club recently identified, this is not simply a women's issue, it's a business issue: 'Mentoring encourages an individual to be more confident, face more challenges and achieve more success'. In a world where the benefits of a truly diverse workforce are being increasingly understood and valued, mentoring is becoming a 'must have' component in strategies seeking to achieve gender parity.

Organisations approach gender-based mentoring in different ways, with a range of formal and informal solutions implemented across many organisational layers and



Liz Dimmock
Liz Dimmock
FOUNDER AND CEO, MOVING AHEAD

cross-sector projects. This study examines the impact of a number of such schemes and interventions across a wide range of organisations from several different sectors. We have considered the impact of mentoring from an individual – both mentee and mentor – and organisational, perspective and also sought to draw some broader conclusions around the resulting societal effect of the mentoring programmes in question.

Yet it is not only a literature review. We include practical reports from mentors and mentees, and the organisations implementing successful mentoring programmes as well as special insights from those I consider experts. Individuals like Dame Helena Morrissey, Google's Kirk Vallis and Dr Michael Kimmel are helping shape the field of mentoring in real time. I'm proud to have captured something of their wisdom here.

It's clear that when mentoring is done well, it creates a ripple effect that enhances broader development programmes, broader diversity and also, crucially, inclusion. As they say, the rising tide lifts all boats; I'm confident that we'll see the effects of gender-based mentoring expand to benefit women and men, the organisations they work for and lead, and society as a whole. This is an exciting time to be part of the mentoring conversation, and I'm delighted to share this report with you.

Foreword

Dimple Argawal

GLOBAL LEADER, ORGANISATION
TRANSFORMATION & TALENT, DELOITTE

At Deloitte, we are clear that diversity is an outcome of an agile and inclusive environment, underpinned by respect. Research has proven that when a group of individuals is diverse, its collective intelligence is richer and stronger. It is vital that we achieve gender balance in our organisations and that we embrace the many other aspects of diversity that are critical to our success. We have set ourselves a clear target: by 2020, 25% of our partners will be women. We are taking bold steps to achieve this, attracting more women into our firm and ensuring that we both retain them and provide the support required for them to progress.

We recognise that we are on a journey and that meaningful change will take time, but we are already seeing the results of our actions. Female representation at partner level increased from 15% in June 2014 to 19% in June 2017. Female attrition at manager and senior manager level has decreased significantly, and a 2016 survey showed an increase in the engagement of women.

When focusing on the development of our future leaders, the role of mentors cannot be underestimated. I know there have been times in my career when challenge and support from my mentors has empowered me to make bolder choices and take on more senior, stretching roles. These have enabled me to grow at pace and find great personal satisfaction and success.

Through our partnership with Moving Ahead and Women Ahead, we are proud to participate in a number of external mentoring programmes, such as the 30% Club Cross-Company mentoring programme, and we have seen both mentees and mentors develop significantly from these programmes. This in turn translates into benefits for our business and our clients. I encourage you to read this report and reflect on the role mentoring plays in the development and progression of women in your business, and look forward to continuing this conversation.



If you only read one page...

41
in-depth interviews

Unleashing the full potential of women in the workplace could be worth **£15-23 billion** to the **UK economy**.¹



- There are nine requirements for effective mentoring programmes:**
1. A clear purpose for the mentoring programme
 2. Positive buy-in from all key stakeholders
 3. Advocacy and support from senior leaders
 4. Clarity of roles for mentors and mentees
 5. Effective mentor and mentee matching
 6. Robust preparation, briefing and training
 7. Appropriate resource commitment
 8. Recognition of the importance of mentoring
 9. Insightful monitoring and evaluation

“It is hard to believe that any organisation serious about retention is not investing in mentoring.”

Prof David Clutterbuck
Practice Lead, David Clutterbuck Partnership



Our research shows that effective mentoring can...

- Enable time to think
- Foster meaningful connections
- Shine a light on privilege and perspective
- Provide two-way inspiration
- Empower and develop confidence
- Develop core transferable skills
- Generate creativity and innovation
- Make people feel valued
- Increase retention
- Create empathetic leadership
- Accelerate culture change

Feedback from **6,000+** mentors and mentees

The conclusion

Effective mentoring is not only turning the gender dial, it is paving the way for a more inclusive, connected and diverse workforce and society.

“When CEOs ask me for advice about how to accelerate progress towards a more inclusive, more engaged workforce, I always start with the suggestion that they themselves become a mentor, and encourage their direct reports to do the same.”

Dame Helena Morrissey, 30% Club Founder

Per person, mentoring costs **£1,467** vs. **£300** than traditional leadership training.

87% of participants in a **Women Ahead** or **Moving Ahead** mentoring programme feel empowered by their mentoring relationships.

Structured, formal, gender-based mentoring programmes have a pronounced positive effect on women's confidence, organisational culture, and development best practice, and help create skilled, empathetic and accessible leaders of both genders.

“My mentee opened my eyes to the fact that gender inequality is real and there is a huge change needed.”

Male mentor, 30% Club Cross-Company mentoring programme

“The right mentoring relationship can be enriching and life changing for both parties.” **Michael Cole-Fontayn, BNY Mellon**

Case study Spotlight on mentoring at Deloitte

Mentoring within Deloitte provides practical support to employees at pivotal points throughout their careers. Internally, everyone is encouraged to find an informal mentor as and when they need one. As individuals become more senior, they are allocated a partner sponsor, as well as a coach, to work with them on their strengths and develop identified areas. The goal – from a business perspective – is to increase staff engagement and retention rates and improve gender balance at senior levels, as well as to develop collaboration and understanding across business areas.

Externally, Deloitte participates in the 30% Club Sport and Business and Athlete-to-Business mentoring programmes, in which senior mentors from the organisation are paired with mentees from sporting organisations and athletes respectively. From a gender diversity perspective specifically, Deloitte has piloted a Women in Leadership Manager Development Programme and also offers the external 30% Club Cross-Company mentoring programme, which aims to provide additional support for women within Deloitte to grow and develop their potential.

Recognising that there are a number of key factors for success within the mentor-mentee relationship, Deloitte places significant emphasis on matching and training. From this year onwards mentors and mentees will self-nominate to demonstrate their capacity for and commitment to their mentoring programme. They are matched based on a number of considerations including service area, individual need and grade (level) within the business, with mentors being at least two grades above mentees, and are given training on questioning, listening and building rapport, as well as ongoing support.

“ Investment into mentoring is crucial for our organisation as it develops and supports our most valuable resource: our people. ”

Dimple Argawal, Deloitte



Benefits for Deloitte mentees

Mentees at Deloitte report increased confidence as well as better awareness and understanding of their skills and development areas. They've been encouraged to think about their direction and focus, and have received support in navigating transitions and pivotal points in their careers. They also feel more prepared and better able to cope with challenges or difficult situations.

“ My mentor has helped me progress my career and focus on where I want to go in the future. I was promoted in December and have a lot to thank my mentor for. ”

“ Gaining confidence and better understanding of my skills and attributes has resulted in me being prepared to make more aspirational decisions about my future. ”

Benefits for Deloitte mentors

Mentors at Deloitte are highly passionate about supporting their mentees and seeing them develop. As well as being directly inspired by the relationship, many report feeling rewarded by the process of supporting others and being able to use their skills in a new way. On external programmes in particular, such as the 30% Club Sport and Business mentoring programme, mentors find it challenging to work outside their everyday environment and are discovering that they need to rely more heavily on broader skills such as questioning and listening, in order to connect with and support their mentee effectively. They then bring these enhanced skills back into the organisation, which improves client relationships, as well as internal communications and support to teams. Mentors are frequently keeping in touch with their mentees on a long-term basis and beyond the life of any programme.

“ Mentoring an individual from a completely different background and industry has forced me to develop my listening skills to fully understand the challenges she faces. ”

“ I am taking my learning as a mentor back to my team at Deloitte and also with my own clients, enabling me to fully understand their challenges and deliver a better service. ”

Benefits for Deloitte

As an organisation, Deloitte is seeing the benefits of these mentoring programmes, which include greater levels of employee engagement, increased retention of women at senior grades and an evolving culture of development, coaching and support. These changes translate into benefits for their clients too, with leaders observing more meaningful connections with clients and more diverse, high performing teams. With tangible benefits such as these, mentoring programmes will continue to be an important part in Deloitte's journey to greater diversity and inclusion.

Introduction to the research

Jane Booth

HEAD OF RESEARCH, MOVING AHEAD

Mentoring as a structured tool to support individual development, career progression and personal change has become increasingly popular during the past 35 years. The value of mentoring for organisations is also being recognised, as it is increasingly used to support workforce development and cultural shifts in a constantly changing and dynamic workplace environment. From nursing to education to business, the benefits of mentoring within various sectors are becoming ever more documented.

However, despite the growing body of research around mentoring, and its obvious organisational and individual benefits, there are significant gaps in the literature, particularly around the long-term impact for individuals, organisations, the wider workforce and culture. Much existing research is from the US, and while there are a growing number of reports considering the specific benefits of mentoring for women, studies tend to be small scale and largely theoretical, focusing on impact for mentees rather than for mentors and organisations.



The intention of this study...

is to make a significant and robust contribution to the field, demonstrating the value, and immediate and long-term impact of formal mentoring programmes to individuals and organisations, with a particular focus on gender diversity. It has been inspiring to hear how the organisations involved are using mentoring to create change within their communities and networks. The outputs of this project will explore the true value and impact for organisations choosing mentoring as part of their broader learning and development, and diversity and inclusion, strategies.

Approach and research scope

This research was carried out using a ‘theory meets practice’ approach combining an academic, desk-based literature review with the practicalities of ‘real world’ insight.

Adopting a qualitative approach, we conducted more than 40 in-depth, semi-structured interviews with a range of organisations from different industry sectors and with varying degrees of experience in mentoring for gender diversity. We also undertook a comprehensive review of the 30% Club Cross-Company mentoring programme – the largest gender based cross-company mentoring programme in the world.

“For mentoring to be taken seriously as a valuable personal development tool, it is important to be able to prove the learning benefits for both parties and the sponsoring organisation.”

Jones, 2012

An in-depth profile of the 30% Club Cross-Company mentoring scheme



...organisations across **14 sectors**, employing more than **1.9 million** people in **170+ countries**.

Research represents **6,000** mentors and mentees

- engaged in **97** structured mentoring programmes
- 75%** of which focused on gender diversity

One-to-one

...interviews with global heads of learning and development, senior HR managers, programme partners, mentoring leaders and subject-matter experts





Basics

What is mentorship? Where did it originate? And how is it being used in modern business? This section explores the different ways cultures and organisations have adopted and transformed the idea of mentorship. Don't miss the Moving Ahead definition of mentorship and the benefits for individuals and organisations.



The first mentor

The term
‘mentor’

...originates from Greek mythology involving Athena, the legendary hero Odysseus, and his son Telemachus. In the myth, Athena disguises herself as a character called ‘Mentor’ and encourages Telemachus to set off on a successful quest to find his father and defeat their enemies. Athena’s guiding role is the source of the name ‘mentor’ we use today. Athena’s relationships with Telemachus and Odysseus highlight two aspects of the goddess’ character, and also distinct cultural approaches to mentoring.

Firstly, Athena is seen as a ‘protector and champion’; someone who shields Odysseus from his enemies using her power and experience. This interpretation of mentorship, in which a mentor is a ‘more senior, more powerful person, who **uses their influence on behalf of a more junior favourite**’, has been adopted in the US to enable career advancement for women, and is increasingly seen in the UK and Europe. The term ‘protégé’ – someone who is ‘protected’ – stems directly from mentoring viewed in this way.

However, European organisations and cultures have more readily adopted a style of mentoring that relates to Athena in her primary persona as goddess of wisdom. Drawing on the dialogue between Athena and Telemachus – a dialogue that deepened Telemachus’ thinking, self-awareness and development, yet ultimately led to both parties reflecting on, and learning from, their experiences – this kind of mentoring focuses on **quality of conversation**. In this report, we’ll primarily focus our attention here.

Many recognised characteristics of an effective mentoring relationship have strong ties to the story of Athena, Odysseus and Telemachus. A mentor often has greater or different **experience** and **knowledge** than their mentee. A mentor has influence over the mentee’s activities (but does not control them), and may intervene on the mentee’s behalf. And, whether ancient Greek or modern day, trust is a key element in the mentorship relationship. These qualities can be considered critical ingredients for successful mentoring programmes and are a useful jumping off point into the tricky business of defining mentoring.



Mentoring is...

A universally agreed definition of mentorship has, up to now, eluded us. Differences in culture and perception, and overlap with concepts such as coaching, all contribute to inconsistencies in how it is understood and described by experts in the field.

“Mentoring is a relationship in which a person of greater rank, experience or expertise teaches, guides and develops a novice in a profession.”

Alleman et al, 1984

“Mentoring is off-line help by one person to another in making significant transitions in knowledge, work or thinking.”

Clutterbuck and Meggison, 1999

“Mentoring is a formal process within an organisation that promotes the career development of the protégé to the benefit of the organisation and the individual.”

Anderson and Shannon, 1988

“Mentoring is a long-term relationship that meets a developmental need, helps develop full potential, and benefits all partners; mentor, mentee and the organisation.”

Faure, 2006

“Mentoring is a formal learning relationship within an organisational context. Mentors support and challenge mentees to recognise their career potential and work towards their personal and professional goals.”

Jones, 2012

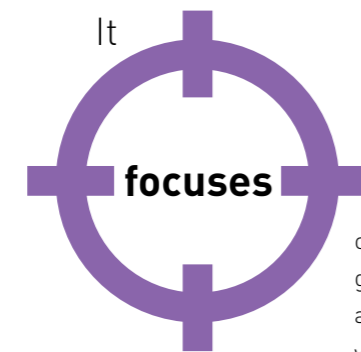
Mentoring enables...

While we may not be able to say with consensus what mentoring is, we can, with confidence, draw on common themes to define what good mentoring enables.³



Good mentoring has a generic objective of **DEVELOPMENT**

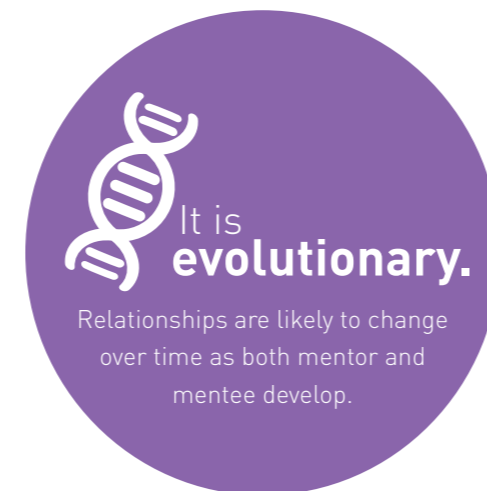
usually for the mentee, but recognises that learning and development can be two-way.



on the provision of support, guidance or development within a certain context – this may be a work structure or professional/organisational setting.

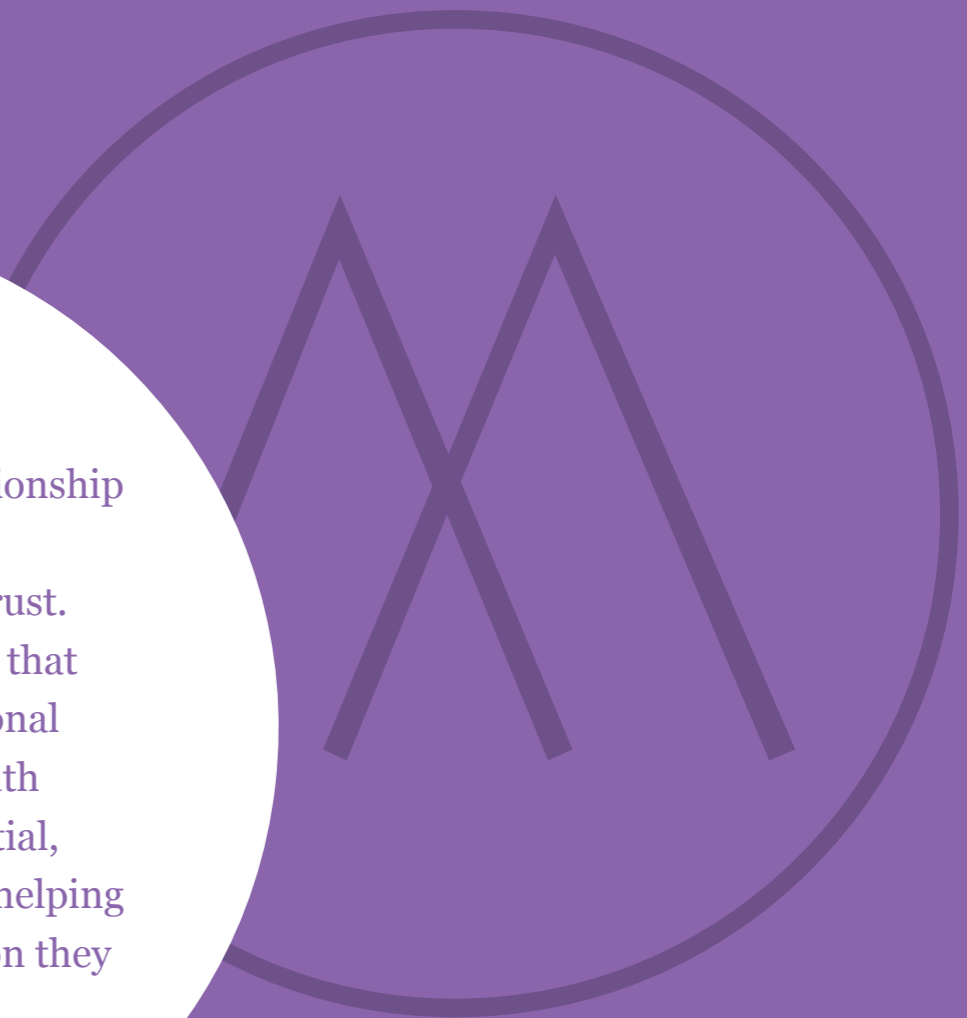


the **theory-practice gap** by aiding the transfer of theoretical or skills-based knowledge.



What mentoring means to us

“Mentoring is a two-way relationship based on an exchange of knowledge, experience and trust. It is an ongoing conversation that builds personal and professional competencies and insights with the aim of maximising potential, improving performance and helping the mentee become the person they want to be.”



Types of mentoring

These are some of the core types of mentoring, however, there are many variants and innovations around mentoring now in existence. These include mentoring for specific target groups, e.g. gender, parental and graduate, and also mentoring in different environments, such as internal, cross-company or cross-department. As mentoring continues to evolve as a development tool, we will continue to see innovations within the field that push boundaries and explore the true potential of effective mentoring. While traditional mentoring is still prevalent within mentoring today, there is now increasing variety within the types of mentoring and how they are deployed across the globe. Here are some examples:



Traditional mentoring

This is a one-to-one relationship between a more experienced, often older mentor and a less experienced, often younger mentee. The core aim of the relationship is to support the development of the mentee as they seek to grow their personal and professional competencies and work towards a specific goal, transition or key learning. By sharing knowledge, experience and perspective, the mentor will guide their mentee and help them to set goals, take action and track progress towards their desired focus. This form of mentoring is widely used by organisations as a tool to support women throughout their career and into more senior positions.



Peer mentoring

In a peer mentorship, individuals of similar status come together to provide support within a mutually beneficial relationship, with the role of mentor and mentee sometimes flipping during conversations as challenges arise. Peer mentoring can help organisations overcome constraints around a more traditional approach, for example a lack of female role models to mentor aspiring women leaders. Peer mentoring for women provides a useful tool whereby women of similar levels can be matched for the purposes of mutual growth and support.



Reciprocal mentoring

In reciprocal mentoring, both parties adopt the role of mentor and mentee, switching between meetings or throughout a conversation. Reciprocal mentoring has most likely grown from recognition of the two-way benefits of mentoring. With neither person having seniority, it naturally lends itself to organisations with a flat structure, or where the objective is to develop an under-represented group, for example women in management. It also helps employees learn quickly in a constantly shifting organisational landscape and so supports organisations in staying agile and competitive.



Reverse mentoring

Reverse mentoring, where a junior mentor is paired with a more senior mentee, is generally credited to Jack Welch, former CEO of General Electric, who in 1999, instructed 500 of his top managers to partner with a younger employee to learn about the internet.¹ This innovative approach helps encourage cross-generational collaboration and supports aspiring leaders. However, mentees must recognise the value of the knowledge and skills offered by junior employees, who must, in turn, be supported in sharing it.



Group mentoring

This approach brings together one or more senior leaders or experts (mentors) and a group of mentees to achieve specific goals. Largely facilitated by the mentors, every member of the group is expected to take an active role in challenging and supporting each other. Considered a cost-effective way to accelerate learning, it also has a strong networking benefit and so is increasingly used within organisations seeking to implement development programmes for women.



Virtual mentoring

Virtual mentoring, in which online conversations take the place of face-to-face, can be useful for organisations limited by geography, logistics, time or available expertise. Many argue that the social aspect of mentoring is important, and, with non-verbal cues removed, communication is more challenging, however pairs may find it easier to speak openly online and at a distance. And it is clear that virtual mentoring can widen the pool of potential mentors available for women and remove many of the biases that might exist towards aspiring female leaders.



Speed mentoring

There is much debate about whether speed mentoring truly can be defined as 'mentoring', given that meaningful mentoring is founded upon a relationship, which takes time to cultivate. However, speed mentoring has the potential to act as a catalyst for long-term mentoring relationships, as fast, facilitated conversations help individuals identify potential mentors/mentees with whom they have chemistry. Equally, speed mentoring has been recognised as an effective way for individuals to expand their personal network and build new contacts.



Sponsorship mentoring

With roots in the ancient Greek notion of a mentor as a 'protector and champion', a sponsorship-type mentor intervenes to support and promote their mentee's professional development. Learning is primarily one-way, with knowledge of the perceived more senior, experienced and wiser mentor passed down to the mentee. Popular in the US and within sectors such as education and entrepreneurship, sponsorship mentoring is also seen as an effective tool to support the progression of minority groups, including women, to senior positions within an organisation.



Formal vs. informal mentoring



Qualities of informal mentoring

- Initiated without organisational support
- Individual driving forces
- Mentor and mentee self-select
- Low organisation visibility
- Unstructured meetings, as needed
- Long-term duration

Qualities of formal mentoring

- Initiated by the organisation
- Driven by the organisations' agenda
- Mentor and mentee matched by a third party
- High organisation visibility
- Meetings structured by facilitator
- Shorter-term, pre-determined endpoint



“**Formal mentoring** is structured, is based on a specific business objective, is often measured, and brings people together on the basis of compatibility. A formal relationship typically lasts for a specified amount of time then ends (although sometimes a mentoring pair may continue their mentoring relationship informally).”

Chaudhuri and Ghosh, 2012

“**Informal mentoring** has little structure or is loosely structured based upon chemistry between two partners. It will sometimes even develop into a long-term friendship.”

Formal OR Informal

mentoring – which is more effective?

Informal mentoring can be beneficial because it is based on a supportive relationship that naturally develops between two people. However, a consistent insight arising from this research is that organisations introducing informal mentoring schemes often see minimal take up, lack of sustained momentum, and lack of positive change. It is common that only the most proactive individuals opt in, while those perhaps most in need of support are not put forward, and mentoring relationships instigated without training and ongoing support can fizzle out. Therefore, despite pockets of good progress, informal mentoring has not been able to achieve broad-scale, long-term impact.

At Moving Ahead, we believe that if an organisation invests in mentoring programmes it must see a positive return, from both an individual and organisational perspective. Formal mentoring programmes are simply the best way to activate and measure this return. A structured approach to mentoring helps organisations manage and measure its impact, so the mentoring process is better integrated into individual career development and planning rather than being left to chance. Formal programmes are also seen to benefit both the individual and their organisation.

“ Informal mentoring relationships are great, but the structure of a good formal programme allows organisations to better evaluate the impact and understand the real benefits of mentoring. ”

Lucinda Wakefield
CAO Business Analyst, BNY Mellon



‘The value of formal mentoring’

A special insight on formal and informal mentoring programmes



From
Prof David Clutterbuck
PRACTICE LEAD, DAVID CLUTTERBUCK PARTNERSHIP;
AUTHOR OF ‘EVERYONE NEEDS A MENTOR’

Some 20 years ago, there was a transatlantic rift over whether formal or informal mentoring was more effective. In the US, quantitative studies appeared to show that informal mentoring delivered more value than formal. Yet in Europe, case study data showed exactly the opposite. Not only did well-designed formal programmes deliver extensive value for mentees, mentors and organisations, but informal mentoring was often damaging, because mentors did not understand their roles.

“ The key organisational benefits to formal mentoring programmes are social inclusion, retention, knowledge sharing, individual development, skills development and talent development. ”

Interestingly, in recent years a level of doubt has been cast upon the US-based data that advocates informal mentoring as the most beneficial form. Many question marks have arisen because of the tendency for US mentoring programmes to adopt a more sponsorship-based approach that can confuse the role of sponsor and mentor. Equally, issues were highlighted around the use of the line manager as a sponsor; something generally avoided in Europe because it is near impossible to maintain the level of open dialogue required in effective mentoring when one person has hire and fire authority over the other.

Having identified these issues, more recent qualitative and anecdotal evidence suggests that when an organisation achieves a tipping point in terms of the volume of people who have been exposed to effective formal mentoring, the quality of informal mentoring also increases dramatically. So it’s less a matter of formal versus informal, than raising the quality of both! Formal mentor training also turns out to be one of the most effective ways to help line managers adopt a coaching style of leadership, because it provides a safe place to practice developmental dialogue.

The benefits of mentoring for organisations

The outcomes of mentoring for organisations have to date attracted less research than outcomes for mentees and mentors, particularly outside the US, however some themes are consistent: in dynamic and constantly changing working environments, formal mentoring programmes are often seen as a cost effective way of supporting staff, developing talent and transforming culture⁴. Employee motivation, job performance and retention rates are also improved. However, there are even more significant benefits.



An effective corporate culture – which uniquely defines an organisation and how it does business – must be understood and embraced by employees. Researchers have likened a structured mentoring system to a traditional society in which elders pass down cultural stories and traditions through conversation, ‘strengthening and assuring the continuity of organisational culture’.⁵ As long as the understanding of the culture being transferred down an organisation is aligned to its true values, the benefits are clear. There are ‘bottom up’ benefits, too. Open, honest, two-way conversations allow senior management mentors to get a handle on concerns arising lower down the hierarchy and deal with them quickly and appropriately.

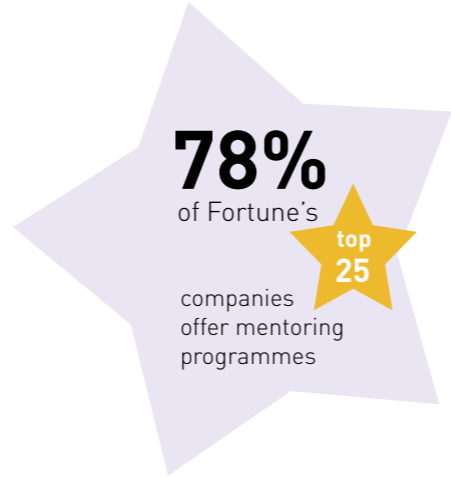


There is also evidence to suggest that formal mentoring programmes increase the attractiveness of an organisation to future employees. In a 2003 report, knowledge organisation Catalyst stated that ‘the availability of a formal mentoring programme for new hires sends a strong message to potential candidates about a company’s commitment to its employees’.⁶ High performing organisations recognise the need to recruit and retain high performing people and therefore invest in a number of strategies to develop and support their workforce at every level.⁷ As awareness of the benefits of mentoring grows through both academic and practical research, formal mentoring programmes are increasingly becoming part of an organisation’s toolkit for learning and staff development.



“ Formal mentoring programmes have taken their place as imperative talent management tools that cutting-edge organisations are using to gain significant competitive advantage. ”
Dinolfo and Nugent, 2010

The Millennium Group highlights that mentoring is often now considered best practice when it comes to staff development. These statistics from 2009 demonstrate the impact that formal mentoring programmes had on retention, promotion, productivity and development across a range of companies and sectors in the United States at that time:

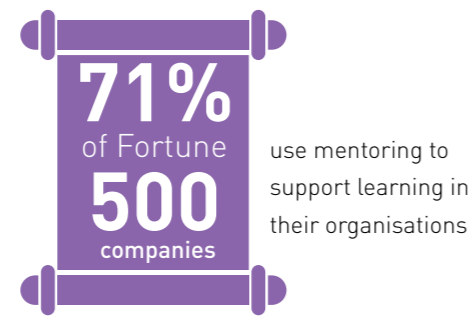
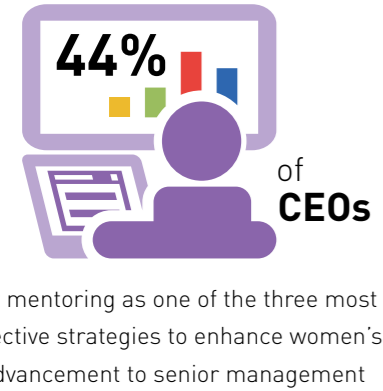


The benefits of mentoring for individuals

There is an increasing awareness of the benefits of formal mentoring, particularly in terms of its value to employee learning and development.⁸ Most early research focused on the mentee, but in more recent years, studies have also begun to consider the impact on mentors, particularly in view of the two-way learning that emerges from the more modern forms of mentoring (e.g. reciprocal, reverse, peer).

Studies of formal mentoring programmes across a variety of sectors, including sport, law and education, propose a number of core benefits for mentees. Employees who have been mentored are reportedly 'better educated, better paid, less mobile and more satisfied with their work and career progression'.⁹ Career outcomes noted from a specific study of female lawyers in Canada included increased earnings, perceived promotional opportunities and sense of connection to the organisations, with emotional outcomes including career satisfaction and intent to stay in the profession.¹⁰

An increasing awareness of mentoring as a mutually beneficial relationship has helped drive an interest in outcomes for mentors, and there is growing recognition that 'the mentoring experience can be synonymous with the personal development of the mentor'¹¹. Not dissimilar to benefits experienced by mentees, mentors reported feelings of increased personal and job satisfaction, and enhanced recognition within and commitment to their organisation from their mentoring relationships. For senior employees who commit to mentorship, the benefits are certainly evident.





Findings

Discover the specific benefits of mentoring women at key points during their careers, including before the transition into senior leadership and after becoming parents. A case study of the 30% Club Cross-Company mentoring programme makes the case for gender-specific structured mentoring and Dr Michael Kimmel explains why men need mentors, too.



Why do diversity and inclusion matter?

In the Moving Ahead Guide to Inclusive Leadership (2017) we highlighted that diversity has the following benefits:



Improves bottom line performance

'There is a positive relationship between financial performance and greater diversity in leadership'

'In a like-for-like comparison, companies with at least one woman on the board would have outperformed stocks with no woman on the board by 26% over the course of the last six years'

'For every 1% rise in the rate of gender diversity and ethnic diversity there is a 3% and 9% rise in sales revenue respectively'



Attracts and retains talent

'86% of female and 74% of male millennials consider employers' policies on diversity, equality and inclusion when deciding which company to work for'

Benefits of an active diversity strategy include, 'higher staff motivation, higher staff retention, reduced recruitment costs, improved employer image and improved talent pool'



Engages employees and clients

'Being a diverse employer can also enhance business reputation, thereby attracting top employees, customers and suppliers'

'Greater racial diversity is associated with better outcomes in sales revenue, number of customers and market share and profitability'



Creates innovation

'Diversity is a key driver of innovation and is a critical component of being successful on a global scale'

'As innovation becomes a key differentiator for the world's largest companies these organisations increasingly see that having a diverse and inclusive workforce is critical to driving the creation and execution of new products, services, and business processes. For executives in charge of diversity and inclusion, this is paramount to building the business case for their efforts.'



Strengthens our economy

Increasing women's participation in the labour market – through increased employment, and higher paid or higher-grade roles – could be worth **£15–23 billion** or **1.3 to 2.0%** of **GDP**.



Warning!

However, research on workplace diversity is unanimous on one thing: it can go wrong. Organisations without a proper managerial or cultural understanding of diversity can end up with heightened conflict and reduced productivity. There is a clear argument for actively managing diversity rather than assuming we will all naturally derive the benefits.

What is diversity worth?

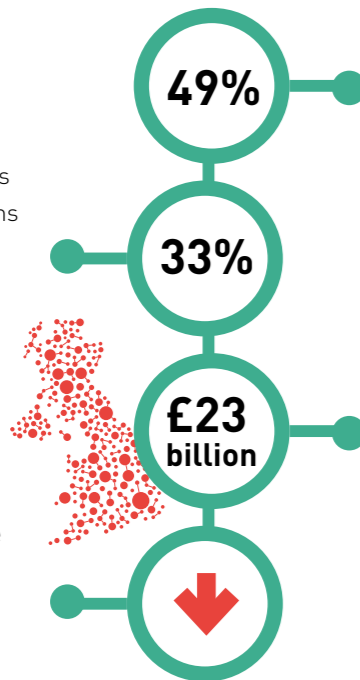


For every **£1** earned by a man, a woman earns **81p**.¹²

The gender pay gap is well-trodden ground, but what about the impact of the gender skills gap?

Yet, **33%** of global organisations and **36%** of British organisations have no women in senior management roles.

Businesses failing to maximise the potential talent within the marketplace will naturally see that **loss** reflected in their bottom line.



Women make up **49%** of the global workforce. In other words, just under half the world's available skills, talent and education is female.

The Women and Work Commission reports that increasing women's participation in the labour market – through increased employment, and higher paid or higher-grade roles – could be worth **£15–23 billion** or **1.3 to 2.0%** of GDP.¹³

Female managers are **1.6 times more likely to leave an organisation than their male counterparts**.

There is a cost to successfully hiring educated and skilled women, investing in training and development, then failing to retain them as they move up the corporate ladder.



For companies with **300–400 managers**, that equates to up to



Hiring and training a replacement is estimated to cost the equivalent of six to nine months' of their salary. Other reports estimate the costs to be even higher.¹⁴

81%
of women

...taking part in a recent study said that access to the right development resources provided them with the opportunity to develop their careers.

As a result...
42%

are more likely to be promoted and **75%** expect to progress further at their current organisations.

An externally managed and implemented nine-month formal mentoring programme is proven to help women develop the confidence they need to progress and put their valuable skills to use, and costs five times less than an average three-day leadership programme in the UK.

Mentoring also has the added – and substantial – advantage of allowing new knowledge and skills to be activated and embedded over a long-term period, with feedback and support.

There are less tangible costs to consider, too. A lack of diversity represents a lack of diverse thinking, creativity and innovation; in a competitive marketplace few organisations can afford to miss out on the financial returns of such an advantage. It also, and increasingly, reflects poorly from a client or potential client perspective. It's common to hear from the professional services firms we work with that clients wish to see their own diversity reflected back to them in the meeting room, and want to work with organisations whose values and priorities reflect their own.

The conclusion is clear

...modern organisations can invest less and make more by placing diversity high on their agenda, and mentoring is a powerful and proven way route towards diversity.

“ If we start off with **50%** men and **50%** women, invest the same in them, yet after 15 years lose more women than men, there's a basic financial argument for getting diversity right. ”

Mark Bomer
Senior Partner, BDO



Mentoring for gender diversity

The business case for diversity is impossible to ignore. Government initiatives such as the HM Treasury Women in Finance Charter actively encourage organisations to consider their diversity and inclusion strategies and to implement long-term solutions to the obvious gender gaps across every industry.

Of the top 10 strategies to reach targets for women in senior management disclosed by the first wave of signatories to the charter, mentoring opportunities ranked fourth, with 17 of the 71 organisations already investing in them and many more expected to follow suit.

Research suggests that while there appears to be greater gender parity at entry level within organisations, within five to six years, female careers begin to lag behind those of their male counterparts.¹⁶ Women face numerous barriers to career progression, particularly in male-dominated industries such as banking and finance, because of cultural stereotypes around gender.¹⁷ Evidence supports mentoring as a valuable tool for helping reduce the imbalance, and counter existing gender stereotypes and inequalities.



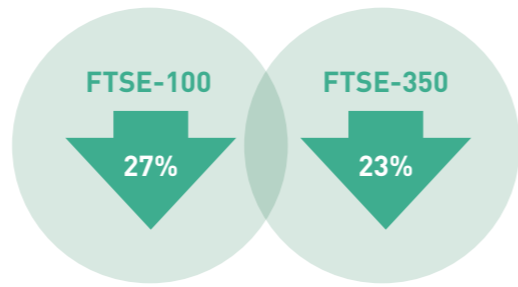
Research into the impact of mentoring for female professionals in the 1980s found that it increased career success, job satisfaction and opportunities to progress, and brought about greater self-confidence and self-awareness. Reports from within the last decade suggest that mentoring plays a huge role in enabling women to progress to senior ranks and can, in particular, helping to break the 'glass ceiling' that women face at managerial level.¹⁸

“ While mentoring may be important for men, it is essential for women, as female managers face greater organisational, interpersonal, and individual barriers to advancement. ”

Linehan and Scullion, 2008

The benefits of mentoring are becoming more evident all the time, yet studies show that women are unlikely to instigate their own mentoring relationships. Reasons include failing to recognise the importance of having a mentor, lack of access to appropriate mentors and lack of senior women to become mentors.¹⁹ Average female representation on boards is currently 14%; only in 5 countries have women broken the 30% participation threshold: Iceland, Norway, France, Latvia and Finland.²⁰ The persistent lack of women at the highest levels of organisations poses a particular challenge in designing and implementing gender-based mentoring programmes; not simply because it makes for a very small mentor pool. 74% of women agree that role models have inspired them to develop their careers, yet only 51% actually see female role models in positions they aspire to fill. As the saying goes: you cannot be what you cannot see.

Percentage of female directors as reported by the 30% Club, 2016:



Mentoring is a vital tool in identifying and developing female role models of the future – those who will show the next generation what’s possible and mentor them to achieve their professional ambitions. Over time, this has the potential to create dramatic shifts in diversity and culture. Until then, there is a need to consider more non-traditional approaches that recognise the value of the skills and knowledge of more junior women, such as reverse and reciprocal mentoring. Senior men also need to be engaged as mentors. Cross-gender mentoring has the particular advantage of giving men a direct insight into the issues and challenges faced by women in their organisation, industry or sector, and within the wider workforce, and unites men and women in addressing gender inequalities.

It is no surprise, given the diversity agenda and powerful benefits of mentoring, that female-focused formal mentoring programmes are becoming a fundamental part of HR and diversity strategies. We are also seeing that formal, well-resourced, gender-based mentoring programmes can lead to a renewed emphasis on development in wider contexts within organisations. As women mentees advance and organisations reap the benefits, the power of mentoring is highlighted and used to inform programmes for other minority groups and the wider workforce.



“ This is not a women’s issue, it is a business issue: mentoring encourages an individual to be more confident, face more challenges and achieve more success. ”

Whittle, 2016

“ Our mentor exchange programme arose from a gender need, to better support women in considering their career opportunities and development, but we quickly realised the broader benefits of mentoring for everyone in our organisation, particularly in terms of skill development and creating a more connected culture across all our units. ”

Lynne Chambers
Group Head of Talent,
London Stock Exchange Group



Cross-Company mentoring

Spotlight on the 30% Club Cross-Company mentoring programme

The 30% Club Cross-Company mentoring scheme is an example of a successful gender-based mentoring programme – the largest of its kind in the world. The programme matches male and female leaders to mentor women from a different organisation, with the aim of creating a step change in the number of women attaining senior leadership and board roles in their organisations.

The focus is on high-quality cross-company, cross-sector mentoring, as well as high-quality learning and network building through monthly events. The programme represents the power of mentoring at its best and is now expanding globally, reaching thousands of women.

Managed by the team at Women Ahead, organisations nominate female mentees and provide an equal number of quality mentors to match to mentees in other companies. An online platform, driven by a matching algorithm, provides the basis for structured matching, which is then checked and supported manually. Each annual programme lasts nine months (September to June), with a launch event and celebration at the end.

Measurement is key to the programme's ongoing success, helping us assess its impact on career progression on a large scale. Measurement topics include:



Engagement

- Are mentor pairs actively engaging throughout the programme?
- Do they commit the time to meet?
- Is there an indication that the mentoring relationship will continue beyond the life of the programme?

Perceived value

- Are participants reporting greater confidence in their ability to progress with their career?
- Are they applying learning from their mentoring relationship into the workplace?
- Are they achieving their intended goals for the programme?



Personal impact

- Do they talk positively about the programme in terms of their own development?
- Do they feel they have gained personally from their mentoring relationship?
- Are they thinking about problems and challenges differently because of their mentoring experience?



Results for 2016/17 programme

Engagement

2,300

mentors and mentees attended the **13 events**.



76%

of mentors and mentees rated their match as good or excellent.

75%

of mentoring pairs will keep in touch beyond the life of the programme.

77%

of mentoring pairs met more than four times.

“It’s been great meeting someone outside my business, and sharing experience and knowledge.”

“The opportunity to meet others and talk openly about challenges and frustrations is really valuable.”

“Building a trusting relationship with someone new, and hopefully offering and receiving some valuable insight, has been one of the most enjoyable aspects of the programme.”

Perceived value

“I had so much energy after every single session, despite being nervous about what I was going to be challenged on.”

“I’ve expanded my business network and gained fresh perspective.”

“Seeing my mentee grow in confidence and determination to achieve her chosen goal has been amazing.”

70%

reported that their mentoring relationship helped them develop new skills that they now apply in the workplace.

87%

said that they would recommend the programme to a colleague.



64%

report that their mentoring relationship has helped them become more aware of their potential within their role and beyond.

82%

agreed that they had achieved their intended goals for the programme.

Personal impact

73%

appreciated that their mentoring relationship had helped them to think about things in a different way.



67%

felt their mentoring relationship helped them realise what they are good at and why.

“My mentee achieved a promotion. I helped inspire that confidence!”

“I feel part of a bigger movement. We all need some help and we can help each other.”

“The opportunity to step away from my day job and feel that I’m making a difference has been huge.”



The impact of the 30% Club Cross-Company mentoring programme extends well beyond the individuals who participate. Seeing the benefits of mentoring demonstrated so clearly, organisations are using the approaches and structure of the programme to inform and develop internal mentoring programmes to support other minorities or achieve other learning goals.

Mentoring for parents



Organisations are becoming increasingly aware of the skills and talent gap being increased by women not returning to work after maternity leave. The average age of maternity leave is around 30, which coincides with the age or seniority level at which many organisations see a drop in female numbers. Statistics from the 2016 HM Government report into pregnancy and maternity-related discrimination and disadvantage suggested that as many as 54,000 women per year are forced to leave their job after taking time away from the workplace to have a child. 54% of women with children leave seeking a better work-life balance. For those that stay, 72% feel conflicted in their ability to balance family with career.²¹



Returning from maternity leave is one of the biggest transition points in any working mother's career. If this transition is supported and managed well, companies could do much to retain expertise and talent, and make significant progress towards their gender diversity goals. Mentoring has a real role to play here, yet it is vital to begin from a genuine understanding of the challenges faced by working parents. Many mothers report feeling a loss of identity when returning to work and fear they will have lost the positive reputation they worked so hard to build. There is also concern about what they will be returning to, despite promises an employer may have made.²²

“There is a fine balance between openness and vulnerability, and perceived professionalism. A mentoring relationship can provide a space in which to have much needed emotional conversations and enable the mentee to work through their challenges and issues, preparing for important conversations with a more objective approach e.g. with line managers.”

Nicki Seignot, author of *Mentoring New Parents at Work*

In contrast to usual work-based mentoring programmes, the focus for parental mentoring is primarily on reconnecting and reintegrating individuals back into their existing role, and also ensuring that they are able to rediscover their professional identity and personal value. While many parental mentoring programmes focus on returning mothers, it is also important to recognise that many of those themes and challenges are equally relevant – and equally beneficial for diversity – in a range of parental-related situations, including women on maternity leave, new fathers and adoptive parents. As knowledge of the organisation and its culture is essential, successful schemes are usually internal, and utilise peer mentoring, in which individuals are a similar level. The ideal mentoring relationship would begin two months prior to maternity leave and continue until at least six months after the return to work.

“A mentoring relationship for a new parent is radically different to a work-based mentoring relationship, in no small part because there will be a period of three to six months' radio silence as the individual comes to terms with their new 'job'. The challenge is how and when to re-engage with mentoring, and that initial goals – which may have been focused on career and maintaining the work agenda – are reframed and focus on re-engaging with work and the organisation as opposed to striving for career progression or promotion.”

Nicki Seignot

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Parental mentoring schemes have been reported to deliver the following benefits for mentees:

1. An increase in confidence when returning from maternity leave around the ability to function and perform in their role.
2. A feeling of being supported and valued by the organisation when returning from extended leave, or other parental commitments.
3. A maintained connection into the organisation while on leave, rather than feeling completely disconnected.
4. A sense of reconnection with the organisation after feeling completely disconnected while away from the office.
5. Time and space to be open and share their feelings/emotions at an often challenging time of transition.
6. The opportunity to work through emotional issues with a mentor and then prepare for other conversations requiring logic and solution finding.
7. The creation of an environment in which conversations about being a parent, and associated challenges, happen, and are accepted as relevant and important.

‘Men need mentors, too’

A special insight on men and mentorship



From
Dr Michael Kimmel
AUTHOR AND SOCIOLOGIST

When we think about mentoring in businesses, we rightly think of male executives mentoring younger women in navigating their career trajectories; watching for potential obstacles, challenging stereotypes and promoting themselves. Often, men feel ‘left out’ of the mentoring discussion, as if men can only mentor women, and only women need mentors. I think both of those equations are too narrow. Men can mentor other men. Many men need and want mentors. And, these days, senior women can mentor men as well.

“ Yes, women need mentors who can guide them through the corporate forest. They also need champions to put them forward, promote them to their colleagues for advancement, and who urge them on. So too do men. ”



Let’s take the classic formula first: senior male mentor and younger male mentee. The male mentor has the experience to know the topography of the company from the inside, to identify potential obstacles, and to encourage men in building their career trajectories one rung at a time. While for women this might mean ramping up their ambitions and putting themselves forward, with male mentees it might also mean tempering one’s enthusiasm, and being more prudent and thoughtful in the spacing the rungs of that ladder. Not too fast, not too steep, lest one alienate one’s colleagues.



However, male mentees also can participate in reverse mentoring. After all, younger male workers enter companies these days with a profile quite similar to that of female workers. Both young men and young women want to have great careers, and they also want to be awesome parents! They both want and expect to be able to balance work and family. They want to be there for their children, want to spend more time with their families, and, with almost all of them having spouses who also work, they may both struggle with balancing work and family obligations.



Older male mentees may have sacrificed this time with their families, and believe they have little to offer to their mentees. But they may actually receive some strategic advice from their mentees. After all, while many older men may have grown children, they are more likely to have ageing parents who need significant care, and may well be pulled in that direction. Older male mentees, in this sense, need not necessarily be concerned with balancing a Saturday morning golf outing with a client with coaching their daughter’s soccer match, but rather balancing a 7am breakfast meeting with an appointment with their mother’s cardiologist.

Younger workers – both male and female mentees – navigate these experiences constantly, and bump up against the pervasive stereotypes that the worker who is not committed to working 24/7/365 is not committed to their job. Older workers may have even reinforced those stereotypes at one point. On these issues, we are now in a position to be mentoring each other. And the intergenerational aspect of mentoring puts both mentor and mentee on the same side of this equation.



need mentors who can guide them through the CORPORATE FOREST

The intergenerational aspect of mentoring puts both mentor and mentee on the...

SAME SIDE OF THIS EQUATION

$$\sqrt{(W + \text{♀}) \quad (\text{♀} + 2 \times M)}$$

And that’s where older women and younger men as mentor and mentee can also benefit men. Because if anyone understands the obstacles facing someone trying to balance work and family it is female mentors who have been navigating their way through this potential minefield for decades. They know which senior C-suite men hold those antediluvian stereotypes and which are more modern and forward thinking. (Hint: the C-suite executives most likely to understand these issues and support gender equality are those who have daughters.)

Yes, women need mentors who can guide them through the corporate forest. They also need champions to put them forward, promote them to their colleagues for advancement, and who urge them on. So too do men. Men need mentors – both male and female – because they are a new generation of male workers, whose goals and ambitions track closely those of women, and who want to balance amazing careers with equally amazing families. The payoff – for male and female mentees, and for the mentors – can be enormous.



Best practice

This section highlights exactly how to bring the remarkable benefits of mentoring into your organisation by outlining 9 key steps for implementation, and the 11 outcomes that signal its success. Hear from some of mentorship's most influential advocates and read case studies from organisations reaping surprising benefits.



Nine steps to effective organisational mentoring

Organisations are investing in structured mentoring programmes to achieve a variety of objectives (diversity one of the most prevalent) and are seeing highly tangible benefits.

At the heart of every successful mentoring programme is the relationship between mentor and mentee. When mentoring is effective, nine steps tend to be evident:



These nine steps affirm and build on the International Standards for Mentoring and Coaching in Employment (ISMPCE).



A clear purpose for the mentoring programme

It sounds simple, yet organisations often neglect this critical step in launching mentoring programmes, particularly those focused on diversity. Each of the eight steps below are achievable when built on top of a solid intention, rooted in the broader organisational goals, culture and vision of the organisation. Mentors, mentees and stakeholders are able to apply and commit to the programme with a clear understanding of their roles and channel their conversations and thoughts accordingly. It also enables robust measurement, as organisations know what they are measuring against.

“It is so important to set out the parameters of the scheme up front and ensure that both mentors and mentees really understand what they are signing up for. Having clear guidance from the start definitely helps to manage expectations and enable mentors and mentees to understand what the scheme will, or will not, deliver.”

Sandra Matos
Senior Director, Mastercard



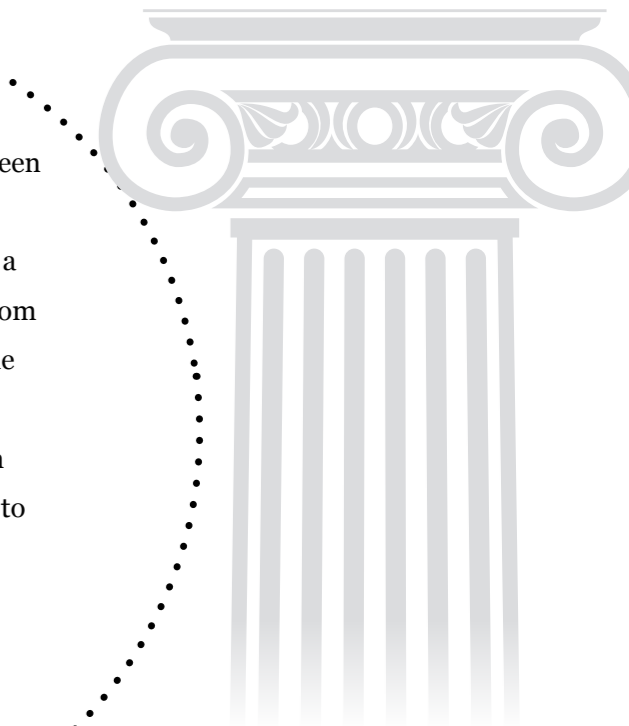
Positive buy-in from all key stakeholders

The foundation of positive buy-in is from mentoring pairs. It is critical that mentors and mentees either voluntarily opt in to schemes, or, if they are invited, they understand why and feel they can opt out. It is also essential that line managers understand their role, so they can create a supportive context for mentoring and enable mentors and mentees to take time for their mentoring conversations. This managerial buy-in also supports knowledge sharing during and after the programme, within teams and the broader organisation, creating a ripple effect of learning beyond the mentoring relationship.

“Our mentoring programme is not seen as an HR initiative. It is very much owned by the business and there is a responsibility and accountability from the business to own this programme and the outputs. Leading with the commercial drivers helps us to gain buy-in and encourage the business to take ownership.”

Sheri Hughes
Associate Director, PageGroup

Sarah Kirk
Global Diversity and Inclusion Director, PageGroup





Advocacy and support from senior leaders

“A female partner was a real advocate and champion for our programme and there was a good deal of work by her to gain buy-in and support in the early days. This really helped push the programme forward.”

Sally Evans

Senior Management Consultant and Operations Manager, PA Consulting

Building on the positive buy-in from stakeholders, it is key to generate advocacy and support from senior leaders for mentoring programmes. Role-modelling – and ideally participating in – mentoring, and aligning the programme to core business drivers, significantly accelerates and amplifies programme impact.



Clarity of roles for mentors and mentees

When mentors and mentees are not clear about their roles within the mentoring programme, and expectations of them within those roles, their focus and direction within the relationship can wane, and momentum or impact can be lost. Clear communication helps bypass issues from the outset, and is also invaluable in the effective recruitment of mentors and mentees. Questioning, listening and objectivity are vital skills for successful mentorship; mentors and mentees must have them or be open to developing them. Clarity ensures the right people, with the right skills and attitude, find themselves in the right mentoring relationship.

“For mentoring programmes to be most effective, organisations really need to be clear about why they are getting people mentored, and mentors and mentees really must understand the time commitment and effort required to get the most from their relationship.”

Clare Martin

Group HR Director, Jardine Motors Group



Effective mentor and mentee matching

Criteria for matching mentee to mentor varies, however, there is one core ingredient for success: the programme goals and matching process must be clearly communicated. Understanding the basis and approach to matching, and enabling a degree of input and a sense of control, creates comfort in the relationship. At Moving Ahead we believe that with robust training and a growth mindset, anyone can mentor anyone. However, not every match works, so within this step there must be a process for recognising where things are not working, and supporting or re-matching if needed.

“It is so important to get a real insight into mentors and mentees in the profiling phase to build up a much more rounded profile of them personally and professionally. This helps maximise the possibility of a successful match.”

Maria Polo Guardia

Senior Product Manager and Product Leader, Mastercard



Robust preparation, briefing and training

Setting up a mentoring relationship for success is often linked to effectively briefing and equipping mentors and mentees so that they are aware of, and able to access, the skills and behaviours they need to apply in their roles. Whether through written, online, event- or workshop-based briefings and learning sessions, this is a key step to embedding the programme’s purpose and ensuring competencies for great mentoring.

“It is so important for formal mentoring relationships to have clear ground rules for mentors and mentees, as well as quality programme support and appropriate learning materials. These all help to set the relationships up for success.”

Lucinda Wakefield

CAO Business Analyst, BNY Mellon





Appropriate resource commitment

When implementing a formal, structured mentoring programme it is key to allocate – or outsource – appropriate resources for its management. This resource enables the successful delivery of these key steps, helps manage challenges (e.g. rematches), and ensures ongoing communications that are critical to the programme’s success.

“While you don’t need to over-engineer mentoring relationships, you do need to invest time in managing the overall programme and establishing the relationships in order for them to have the maximum opportunity for success.”

Claire England
Head of Diversity and Inclusivity, BLP



Recognition of the importance of mentoring

“Our organisation is supportive and actively promotes the benefits of mentoring. We are also seeing many of our senior people advocating the power of mentoring and sharing their stories of how mentoring has helped them progress their career.”

Fiona Daniel
Head of Diversity and Inclusion, HSBC

Mentoring is not a silver bullet; it must be implemented in a context that supports the messages and activities of the programme. When positioned and delivered as part of broader activities and messaging, the benefits can be accelerated.



Insightful monitoring and evaluation

At Moving Ahead, we see many external programmes without a clear purpose and, therefore, without effective measurement parameters and processes. We also see programmes where measurement or check-ins are carried out only at the end. It is critical to measure against the objectives of a mentoring programme, and for this process to be woven throughout so problems can be identified and managed. The benefits of good mentoring are significant – but only if captured and communicated.

“It is important for mentors and mentees to commit to these relationships but sometimes the day job can take over and there is a risk that the relationship will fizzle out. There is less chance of this happening when there is a formal programme team in place, like the team supporting this scheme, to follow up and manage the process.”

Maren Burrowes
Talent Consultant, RSA Group

'The three circles of energy'

A special insight into mentorship skills

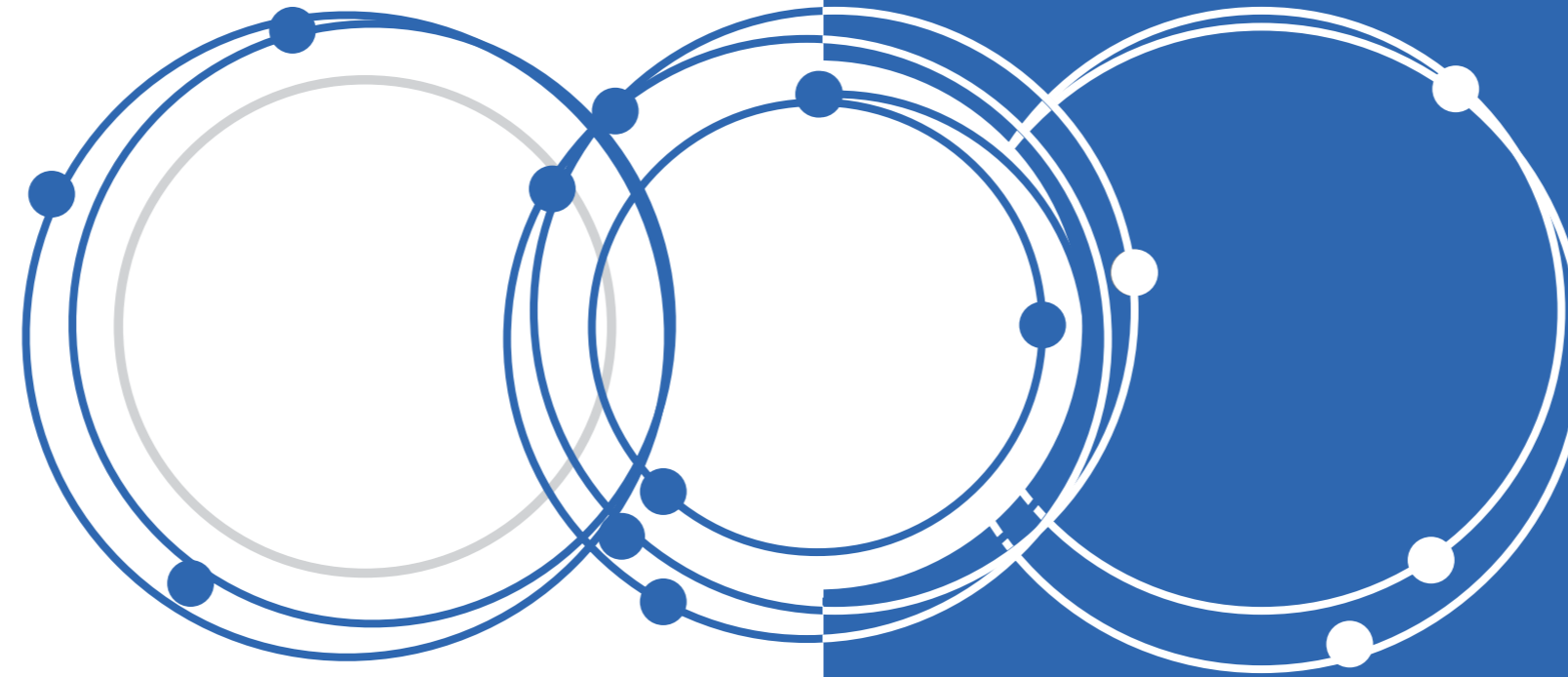


From
Patsy Rodenburg OBE

AUTHOR OF 'PRESENCE: HOW TO USE POSITIVE ENERGY FOR SUCCESS IN EVERY SITUATION', HEAD OF VOICE COACHING AND SPEAKER AT MOVING AHEAD

All great civilisations, communities and families have, since the beginning of time, relied on their elders to educate upcoming leaders on how to protect, enhance and teach morals. Elders were the receptacles of experience and the communities' values. It was understood that younger members of a community would learn from them but also offer fresh insights to their elders in return, and that great leadership was reliant on this crucial exchange.

Yet in recent history this exchange has been considered archaic, even mocked. The new and young were thought to have all the answers, and deep knowledge and experience has been ejected from the workplace and education. This oversight and arrogance has proved disastrous to our society and companies. Mentoring is the clearest route back to the elders. Simply, an experienced leader meets and has an honest dialogue with a promising new leader.

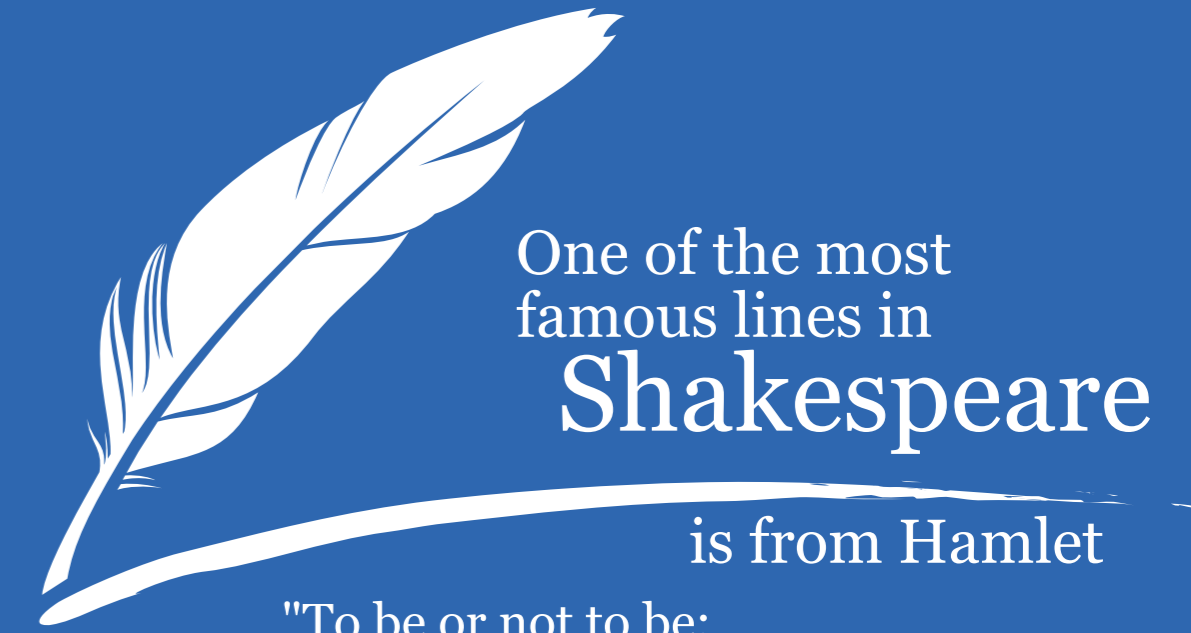


To experience the full impact of mentoring, both the mentor and mentee must be fully present and engaged with each other. There is a shared energy that allows for equal dialogue: giving (speaking) and receiving (listening).

A key element is presence, which enables a creative, in-the-moment experience. The notion of being present or engaged can sound abstract. Most people know it has something to do with being interested in or curious about something outside themselves, and we've all experienced the sense that someone speaking to us has ceased to be present. We can see it in their bodies and hear it in their voices. Their spines are slumped, shoulders rounded, head down and eyes glazed or distant. Their breath is short and high in their body and their words do not reach out. Whether sitting or standing, they are pulling away from the world, pulling away from us. I call this position First Circle.

The physical representation of presence in the body, breath and voice, is full attentiveness, and aligns with openness and focus in the mind and heart. I call this Second Circle – a state of readiness or alertness. Physically, weight is on the balls of the feet, the spine is straight, shoulders are relaxed, and the body actively forward, ready to engage. Most importantly, there is eye contact. Second Circle is also expressed in a calm, deep and unrushed breath. When we speak, words move out and effortlessly reach and touch our listener. If we are to be open to listening, the requirements are the same.

When two people are in Second Circle together they are fully attentive. Only then is there a real opportunity for dialogue, education, human contact and mentoring. The quality of Second Circle is contagious and brings clarity to every situation. Second Circle presence is our natural state. Most of us are born present. It is how we should all be and live. It is how we survive. It is how we make real contact with the world. And – crucially – it's how we have impact, lead powerfully and mentor well.



One of the most famous lines in
Shakespeare
is from Hamlet

"To be or not to be;
that is the question"

'To be' is to be in Second Circle.



Yet the way most of us live and work means that the natural energy of Second Circle is being eroded. Perhaps you recognise Third Circle: an aggressive position that takes over our space. The chest is lifted, spine taut, the voice loud or pushy. These people are not good listeners and can even interrupt inappropriately.

I developed the Three Circles and the exercises that accompany them over decades to help people understand the general energies we meet on a day-to-day basis and that we can habitually adopt to help or hinder presence. Understanding them gives you control over your energy and teaches you to reconnect when you feel yourself disconnecting. Using the Three Circles, the mentee can receive knowledge and hard-won experience; the mentor meets a new, fresher world and experiences the joy of giving knowledge, and observing growth in their mentee and themselves. And transformation happens naturally.

Find your Second Circle. And stay there.



‘Creating time; making space’

A special insight into scheduling and prioritising mentorship



From
Sarah Winckless MBE

DESIGN AND DELIVERY LEAD, WOMEN AHEAD
AND MOVING AHEAD

Time is something we all struggle with in the modern workplace. Busyness can be mistaken for productiveness and, so often, we forget to look up and interrogate our task list against what we are aiming to achieve or how we want to grow or develop. Mentoring remedies this. I so often hear that, for mentees, the quality of time and attention that their mentor offers has a profound effect of their quality of thinking and therefore the quality of their decision-making and actions. This leads to two outcomes: tasks being dropped completely so others can be committed to, or tasks being executed more skilfully. When it comes to performance, it’s a win-win. The question is, how can mentors and mentees maximise this time and attention?

“ How can mentors and mentees maximise time and attention? ”

Our mentors and mentees usually commit to up to two hours of mentoring conversations or group input per month. If they are working a 40-hour week, this represents only 1.3% of their time; 1.3% of their professional life dedicated to their professional development. The key word here is ‘dedicated’. Carving out time for mentoring conversations looks different for everyone – what’s important is finding that time and sticking to it, then creating the space for it to be as efficient and effective as possible.

Environment is important. Mentoring can happen from the side of a desk but it’s so easy to get distracted. Outlook pops up, a call comes in or someone walks past, and it takes up to 68 seconds to get back in the zone. If mentors and mentees spend as little as 9 hours together in total, that 68 seconds is important. Meeting rooms work well, as do quiet corners in coffee shops, even walking and talking outside. Investing a little bit of time upfront to find the right space, free from distractions, is well worth it. One of the companies we work with challenges their mentors to create memorable moments for their mentees, including at least one session in an inspiring location.

Equally essential is creating mental space. For effective mentoring, both parties must be in a really open, receptive state, where ideas can be shared and challenges made. I recommend taking a few minutes before a mentoring exchange to get into the zone. Get present; make sure you know what you’re there to do, what hat you’re going to wear as a mentor or what you want to work on as a mentee. Create an imaginary wall behind you to block away distractions and a path or open expanse towards what you want to create in the mentoring session.

“ Create an imaginary wall behind you to block away distractions and a path or open expanse towards what you want to create in the mentoring session. ”

Sarah Winckless

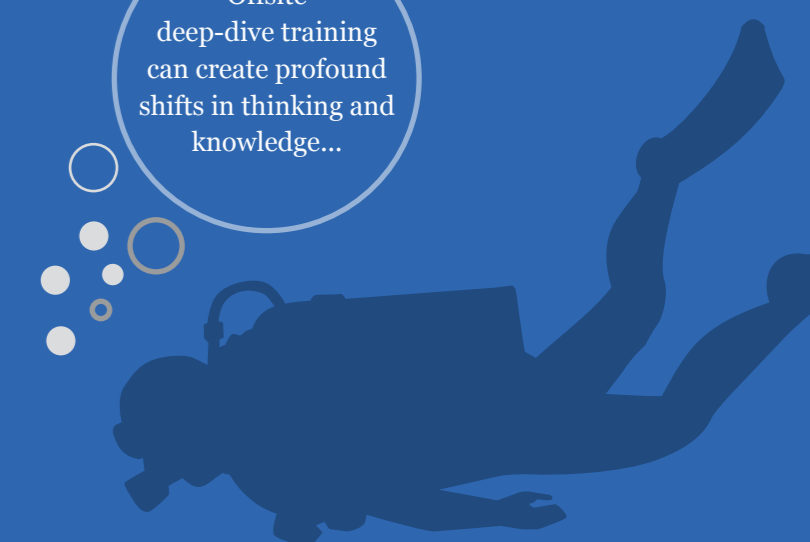
One of the most important things about this preparation is actually the breathing: Modern life and work can put us very quickly into that animal-like fight, flight or freeze mode. Adrenalin and cortisol shoot up and we’re actually in a threatened state. In this state we are able to hear and process about one in four words – our thinking brain is essentially shut down. Conscious breathing lowers cortisol. ‘Am I in danger?’ becomes, ‘How can I connect?’ Great mentoring happens in that shift.

This deliberate creation of time and space doesn’t end with mentoring conversations. In fact, it’s only the beginning. Conversations raise awareness and facilitate understanding, but the brain rewires with focused action and repetition. Most mentoring work is therefore ‘homework’. A mentee must carve out time and space for practicing the thinking, behaviours or skill acquisition arising from their conversations, between the conversations themselves, so they can return to that therapeutic space and say, ‘Look, I tried this and this is what happened...’ and progress from there. But until they’ve stepped off that cliff – had that conversation with the boss, tried speaking up in a meeting – it’s all theory.

It also doesn’t end with mentors and mentees. Coming to the launch, the training sessions, undertaking mentoring conversations, is time that – as a mentee, especially – needs to be ring-fenced, and ring-fenced upfront. If their immediate team is not supporting them with that diary time, they’ll find mentoring a real challenge.

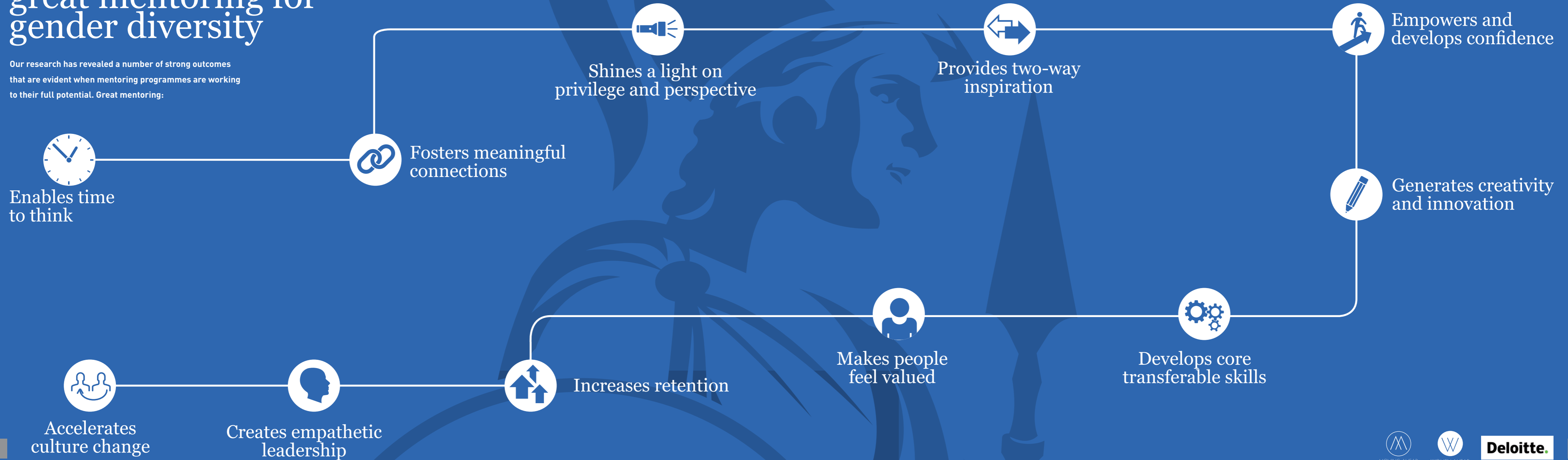
It’s clear that taking the leap and investing that 1.3% of your professional life to mentoring yields rewards. But is that all it takes to up-level your career? Not necessarily. Offsite deep-dive training can create profound shifts in thinking and knowledge, and skills gaps can be filled by many other forms of professional development. What mentoring can do is help someone see what those gaps look like and choose how to address them in a mindful and targeted way. Investing time in and making the space for mentoring can help individuals spend their CPD hours more wisely, maximising the benefits for them and their organisation.

Offsite deep-dive training can create profound shifts in thinking and knowledge...

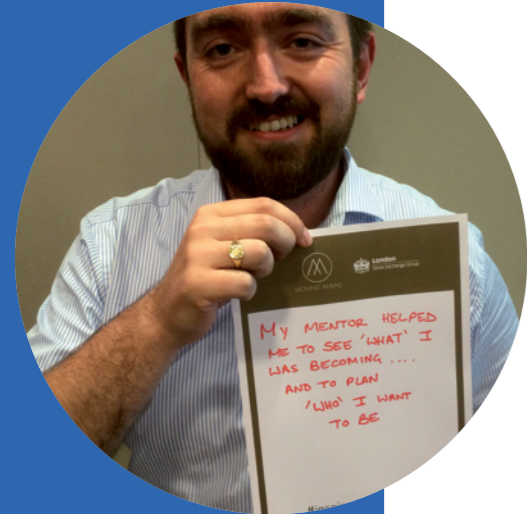


11 outcomes of great mentoring for gender diversity

Our research has revealed a number of strong outcomes that are evident when mentoring programmes are working to their full potential. Great mentoring:



Great mentoring... enables time to think



Our lives are increasingly busy. We so often run from meeting-to-meeting, rarely having space or time to think. For both mentor and mentee, mentoring conversations provide a critical space to pause and reflect.

76%

of mentors/mentees said that their mentoring relationships provided them with valuable time to think about themselves, their challenges, their aspirations, and personal and professional development



Our research tell us that

- Mentors and mentees value the time and space to think about their own personal and professional development (and therefore create strategies to better advance their careers).
- Mentees in particular use mentoring to think about their career in new ways, and begin to feel more ownership of their future.
- Mentorship conversations provide a 'safe space' to explore new ideas, possibilities and options.
- Mentors give an objective and different perspective to often recurring challenges.
- Mentoring programmes give 'permission' for individuals to take time out to focus on themselves, their personal development and professional growth. This is particularly important for women's development.

“ Having time out and space to reflect on what it is I am really looking for in my career and what options there are to get me there is invaluable. My mentor also provides a sounding board to help facilitate those thoughts. ”

Cityparents mentee

‘Think first’

Special insight into how mentoring enables time to think



From
Liz Dimmock
FOUNDER AND CEO OF MOVING AHEAD

This a huge part of what mentoring means to me, and what it can create for people. Many of us operate at the top end of the activist spectrum, moving from meeting to meeting, ticking items off to-do lists, and rarely creating the space for ourselves – or others – to think. When looking at who we want to become as colleagues, as leaders and at home – and how we can achieve those aims – enabling time to think is so critical.



“ The quality of everything we do depends on the quality of the thinking we do first. ”
Nancy Kline, Founder and President of Time to Think, author of 'Time To Think'

© Moving Ahead 2017



Mentoring, when done well, can create this time. I'm a fond admirer of Nancy Kline's work and often draw on it when looking at how to establish good mentoring partnership:

Kline offers ten behaviours that generate the finest thinking, which have become known as The Ten Components of a Thinking Environment. These are: attention, equality, ease, appreciation, encouragement, feelings, information, diversity, incisive questions and place. Mentoring can champion, embody and develop these behaviours and practices.

Kline believes that mentoring truly develops the mentee when the role of mentor goes beyond offering advice and opening doors. The mentor must know how to generate superb, independent thinking from their mentee: **'The quality of your attention, determines the quality of other people's thinking.'**



The time to think that mentoring creates can be the starting point for significant personal growth, advancement and development for both mentor and mentee.



Great mentoring... fosters meaningful connections



Connecting with others, with broader groups, and with our organisations, are important pathways to personal growth and career advancement. Mentoring offers the opportunity and space for true, meaningful connection.

Research has told us that organisations must create platforms for meaningful connections and remove the pressure for high-volume networking in favour of quality, connected conversation. Good mentoring programmes – either individual or group – can expand one’s network beyond their current (and perhaps less diverse) sphere, and usher in broader contacts and perspectives.



Mentoring can

- Build open and honest relationships between mentor and mentee.
- Open up positive communication and connections between individuals within an organisation.
- Help mentors and mentees feel more connected to their organisation and colleagues.
- Enhance cross-department collaboration.
- Enable individuals to grow their personal networks in a positive and structured way.

“ Having someone who you can turn to as a trusted advisor, who you can talk to in confidence about your career, your concerns and your issues is so valuable. Effective mentoring relationships can develop into lifelong, supportive, two-way communication. My mentor is still someone I reach out to in times of need. ”

Giorgiana Nuti
AVP Global Relationship Manager, Genpact

82%

believe that mentoring relationships help **foster meaningful connections** between mentors and mentees, across departments and also within the wider organisation

‘Mentoring for social health’

Special insight on fostering meaningful connections



From **Julia Hobsbawm OBE, Hon.**
VISITING PROFESSOR IN NETWORKING AT CASS BUSINESS SCHOOL, LONDON, AND THE UNIVERSITY OF SUFFOLK; AUTHOR OF ‘FULLY CONNECTED: SURVIVING & THRIVING IN AN AGE OF INFORMATION OVERLOAD’

We all know about silos in the world of work, and the feeling that careers can become stuck in a cul-de-sac created by equally stuck cultures and practices. Mentoring has become a critical way to break the logjam; to inject creative, fluid and fresh ideas that benefit both parties: employee and employer.

Mentoring works because it is a two-way street. There is, in business terms, value to be gained in the act of putting two people together to teach and learn from each other, and to build a relationship with reciprocity and generosity. More than this: mentoring is a gateway – a gateway leading to something that I believe will become the benchmark of productivity, employee engagement, retention, promotion and recruitment in years to come.

That something is social health, and mentoring is at the heart of it.

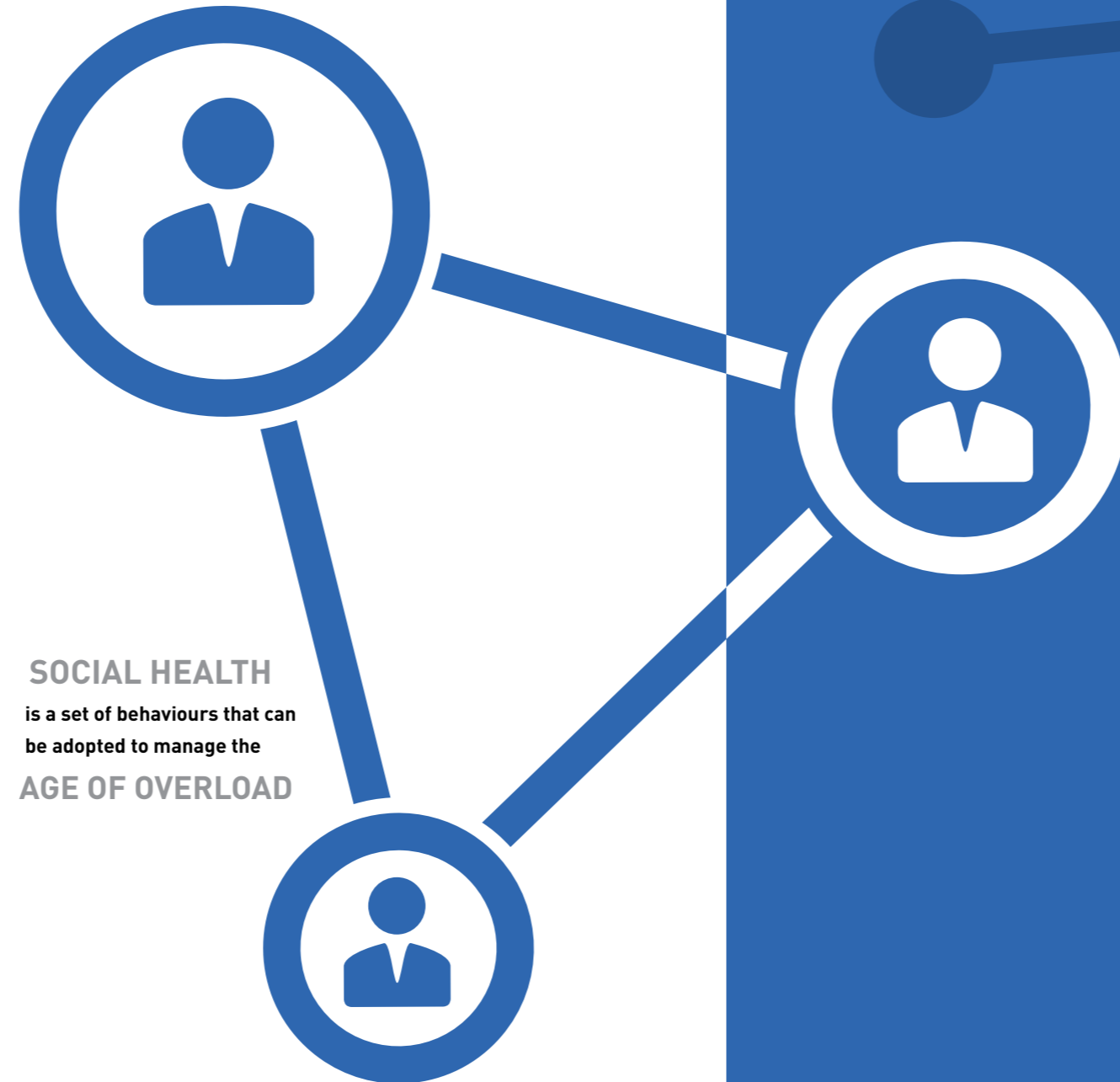


“ Having a mentor to ask, trust, and gain insight from, or being a mentor who guides but also learns, keep social health strong. ”

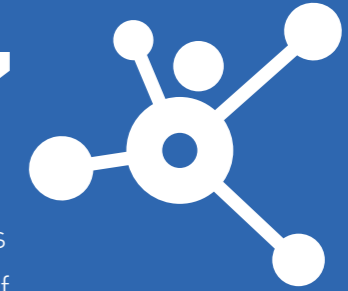
Social Health is a set of behaviours that individuals and institutions alike can adopt to manage the age of overload we find ourselves in. In this era, only 150 short years since the world began to be connected by modern transport and telecommunications, and just a quarter of a century since the arrival of the internet, we are seeing problems we can no longer ignore.

Those problems have to do with scale, speed and the tension between humans in a machine age: global productivity is stagnant, the number of working days lost per annum continues to rise, and almost every aspect of corporate life is facing upheaval due to technology, travel and the digitally native generations. Although our modern world benefits in countless ways from modern connectedness, technology and AI – and we cannot (and should not) try to put the tech genie back in the bottle – we need an antidote to its excesses and deficits.

Think of social health like general health, fitness and wellbeing, a market 70 years young since the post-war formation of the World Health Organisation in 1946. Today we have a highly developed literacy about our physical and mental wellness, central to the WHO's definition that health is 'a state of complete physical, mental and social wellbeing, not merely the absence of injury and disease'. In other words, we belong to a \$3.7 trillion global market in wellness, from gyms to trainers, to vitamins and mindfulness apps.



The...
'knot'



...of Knowledge, Networks
and Time forms a trinity of
priorities for social health.

But what about the other bit in the definition of health, namely 'social wellbeing'? Back in 1946 people were not hyper-connected every second of the day; there was no need to develop a language and set of practices to combat the threats. There is now. Social health is, I believe, a way to manage our flows of knowledge and networks, and know when to disconnect from technology and rely on face-to-face connections. At its core is forming a 'knot' in which Knowledge, Networks and Time are all managed.

Social health is knowing who you know, knowing who knows what, and knowing how to get to the right information and people as quickly as possible. Having a mentor to ask, trust, and gain insight from, or being a mentor who guides but also learns, keep social health strong. This 'knot' of Knowledge, Networks and Time forms a trinity of priorities for social health, just like as diet, exercise and sleep do for our physical and mental health. We're at the beginning of an exciting and important new era. Let's develop the social health gym kit to realise our potential, together.

Great mentoring... shines a light on privilege and perspective

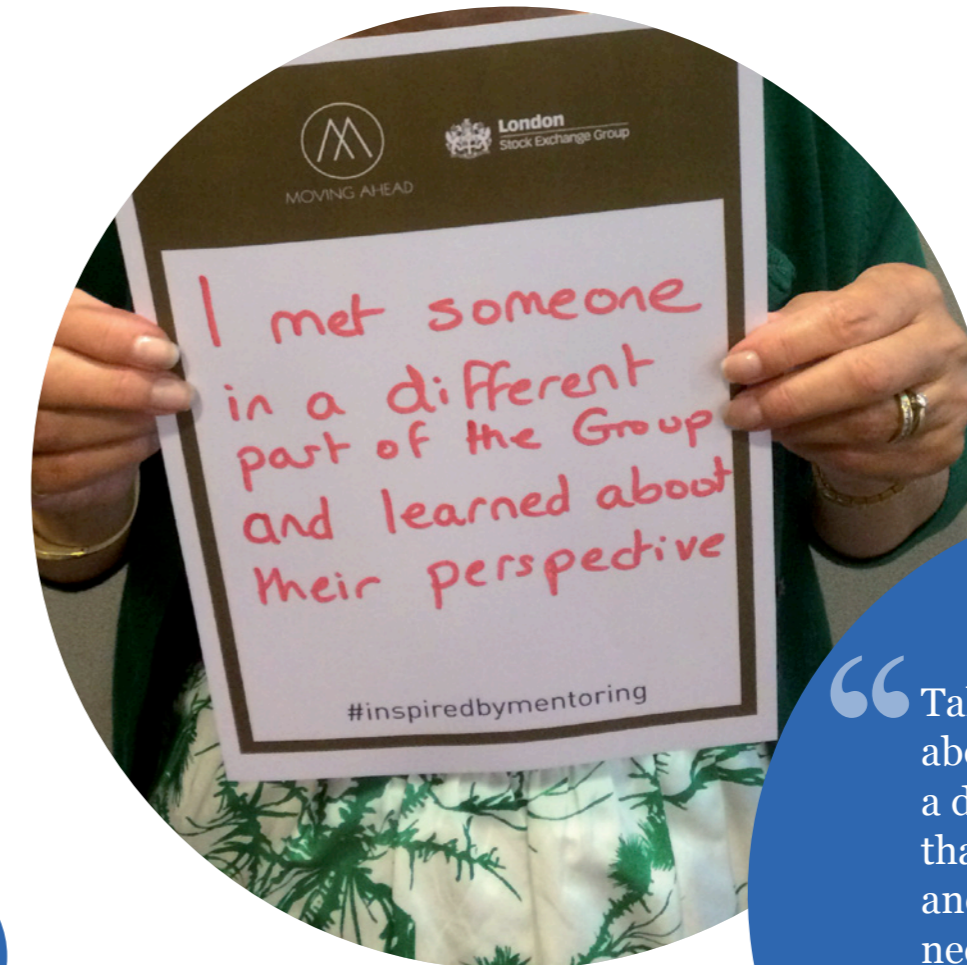


Structured, formal mentoring provides a platform in which two people come together who would be otherwise unlikely to meet, let alone learn from each other. It can be enormously powerful in creating fresh perspectives and diverse networks. This type of mentoring is particularly effective when matching cross-gender. We often hear of male leaders who only process the challenges and realities of women through mentoring for the first time. This 'ah-ha' moment helps them understand their own privilege and perspective, but also helps their mentoring partner understand their perspective. This two-way lens is a precious part of formal mentoring.



Our research tell us that

- Mentoring provides the opportunity for mentors and mentees to experience an alternative perspective and see things through the eyes of another individual.
- A male mentor, through mentoring a female mentee, can develop a deeper and more real understanding of the barriers, challenges and issues faced on a daily basis.
- Reverse mentoring is particularly powerful in helping senior leaders develop genuine and meaningful insights into individuals from a diverse background.
- Cross-gender mentoring can raise awareness of the gender gap and the realities of being a 'woman in a man's world', and can challenge the perception that gender imbalance is a myth.
- Mentoring focuses attention on the realities of what it means to have privilege and how it really feels to be in a minority group.



71%

found that mentoring relationships **shine a light on privilege and perspective** by opening the eyes of the mentor/mentee to the real challenges facing their mentoring partner. This is particularly relevant for gender and reverse mentoring programmes.

“Talking with my mentee about the issues she faces on a daily basis made me realise that gender inequality is real and there is a huge change needed. It opened my eyes to things that I had never previously considered.”

Male mentor, 30% Club Cross-Company mentoring programme

Great mentoring... provides two-way inspiration



Our research tell us that

- Mentees feel inspired by the opportunity to spend time with an experienced, senior mentor.
- Mentees love to learn from their mentor and feel inspired to identify and achieve big goals.
- Mentors gain just as much from their mentoring experience as mentees; often this is undervalued at the beginning of the relationship.
- Mentors are humbled by seeing the progress of their mentees, and love the opportunity to 'give something back' in a positive way.
- Mentors and mentees feel privileged to be part of special mentoring relationships in which they both feel they can make a difference.

“The biggest surprise for our mentors is just how much they have learned from their mentoring experience. They have been amazed at how much they have gained personally and professionally from mentoring someone outside of their everyday world.”

Claire England

Head of Diversity and Inclusivity, BLP

In a culture obsessed with measuring talent and ability, we often overlook the important role of inspiration. Inspiration can propel us from apathy to possibility, help us transcend ordinary experiences and transform how we perceive our own capabilities and limitations.

Often considered elusive, research shows that inspiration can be activated, captured, and manipulated, and has a major effect on important life outcomes. We consistently hear that mentoring provides inspiration to both the mentor and mentee. And, in the gender context, this inspiration is key to driving positive aspirations and behaviours.

84%

reported that mentoring relationships provide two-way inspiration for both mentor and mentee, and also recognised that the benefits of mentoring for the mentor are often under-valued or under-sold in the recruitment phase

‘A shoulder to stand on’

Special insight into how mentoring provides two-way inspiration



From **Michael Cole-Fontayn**

EXECUTIVE VICE PRESIDENT AND CHAIRMAN, BNY MELLON; 30% CLUB MENTOR

Being a mentor is a wonderful role. It is a privilege, it is an honour, and I believe am the person I am today because of my mentors and mentees. In a successful mentor-mentee relationship, the benefits to mentees are endless. New skills are learned, bigger goals achieved, better decisions made and stronger values developed. Great mentors push, dare and confront mentees. They are persistent in challenging them to do and experience things they might otherwise neglect or actively avoid.

However, one of the most common misconceptions in mentoring is that it is a transaction or a one-direction relationship. This is very untrue: mentorship is two-way learning. Insights flow in both directions, and the right mentoring relationship can be enriching and life changing for both parties. A good mentor must recognise their mentee's strengths and opportunities for development, know when to be supportive, when to give advice, and how to bring out the best in them. These key leadership skills are inadvertently learned as a mentor and are very much applicable in professional situations. My mentoring experiences have undoubtedly refined my leadership capabilities. My ability to motivate, inspire and encourage others around me has been sharpened, and I use them broadly in my role.

“We all stand on the shoulders of those who came before us. And, fortunately for mentors, it is just as exciting to be the shoulders on which someone else stands.”



There is a saying: 'Before you are a leader, success is about growing yourself. When you become a leader, success is about growing others.' There is a much truth in that. However, everyone, including leaders, including those at the top of their game, has more to learn and further to grow. I have certainly grown through my role as a mentor.

Another form of mentoring which is hugely beneficial is 'reverse mentoring'. Reverse mentoring, where the more junior person mentors the senior, can help you develop new creative ideas, see the world through another lens and think outside the box. My experiences in this regard have been fantastic, and to me it's a concept that makes total sense. Technology, and the speed with which it's changing both our personal and professional worlds, is daunting. Millennials are indigenous to the landscape created by the internet. They live and breathe technology, and there is a huge amount we can learn from them. We need to be reminded of what's happening in this world, and how the new generation thinks and behaves differently. Furthermore, mentoring is crucial when it comes to gender diversity. Unfortunately, women still face challenges in male-centric organisations. The 30% Club Cross-Company mentoring programme is a useful tool to help companies develop a broader pipeline of women.

“Before you are a leader, success is about growing yourself. When you become a leader, success is about growing others.”

Through mentorship, we bring everyone closer to **smashing their 'glass ceiling'**



What is of paramount importance and absolutely integral to the success of all the above, is the need for the mentee to have a growth mindset, in which they embrace challenge, drive the relationship, persist in the face of setbacks, see effort as the path to mastery, learn from criticism and find lessons and inspirations in the success of others. And mentors are central to enabling their mentee achieve this mindset. Challenging mentees to take on unfamiliar or anxiety-provoking tasks is not easy, but such is the nature of strong mentorship.

To anyone considering mentoring, or becoming a mentee: be adaptable, mindful, real, honest, humble and willing to grow! We all stand on the shoulders of those who came before us. And, fortunately for mentors, it is just as exciting to be the shoulders on which someone else stands. Through mentorship, we bring everyone closer to smashing their glass ceiling.

Great mentoring... empowers and develops confidence



Research tell us that women are more cautious in their careers compared to men, whether in their current jobs or in considering new roles within or outside their current employer. Over time, this can result in missed opportunities.

In their book *The Confidence Code*, Katty Kay and Claire Shipman point out that bridging the gender gap partly relies on addressing the gender confidence gap. While improved confidence won't eliminate unconscious bias, it can empower more women to call out bias when they see it, put themselves forward and take more risks. This will see more women moving up the ladder which, in turn, will provide the much needed role models, mentors, sponsors and inspiration for women following below.



Our research tell us that

- Overwhelmingly, and consistently, mentoring increases the confidence of female mentees and their mentors.
- This newfound confidence manifests itself in a number of ways for mentees – from feeling more able to voice an opinion, articulate ideas, perform more effectively in a current role, or being more likely to apply for a new role or promotion in future.
- Women mentees feel like they are more in control of their destiny.
- Mentees feel a sense of ownership of their career and an improved understanding of how they can successfully navigate their way through professional life.
- Mentors feel more confident in their abilities to guide and support a colleague, peer or future mentee.

“Mentoring helps build confidence and gives mentees a better sense of what they are able to achieve. We have definitely seen some of our female mentees progress their careers because of their increased confidence from their mentoring experience.”

Clare Martin

Group HR Director, Jardine Motors Group

87%

of mentors and mentees **feel empowered** by their mentoring relationships and have developed **greater confidence** as a result

‘Mentoring changed my life’

Special insight into empowering and developing confidence



From

Becky Laffan

SECTOR MANAGER (SPORT) AT PEARSON, 30% CLUB SPORT-AND-BUSINESS MENTORING PROGRAMME MENTEE

My mentoring journey was completely invaluable. I initially joined the scheme because I felt like I was at a crossroads. I was being assured that I was doing everything right and I was working hard to build extra-curricular opportunities for myself, but I needed guidance and help to formulate a strategy for the next stage of my career.

I was lucky enough to be successful in my application to the 30% Club Sport-and-Business mentoring programme with the Women in Football organisation. I was strategically (and impeccably) matched to my mentor and I will never forget our first session. I was a little insecure about how I would match up to her – I knew she was highly successful – but she was warm, friendly and incredibly down to earth. We were immediately at ease and our first session lasted two and a half hours!



My mentor inspired me from day one and my sense of inner empowerment grew session by session. We started to map out where I wanted to go and what I wanted to do in a year's time. I mentioned an education company that I had aspired to work for since I entered teaching at 21. She set me challenges every session and I fed back on my progress. I knew she was giving up a lot of time to support me so I wanted to make sure I gave everything back. It was definitely a 'you only get out what you put in' scenario. I worked and studied hard, listened to her advice and always went the extra mile.

The hard work started to pay off. I began to get offered some consultancy work alongside my full-time job, which quickly snowballed. After a few months, I was asked to write GCSE equivalent exam papers and even to write 36,000 words for a new student textbook. My mentor gave me the confidence to work through these tasks. Eight months after we started our mentoring journey, I accepted a job offer for the very same company I had mentioned. It was a management position that I could have only have dreamed of before mentoring. Mentoring quite literally changed my life.

“I knew she was giving up a lot of time to support me so I wanted to make sure I gave everything back.”

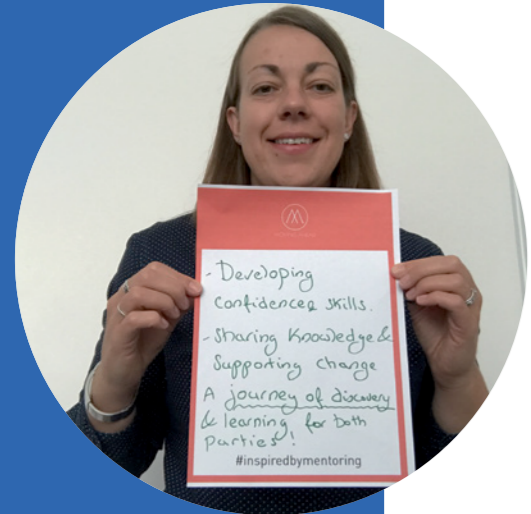


MOVING AHEAD



WOMEN AHEAD

Great mentoring... develops core transferable skills



With the move towards more formal, structured mentoring programmes, which include training sessions, we are seeing increasing opportunities for mentees and mentors to develop core transferable skills. Mentoring programmes also enable the embedding of – and opportunities to practice – skills that mentoring pairs might learn on a broader development programme. Mentoring encourages mentors and mentees to stay present, be non-judgemental, and to create a safe space in which to listen and learn from each other.



Great mentoring can

- Provide a safe space to practice and enhance essential inter- and intra-personal skills such as listening, questioning, self-reflection and giving or receiving feedback – core skills for effective management and leadership.
- Help mentoring pairs recognise what they are good at and understand why, enabling them to identify, affirm and amplify their strengths.
- Allow space and time to identify skills gaps and develop plans to bridge these gaps.
- Provide individuals with opportunities to think about how they can transfer existing skills into new environments.

76%

noted that involvement in a mentoring programme as either a mentor or mentee helped them **develop core transferable skills** that they either applied in their current role or used to help progress their career.

“Mentoring is often a far more cost-effective and relevant solution than sending someone on a leadership course. Volunteering and mentoring provide people with an opportunity to learn practical skills and we know that they then apply these within the organisation.”

Matthew Norton
Community Engagement Manager,
Lloyds Banking Group

“Being a mentor really helps people to develop their own skills as an advisor and a listener, learning humility and empathy; qualities that are so important in so many professions, particularly for people in consulting roles who are trying to develop their reputation and skillset as a trusted advisor. Mentoring is often undervalued in how much it contributes to developing these skills as a mentor.”

Rupal Kantaria
Strategic Advisor, Oliver Wyman

Great mentoring... generates creativity and innovation



Mentoring is a key enabler of developing diversity of thought – something many organisations are seeking to do. Two brains are better than one and different lenses enable more ideas. In putting two or more – different – brains together and several lenses on the problem, we can so often generate a more creative mindset and approach, especially within gender diversity programmes.



Our research tell us that

- The external perspective provided by a mentoring relationship helps to stimulate diversity of thought for both mentors and mentees.
- Mentoring creates the space to see things through a different lens.
- Talking through issues helps individuals break down biases and work out what is really going on for them in their situation.
- An objective view helps individuals think differently about everyday problems and seek new, alternative ideas and solutions.
- Great mentors encourage mentees to embrace a growth mindset, step out of their comfort zone and discover previously hidden opportunities.
- Great mentoring relationships help individuals face their fears and find the courage to dare greatly.



“ Our mentors and mentees are beginning to really challenge themselves within their mentoring relationships and therefore are now challenging the organisation, which helps us all continue to grow and develop. ”

Karen Neffar
Head of Human Resources, Mizuho

71%

feel that mentoring conversations **generate creativity and innovation** through the objectivity and different perspectives gained through mentoring relationships

‘Baking from a better pantry’

A special insight on how mentoring generates creativity and innovation



From
Kirk Vallis
HEAD OF CREATIVITY AND INNOVATION, GOOGLE; CHIEF DISRUPTION AND INNOVATION OFFICER, MOVING AHEAD

I like to think that creativity – be it new ideas, fresh thinking or developing more options to solve a challenge – is a bit like baking a cake. You can change the recipe, use different ingredients and new combinations, but one thing is always true: the ingredients must exist. Ideas (like cakes) don’t come out of thin air. You can only form an idea based on the stimulus, knowledge and experience at your disposal. Mark Twain said there is no such thing as a new idea. He was right. There can only ever be fresh connections made between previously unconnected stimuli.

Basic ingredients alone don’t make us creative. Yes, people with lots of knowledge and experience are a fundamental must, yet if they are not able to form fresh connections from stimulus, their value is limited. The more we know about a subject or situation, the less our brain wants to naturally explore fresh options, particularly under pressure or when we need them most – that’s a challenge. Our brains naturally strive for efficiency, which can prevent the free-flow of fresh thinking when more than one answer or approach is possible or required. Famous psychologist Edward De Bono referred to this as ‘rivers of thinking’.



This is why mentoring has real value for creativity. A mentor is essentially a second pantry, full of fresh ingredients, which, when combined with your own, can unlock new and different thinking, ideas and options. 60% of people believe they are most creative when alone. For me this is a misunderstanding of the mental process. Yes, it is often the clarity and calm of being on your own that helps us to make decisions, to summarise our thinking and choose which option to move forward with. But to arrive at that ‘what will I do?’ moment armed with lots of options to choose from, we need to embrace the often chaotic process of developing as many options as possible: the ‘what could I do?’ phase. And it is during this stage that two (or more) brains will always be better than one.

Used effectively, a mentor is one of the most powerful ways to fuel creativity. In fact, any opportunity to use the naive perspective of someone else around an issue you are facing is a mentoring moment. Two words in this sentence are vital though. The first is ‘naive’. Mentoring works best for creative thinking when the mentor isn’t drawn into the detail of the context around your issue. Even though they are a different person, too much information and the cake in their head starts to look the same as yours. This brings in the second vital word, ‘issue’. The key for the mentee is to focus on the core of the issue, not the specifics. The more you can free it of context the better. So rather than a stressful presentation you have coming up, maybe it’s simply a moment where courage is needed. This is why having mentors from different sectors, worlds and backgrounds, to you is so important.

“A mentor is essentially a second pantry, full of fresh ingredients, which, when combined with your own, can unlock new and different thinking, ideas and options.”

Used effectively, a mentor is one of the most powerful ways to fuel...



When it comes to using mentoring for creativity, I try to follow two simple principles. As the mentee, get focused on the nub (or nubs) of the issue you are working on, then let your curiosity run wild around who might have a perspective on it different to yours. As the mentor, resist the temptation to dive into the detail of the situation and enjoy sharing your perspective without the pressure of having to solve it. Simply let your experience be stimulus for another lovely cake.

Great mentoring... makes people feel valued



Mentoring literature talks about how mentoring can help enable minority groups feel valued – as new starters, in transition and when navigating career advancement. The provision of structured formal mentoring can further amplify this. Some organisations are noting that providing formal, gender-specific mentoring demonstrates to the firm, mentors and mentees, that their development is valued and gender diversity is of genuine importance.



Our research suggests that

- Mentees gain a huge sense of personal value from building an open, positive and supportive mentoring relationship.
- Mentors and mentees feel an increased sense of value to their organisation when they are involved in a formal mentoring programme.
- Individuals feel an enhanced sense of self-worth and self-esteem from positive mentoring experiences.
- Mentors and mentees believe that active involvement in a mentoring programme demonstrates that their organisation is investing in them on a personal and professional level.
- Mentoring pairs feel more valued when engaged in a positive mentoring relationship.



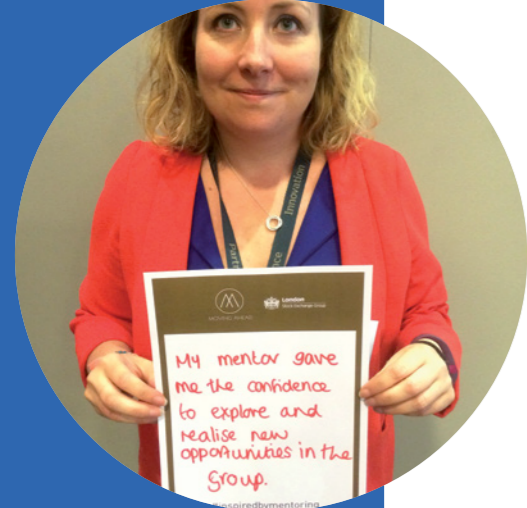
82%

noticed that their mentors and mentees **felt valued** by being engaged in a formal mentoring programme and appreciated the opportunities afforded to them as a result.

“ Being part of the mentoring scheme has definitely helped mentees believe in their value to the organisation. The exposure they gain from being part of the scheme has enabled them to become more visible within the organisation and demonstrated that the business recognises and appreciates the full range of their talents. ”

Dave Sherer
Interim Learning and Development Partner, Aviva Investors

Great mentoring... increases retention



Increased retention, in addition to higher engagement, is a consistent theme arising from good mentoring. This is particularly important when looking at gender diversity, because women who feel more engaged and confident in their role, and able to positively manage challenges, are less likely to leave.



Our research suggests that

- Mentees are more likely to stay with an organisation because of involvement in a positive mentoring relationship. This does not necessarily mean an immediate promotion; it may mean feeling more confident and competent in an existing role.
- Mentors also feel more engaged with an organisation and more likely to stay when they become involved in mentoring. Often this is because they feel a sense of personal pride and satisfaction in having been able to help and support a mentee.
- Positive mentoring experiences contribute to increased employee engagement and retention rates for organisations.
- Positive mentoring experiences help women feel more confident at key transition points in their career, and are therefore more likely to be retained at critical times, for example when returning from maternity leave.

66%

made a connection between the sense of value created through a mentoring relationship and **increased retention.**

“Mentoring is a way of retaining our people and helping them to feel like they really are part of the organisation, or part of their local community.”

Hannah Crane
Director of Workforce and Employability,
StreetGames

“Mentoring absolutely has an impact on retention. It helps in two ways: firstly, helping people to navigate their way through the organisation. Secondly, it helps normalise feelings of fear or uncertainty and provide reassurance.”

Anna Purchas
Partner, Interim Head of People, KPMG



‘Value, purpose and potential’

A special insight into how mentoring helps improve retention



From **Professor David Clutterbuck**
PRACTICE LEAD, DAVID CLUTTERBUCK PARTNERSHIP; AUTHOR OF ‘EVERYONE NEEDS A MENTOR’



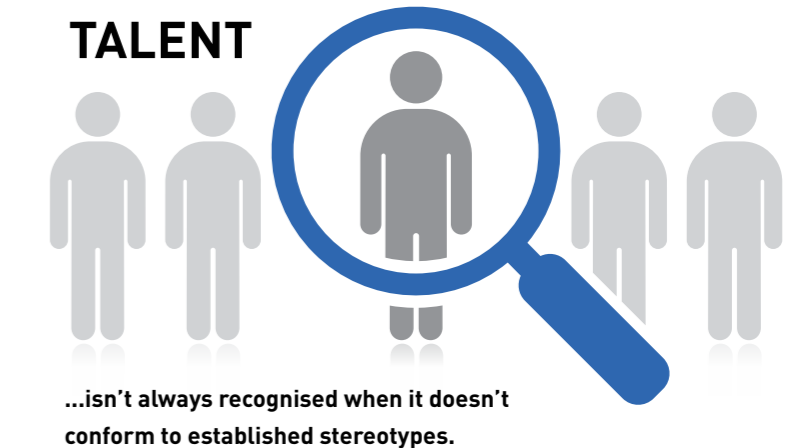
Mainstream developmental mentoring has a major impact on retention. Case studies from well-managed corporate programmes consistently show that mentees are at least a third more likely to remain with the organisation over a given period than control groups. And there are much higher outlier results; the most dramatic being a programme some years ago at GlaxoSmithKline that resulted in just a 2% loss of staff who were mentored, compared to a 26% loss of staff who were not mentored.

Explanations for why mentoring supports retention so well usually tend to revolve around mentees. Firstly, they feel more valued by the organisation. (It is interesting that there is a strong, positive correlation between mentoring relationship quality and the perception by both mentor and mentee that the organisation is supportive of the relationship.) Secondly, they find it easier to map out a more purposeful career direction within the organisation. Talented people so often leave because they can't see clearly the opportunities open to them. The mentor provides a much wider perspective that helps the mentees create an inspiring career narrative inside the organisation.

Thirdly, mentors often help mentees rehearse and prepare for critical conversations, such as convincing their boss to allow them to take on greater responsibilities. Through learning conversations and role modelling of their mentors, mentees develop early in their careers the skills to work constructively with conflict, rather than run away from it. (People who frequently move employers may never develop this vital leadership skill.) Fourthly, there are numerous accounts of mentees who have grown frustrated with being too long in one role, changing their minds completely when their mentor helps them understand the learning potential that remains by staying a bit longer where they are.

Less obvious, but equally important, are factors relating to the mentor. Talent isn't always recognised when it doesn't conform to established stereotypes. Mentors can make the organisation more aware of this talent and help talented individuals align their own development with future organisational needs. There are a number of reported cases where feedback from mentors has changed people policy in ways that aid retention of such groups as specialists, women and racial minorities.

The openness of the mentoring conversation, compared with conversations between direct report and boss, makes it much more likely that trigger points for quitting (such as the psychological change that makes new fathers compare their career progress with social peers) can be dealt with in ways that include thinking about achieving changed aspirations without moving employer. In mid-career, mentors also help mentees through the difficult transitions of midlife crisis and aligning personal values with the realities of leadership.



Some applications of mentoring have been designed with retention in mind. Internally resourced maternity mentoring, for example, proves far more effective than externally resourced maternity coaching, because it is based on understanding the realities of the organisational culture. Mentored mums are more likely to return, get up to speed faster and stay longer.

The other side of mentoring's effectiveness lies in the deeper understanding that the organisation gains of its talent. The breadth of the mentoring conversation provides insight into people and unrealised potential in their current roles.

In short, it is hard to believe that any organisation serious about retention is not investing in mentoring.

“ It is hard to believe that any organisation serious about retention is not investing in mentoring. ”

Great mentoring... creates empathetic leaders



Empathy – a core component of emotional intelligence – is often regarded as part of a more ‘female’ style of leadership, alongside longer-term thinking, teamwork, empowerment and effective communicating (great listening). For organisations to become more diverse and inclusive, empathetic leadership is crucial, and it starts with listening. When we really listen we can empathise; when we empathise, we can effectively lead, and drive inclusion. Good mentoring helps develop listening as a core skill and mentors tell us that they can better connect to, understand and therefore support the challenges that female mentees are experiencing.



Our research suggests that

- Positive mentoring relationships enable leaders to develop an enhanced understanding of the barriers, challenges and issues facing women in the business world, particularly in senior leadership.
- Being an effective mentor is a humbling experience and challenges mentors to support others in an open and trusting manner, which helps to develop the characteristics of an empathetic leader.
- These characteristics are also enhanced for the mentee as they observe their mentor role modelling and utilising these critical skills.
- Mentors and mentees take their learning and positive mentoring experience back into their professional and personal lives; translating their newly developed or enhanced leadership skills to other aspects of their worlds.

71%

saw that involvement in a mentoring programme created **empathetic leadership** as mentors and mentees take their learning from their mentoring experience back into their everyday roles.

“ Difference opens up a whole new realm and way of looking at things...it opens up a whole new world of possibility. Mentoring is a great way of stimulating this diversity of thought. ”

Charmaine Kwame-Odogwu
National Programme Lead for Coaching and Mentoring, NHS Leadership Academy

“ Quite often when people step up into more senior roles, they are surprised by some of the extra-curricular responsibilities that come with leadership, like the requirement to be a corporate citizen and support CSR work, or the need to work across different teams or departments. Mentoring helps develop that insight and cultural awareness early on in a person’s career, which is really beneficial. ”

Anonymous

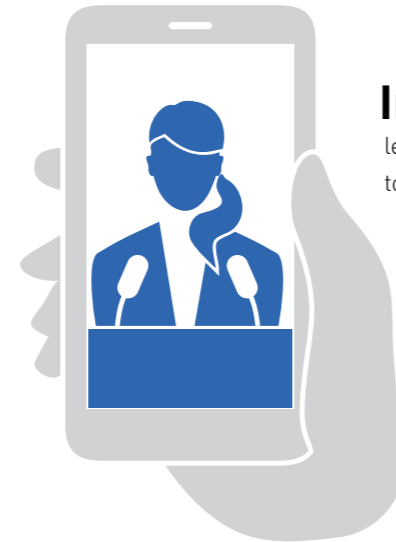


‘How mentoring helps leaders connect’

Special insight on empathetic leadership



From **Dame Helena Morrissey**
FOUNDER THE 30% CLUB; HEAD OF INVESTING, LEGAL AND GENERAL



In a digital age...

leaders must be able to inspire, to motivate and to engage.

The qualities needed to lead effectively in a digital, interconnected world are quite distinct. Leaders today – in business, politics and communities – must be able to inspire, to motivate and to engage. In an environment where information is readily and instantly available and everyone with anything interesting to say can be heard, power is no longer bestowed, but must be earned.

This is a big change from anything we have been used to. After, literally, centuries of command-and-control, many leaders are wrestling with how to develop a new approach, seeing the need for fresh thinking but unsure about the practical steps. There is no playbook to consult, but I believe mentoring is a great place to start developing a more empathetic style of leadership. Listening to the experiences, anxieties and aspirations of those we are seeking to lead helps leaders understand how to develop a vision that appeals, and develops genuine engagement. It’s not a skill that can be picked up ‘third hand’, through engaging a consultant or reading a staff survey; each of us needs to develop it for ourselves.

Importantly, the role of a mentor is not to lecture but to guide, and the first stage is to develop a genuine rapport with the mentee. The best mentoring partnerships are two-way relationships, based on rich conversations that enlighten both parties. Mentoring is far from a burden; it’s an opportunity to learn!

Don’t just take my word for it. I went to a family lunch one Sunday recently and found myself sitting to a man I had never met before, who explained that he really enjoyed being part of the 30% Club Cross-Company mentoring programme. I asked what aspects of it worked best from his perspective. Without hesitation he volunteered, ‘I think I learned more than my mentee, to be honest. Through our meetings I became much more aware of the issues mid-career women face. She taught me so much about how to encourage and motivate women specifically, particularly when they are ambitious and also – as was the case for her – in the midst of having a family. I really learned a lot.’ The mentees in that programme in turn report that they feel able to be more candid than they might be if their mentor was someone in their own firm; something to bear in mind.

“ Listening to the experiences, anxieties and aspirations of those we are seeking to lead helps leaders understand how to develop a vision that appeals, and develops genuine engagement. ”

Managing better, leading better, demands an intelligent, informed approach. Sending women on assertiveness training, for example, when that has worked for their male colleagues, is not necessarily the answer! We need to be gender-intelligent and attuned to different needs. My own mentees at present are both ethnic minority young women, who’ve faced very different cultural challenges to me. And, as always, I’m learning a huge amount. So often we find that our assumptions are completely wrong, since they inevitably reflect our own experiences. By listening – over many months, with reflection in between the mentoring sessions – we build more accurate understandings, and, in particular, learn what really resonates with our mentees.

Those fresh perspectives have undoubtedly helped me to become a better, more empathetic leader. When CEOs ask me for advice about how to accelerate progress towards a more inclusive, more engaged workforce, I always start with the suggestion that they themselves become a mentor, and encourage their direct reports to do the same. Sitting together as an executive committee cannot possibly help develop empathy with those outside the room! Developing a safe environment, where mentees feel able to be honest without fear of recriminations is an important pre-requisite for a successful in-house mentoring scheme, and we can encourage candour by specifically emphasising the ‘reverse-mentoring’ aspect. By showing that senior managers recognise the need to learn from junior staff and are receptive to ideas, we can move closer towards a shared understanding of how the business can position well for the future and connect better with our customers. Empathy is good for everyone!



Great mentoring... accelerates cultural change



We are increasingly seeing the aims and impact of structured formal internal mentoring programmes linked to broader culture change. Developing a culture of openness, curiosity, and ongoing learning – particularly a growth mindset – is now often linked to organisation-wide, structured mentoring programmes. Structured mentoring can be a cost-effective way to embed values, skills and behaviours across organisations.



Our research suggests that

- The positive individual impact of mentoring is translating to shifts in everyday culture within the workplace.
- Insight around gender differences gained from mentoring experiences is contributing to behaviour change in leaders at every level across organisations.
- Reverse mentoring in particular can make a significant contribution to developing cultural understanding within organisations.
- Mentoring is a powerful way to prompt and encourage new ways of working.
- Organisations are talking about a desire to embed a mentoring culture across their entire structure; formal mentoring programmes are acting as a catalyst for this change.
- There is a need to further explore what a true mentoring culture looks like and what this really means.

76%

realised that experience gained from involvement in a mentoring programme and the learning created through these conversations helped **to accelerate cultural change** around gender diversity and broader the broader inclusion agenda.



“There is something important within our culture about trusting, curiosity and the importance of helping others. Mentoring brings this culture to life and provides a space within which people can meet and connect with each other in a positive way.”

Eerika Hedman-Phillips

People and Leadership Development Manager, Belron International



‘A new chapter of inclusivity’

A special insight on cultural change



From **Rebekah Wallis**
BOARD DIRECTOR, PEOPLE AND CORPORATE RESPONSIBILITY, RICOH UK

Mentoring supports the Ricoh values of ‘customer-centricity’ and ‘teamwork’. Our mentors have a strong desire to help their mentees grow and succeed in whatever their chosen path, which in turn helps us succeed on another Ricoh value: being ‘results driven’.

Where mentoring has been external, we’ve seen the classic ‘win-win’ scenario at work, with mentors supporting mentees while at times pushing themselves outside their own comfort zones. They develop new knowledge, a learning mindset and key leadership skills, all of which benefit Ricoh at an organisational, team and individual level. All this through undertaking what is effectively a type of volunteering! We know through measurement that mentorship, and activities like it, lead to significantly improved engagement among employees taking part, while also supporting another of Ricoh’s core values: acting in an ethical and sustainable way, with integrity.

We know through...



that mentorship leads to improved engagement among employees.

From a culture change perspective, mentoring has opened up a whole chapter of inclusivity at Ricoh. What sprang from a diversity issue has expanded into social inclusion. The mindsets of our leaders have fundamentally changed to encourage, identify and optimise the best, not just in their mentees but also in their teams and colleagues. Mentoring as a mindset aligns perfectly with our collaborative, rather than competitive, approach, enabling a nurturing and ultimately higher achieving culture where every individual is able to be the best version of themselves.

“Mentoring has opened up a whole chapter of inclusivity at Ricoh. What sprang from a diversity issue has expanded into social inclusion.”

Due to its success, mentoring now forms a fundamental part of all leadership programmes within Ricoh, with senior leaders from CEO to board directors all actively involved – internally, externally or both. It is used as a development activity for both mentors and mentees. It is also a go-to tool for development of under-performing individuals. Where in the past traditional performance management (and the frequently negative outcomes associated with this) might have been used, mentoring has yielded positive results.

Going forward, we will continue to grow and develop the skills of our mentors and mentees while launching specific, targeted programmes, for example programmes for young people, maternity or paternity leavers, those pre- and post- leave, and career mentoring.



Success!

mentoring now forms a fundamental part of all leadership programmes within...



Powerful outcomes from organisational mentoring

Building female networks at

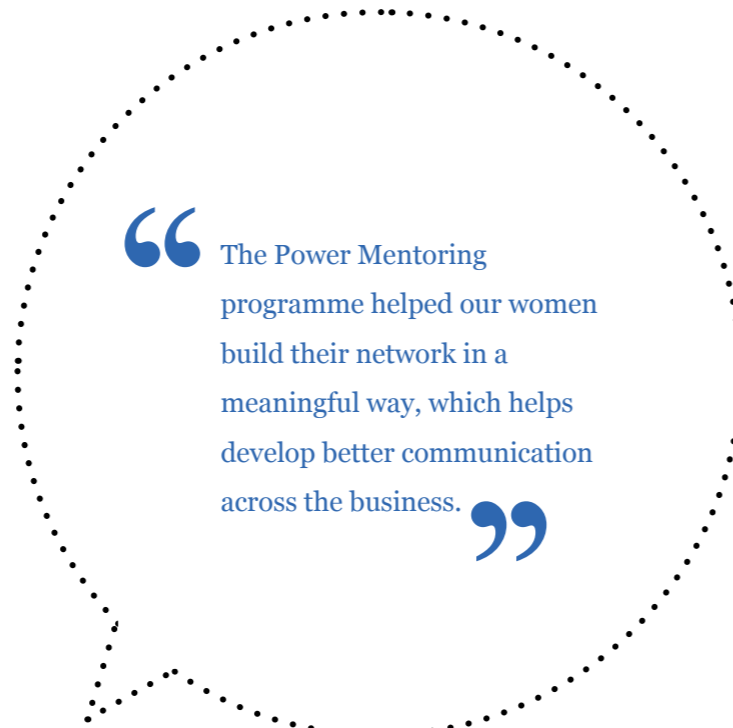


As part of wider mentoring activities, the Women@Google network created the 'Power Mentoring' programme, matching a senior leader – male or female – with a group of five to six women in a mentoring circle. The programme responds to a development pillar that helps accelerate the careers of women at Google and bring greater gender balance to the senior leadership team.



One powerful outcome

After initial hesitation about the one-to-many mentoring format of the programme, several unexpected benefits arose. In particular, female mentees really valued the small group nature of the mentoring circles, which enabled them to make valuable connections to leaders and individuals in other areas of the business, and expand their networks. One programme partner described it as a 'fantastic format that really provides great support and benefit for our women.'



“ The Power Mentoring programme helped our women build their network in a meaningful way, which helps develop better communication across the business. ”

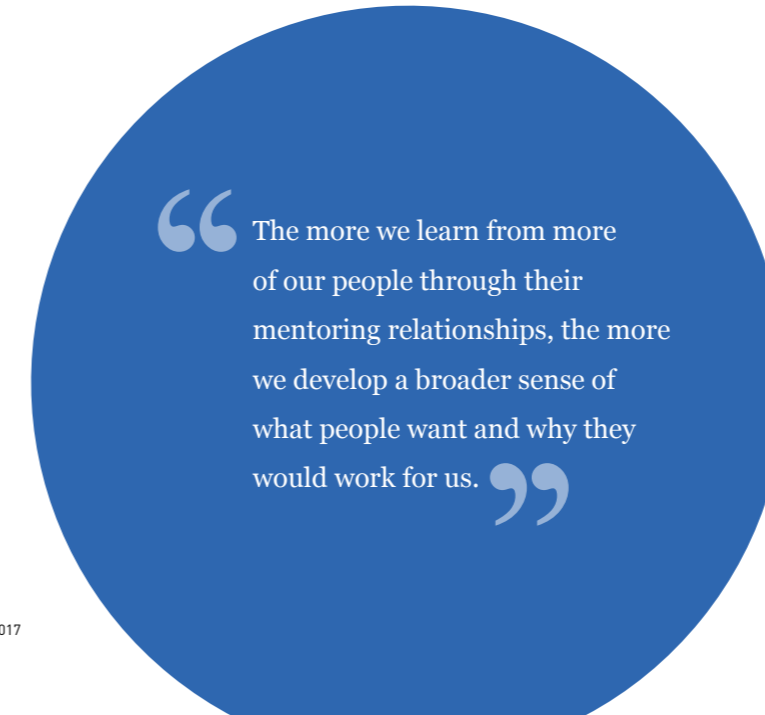
Rethinking culture at 

Centrica's reverse mentoring programme matched millennial employees of both genders to senior mentees. The aim was to give company leaders an insight into the motivations and concerns of their junior workforce, with a view to retaining young talent and maintaining the 'start up' feel of a new business area.



One powerful outcome

Centrica initiated reverse mentoring at a time of massive business transformation. The programme helped senior leaders discover that factors including CSR, making a difference and feeling valued are highly important to their young employees. This helped define what the culture should feel like on the other side of the changes, so Centrica can not only attract but retain more young people.



“ The more we learn from more of our people through their mentoring relationships, the more we develop a broader sense of what people want and why they would work for us. ”

Hidden stars at



London Stock Exchange Group developed an internal Mentor Exchange Programme to help increase retention and collaboration across teams and departments. The scheme has grown from one UK-based cohort to an international programme across six countries, including the USA, Sri Lanka and Italy, with 524 individuals involved to date.



One powerful outcome

As a result of the mentoring relationship, mentees on the scheme were able to discover skills and talents they didn't know they possessed, and felt empowered to take them to the next level. The organisation was also astounded to discover this talent, already in existence but – before the programme – unknown.

“Mentoring has helped to reveal ‘hidden stars’ within the organisation and highlight the valuable skills that they bring. If it wasn't for their involvement in the mentoring programme we may never have uncovered some of the talent that already exists.”

Female retention at



Recruitment specialists Page Group have a 50:50 men to women ratio at lower levels of the business, but numbers taper off as seniority increases. They have been implementing a successful mentoring scheme to address the issue for the last five years. 214 female staff, most at middle manager level, took part in 2017, representing a 90% opt-in rate.



One powerful outcome

Five years in, Page Group has seen a massive shift in female managers staying in the business and achieving promotions. Since the programme launched, the proportion of female managers has gone from 41% to 47% and female directors from 25% to 39%. Nine female managers were promoted in 2017 alone.

“We know our mentoring programme is working. It is keeping our females in the business so that they then get the opportunities that they deserve, and it has really helped to change the perception of female success through the business.”



Realising value at



There is a strong mentoring and coaching culture at Belron – the world's leading vehicle glass repair and replacement group – where it is seen as key to supporting individuals in their goals, ambitions, strengths and areas for growth, as well as through transitions. Mentoring happens at all levels, from new starter to senior executive, and is carried out through both internal and external programmes.

“ There is something important within our culture about trusting, curiosity and the importance of helping others, mentoring brings this culture to life and provides a space within which people can meet and connect with each other in a positive way. ”



One powerful outcome

Both mentees and mentors at Belron report huge benefits from mentoring programmes, including realising the value in their skills and experience. The programmes themselves help to actively demonstrate to Belron's employees that they are valued, while external programmes – in which mentors and mentees work with those outside the organisation – have helped employees value the organisation itself.

Mentoring myths and realities

This section explains the misconceptions and challenges that many organisations and leaders face when looking to design, implement or champion a mentoring programme. It compares these 'myths' with the realities that we discovered during our research.



The gender agenda

Myth
Male mentors cannot help on topics like how to manage parenthood and work.

Reality
Male mentors might have a fresh perspective, and even direct experience, on these challenges. A male mentor might also become a great ally in championing better working practices and processes, helping other male leaders better understand these challenges.

Myth
There aren't enough senior women to mentor other female mentees.

Reality
Cross-gender mentoring provides a great opportunity for mentoring pairs to gain new perspectives. It helps women mentees navigate male-dominated environments, build advocacy and challenge potential biases, while male mentors also learn and develop.

Myth
A female-focused mentoring programme will exclude men or some women won't want to join a programme with a gender focus.

Reality
Clear communications around the purpose and aims of the programme can mitigate concerns. Men can also be included, both as mentees and mentors.





Formal vs. informal mentoring

Myth
Informal mentoring is always more effective than formal.

Reality
This is a common misconception. Not only do well-designed formal programmes deliver extensive value for mentees, mentors and organisations, informal mentoring is often more damaging because mentors do not understand their roles. Many organisations want to see significant change – even culture change – from mentoring, yet are not providing the structures, measures and training to enable this. When mentoring is done well, in a structured way, these results can be achieved.



Time, money and resource

Myth
Mentoring takes too long and/or is too time consuming.

Reality
A standard, structured mentoring programme of nine months represents just 1.3% of average working time. This minimal investment reaps significant benefits for mentors, mentees and organisations.

Myth
We don't have enough people to be mentors or mentees.

Reality
Smaller organisations often opt to run a pilot mentoring scheme with a small number of employees and expand from there. Another option is to create mentoring circles with the number that you do have, building advocates and champions to encourage others to join in the future.

Myth
There isn't enough capacity for a mentoring programme.

Reality
Outsourcing works. Organisations can utilise their expertise and resources of an external partner to manage communications, matching, training, measurement and reporting.

Myth
There isn't a significant return on investment or available budget for mentoring.

Reality
Mentoring is a proven catalyst for retention, development, engagement and skills development, and – when structured and implemented in line with best practice standards – is one of the lowest cost learning interventions with the highest impact, providing skills development to large employee bases that often don't have high learning budgets. Mentoring can be designed and implemented using a combination of internal and external resources to significantly bring down cost.



Internal vs. external mentoring

Myth
Senior staff members will not want to give their time to external mentees when there are lots of people to mentor internally.

Reality
Mentoring someone from another organisation can provide fresh perspectives, broader network opportunities and development that might not be present internally.

Myth
Mentees cannot learn from someone who doesn't know the culture of their organisation.

Reality
Cross-company mentoring – whether in the same or a different sector – allows a mentor to take the role of 'naive expert'. Curious questioning leads to new perspectives and can enable great mentoring. We often hear that external mentoring is liberating and enables a more open relationship.

Myth
There is no need for external mentoring when there is an internal mentoring programme in place already.

Reality
External mentoring, as outlined above, can provide fresh perspectives and insight in addition to liberating conversations. It is particularly important to create open conversations for women considering how to navigate their careers.



Mentor matching

Myth

A mentee can only benefit from an executive level mentor or someone with much more seniority.

Reality

A growth mindset encourages us to be open to different experiences and viewpoints. We recommend that mentees try two meetings with mentors before coming to this conclusion. Sometimes the time to think, open questioning and providing a sounding board are the most powerful aspects of mentorship, and can be provided by someone with little or no seniority to the mentor.

Myth

If an employee has a great line manager, they do not need a mentor.

Reality

Effective mentoring must be 'out of the line' so that mentoring relationships are free from agenda, management and hierarchy. A mentor can provide a different type of insight and development to a line manager: one with open dialogue, feedback and conversation about aspirations and goals.



General mentoring myths

Myth

We have too many development programmes already.

Reality

Mentoring can accelerate or embed the learning that an organisation is gaining from other development programmes, and can emphasise how to make it relevant to a mentee's working life.

Myth

If someone has a mentor already, a second is not needed or beneficial.

Reality

Mentoring is beneficial at different points of transition and life stages, and can work particularly well for a pre-defined period of time. No matter the situation, it is always positive to seek the learning and different approaches of different people.

Myth

If employees have been mentored in the past there is no need to be mentored again.

Reality

Every new learning partner provides a different perspective, and a growth mindset helps us be open to the possibilities and new perspectives that a different mentor might offer. Employees will also benefit from additional mentoring during a different stage or transition, enabling them to work and think differently at this time.

Myth

Employees need sponsors, not mentors.

Reality

A good mentor will help mentees consider what is needed from a sponsor, and support them in working effectively with one for maximum impact. It is also possible to initiate a sponsorship mentoring programme, where mentors acts as a sponsors.

Myth

Mentoring learning is only beneficial for a mentee.

Reality

Mentoring provides two-way learning where both mentors and mentees learn and develop. Often, mentors come away saying that they are shocked by how much they have learned and how inspiring the experience has been.

Conclusions

We end with a summary of mentoring within modern businesses, ten recommendations for effective mentoring and a quick reference guide of its benefits for mentors, mentees and the organisations they work for.

Mentoring shifts the gender dial

Mentoring, when done well, can significantly shift the gender dial within an organisation. It has a valuable role to play in supporting and enabling women's career progression, often helping women perform more effectively and confidently in their current roles. In turn, this is creating better retention, advancement and performance of male and female leaders, and driving better business performance.

The benefits of effective mentoring are numerous and wide-ranging for both the individual and organisation. Mentoring can create clear career advancement, growth, insight and development for both men and women. It can also positively shape the culture of an organisation, fostering inclusion by helping individuals connect and develop a better understanding of issues faced by colleagues. See the benefits summary to see just how broad and tangible the benefits can be.

Mentoring – the oldest form of development – has evolved. It now encompasses a variety of methods and formats, with organisations being brave and creative in how they put it to work. Cross-company mentoring is a significant growth area and a game-changer when it comes to accelerating gender-based inclusion. Internal and external (cross-company) mentoring programmes are highly valuable for different reasons, delivering different outcomes and providing different development environments for mentors and mentees.

What has become clear is that formal structured mentoring, particularly when looking to develop gender parity, is significantly more effective than informal mentoring. The need for these programmes is driven by an organisation's aspiration to be more competitive, effective, diverse and inclusive. Today, more than 3,000 years on from mentoring's origins in antiquity, we are looking to overcome challenges in terms of the gender pay gaps and leadership equality, while juggling parenthood and mitigating the conscious and unconscious biases that exist around the issue.

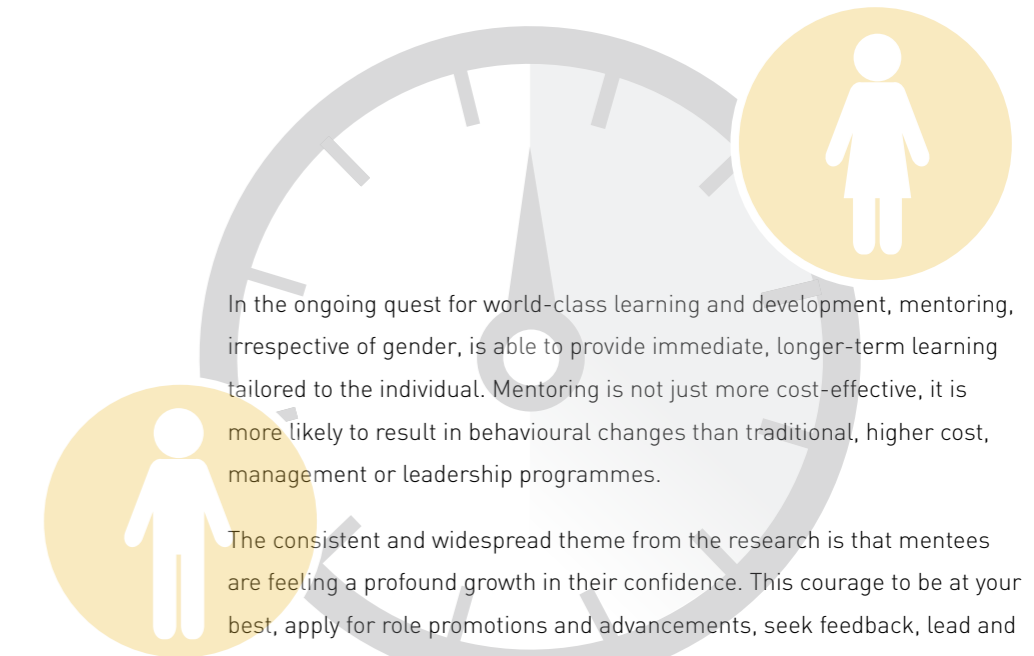


While an organisation might start with small structured programmes aiming to develop women, the impact can extend far beyond the programme, changing the perspectives of leaders who can ultimately change the direction and culture of the organisation. So, what began as small gender programmes now inform mentoring best practice – enabling organisations to roll out highly effective mentoring programmes that benefit the wider organisation and culture.

A word of caution...

There are key ingredients necessary to create the conditions needed to shift this gender dial. Within a formal programme, core pillars need to be present, such as ensuring a clear purpose, effective matching, clear communications, robust stakeholder engagement, and practical training and measurement.

We have also learned that women in particular respond well to, and need, formal structured personalised learning, and role models. These programmes provide this. Moreover, they can provide this while working with male colleagues, which has the double benefit of developing the perspective, support and bias shift of male leaders. It also can expand the network of mentors and mentees – broadening their circles and spheres (which might often be lacking in diversity).



In the ongoing quest for world-class learning and development, mentoring, irrespective of gender, is able to provide immediate, longer-term learning tailored to the individual. Mentoring is not just more cost-effective, it is more likely to result in behavioural changes than traditional, higher cost, management or leadership programmes.

The consistent and widespread theme from the research is that mentees are feeling a profound growth in their confidence. This courage to be at your best, apply for role promotions and advancements, seek feedback, lead and embrace a growth mindset, is a fundamental output of good mentoring. With this confidence, and empowerment, women can take ownership and shift the dial on their development and advancement. They can also role model great leadership to others, impacting both men and women in their organisation.

Structured programmes are developing the skills and behaviours of leaders. Often quick to move to solutions and answers, there are opportunities within mentoring to develop or strengthen the ability to listen deeply. This space, and time to listen, is creating a more empathetic leader and culture, which, ultimately is helping create the culture and context for not only diversity but, more importantly, inclusion.

Effective mentoring is not only shifting the gender dial, it is paving the way for a more inclusive, connected and diverse workforce and society.

Ten recommendations for successful mentoring programmes

1.

Invest and commit

Matching, communications, training and measurement will be critical to the success of your mentoring programme, and require an investment of time and people resource. Identify a lead manager for your programme, whether internal colleagues or external mentoring experts, to do these tasks well. It is also essential that mentors and mentees are aware of the time and energy required for successful mentoring, and fully commit to this.

2.

Get clear and communicate

It's vital to initiate a mentoring programme with a clear idea of its purpose, goals and approach, and that these are clearly communicated to everyone involved. All activities, communications, training and measurement are built on this foundation. Regular communication is essential for momentum during the programme.

3.

Include

Include all key stakeholders and leaders in the process, communications and celebrating of success around the programme.

4.

Train and brief

Provide briefings and training for your mentors and mentees, through written or digital materials and workshops. Ensure they are aware of the skills they need to access. If there are skills gaps, support them in identifying and developing these.

5.

Listen. Really listen.

Consistently champion and encourage mentors and mentees to really listen to each other. And, as an organisation, really listen to the stories and themes that arise throughout and after the mentoring programme. From this place and space, great learning, empathy and change can happen.

6.

Go internal, external and cross-department

Different mentoring schemes offer different benefits, so consider which groups to involve from the outset, and whether internal or external programmes might be best suited. Internal schemes help to enhance relationships across organisations with individuals involved gaining a better insight into different areas of the business. This helps to develop more collaborative and innovative solutions and ways of working, as people feel more connected to areas outside of their own. External mentoring gives mentors and mentees the opportunity to experience a very different way of working and environment to their own. The chance to see 'beyond the front door' and realise that there is much to be learned by looking outwardly for solutions and ideas is valued and powerful.

10.

Go for it!

Whether you're acting as an individual or on behalf of an organisation, be brave, courageous and open to change. Embrace a growth mindset. Mentoring delivers proven results for gender diversity and beyond – the opportunity is huge. If you don't know where to start, talk to us.

9.

Evaluate

Develop an evaluation framework that considers long-term impact, and track the progress of your mentoring relationships throughout your programme within the context of your overall aims and purpose.

8.

Link it

Don't treat mentoring as an isolated programme; link the programme and its message to programmes already in existence, and to the organisation's vision and mission. In particular, think of gender mentoring programmes as one piece of the D&I puzzle, and seek to connect interventions together for maximum impact. Mentoring is a way to embed skills, and accelerate communications and change across your organisation.

7.

Get creative

Think of different ways to engage and connect with mentoring groups; peer, reverse, group, speed and sponsorship mentoring bring distinct benefits in the right context. Consider mentoring for everyone – from interns and graduates up to board level. Gender diversity is needed at all levels of the career pyramid.

Mentorship benefits quick reference guide



- Developing insights into the challenges others face
- Increasing awareness of issues facing women
- Learning to listen, not tell
- Shifting biases and preconceptions
- Encouragement to think about their own development
- Time and space to think
- Increased self-awareness as a leader
- Affirming skills and knowledge
- Feel-good factor
- Learning about their organisation
- Inspiring and motivating
- A more diverse and expanded network



- Time and space to think
- The ability to detach from everyday concerns and think about the bigger picture
- Thinking about issues and opportunities from a different perspective
- Hearing success stories of senior leaders
- Shifting biases and preconceptions
- Taking learnings back to their role and teams
- Gaining a broader perspective on challenges and opportunities
- Specific to the mentee's needs (unlike standard training)
- Helping affirm and recognise strengths
- Greater confidence and feeling of empowerment
- Provides a reflective, confidential place to view work-life balance and career ambitions
- Feeling empowered to have difficult and career-orientated conversations
- Ability to take responsibility for personal learning
- A more diverse and expanded network



- Develops skills in people with minimal budget
- Low cost relative to impact
- Leaders seem more accessible and human
- Increased engagement
- Increased female pipeline – more female promotions and internal applications for roles
- Creates a learning culture
- Individuals take ownership of their learning
- Increased diversity of thought
- Increased connection between the business and its people
- Develops cross-department working and relationships
- Enables broad, creative thinking
- Enables a culture of openness and willingness to learn
- Helps retain staff at key transition points
- Enables development of an entire organisation and culture at very low cost
- Gender programmes are driving best practice



End Notes

Find out more about Women Ahead and Moving Ahead, and how to get in touch if your business could benefit from mentoring. This final section also includes our thanks to everyone who has made this research come alive, and the source material used to create a compelling case for the power of mentoring.

About Moving Ahead and Women Ahead



Moving Ahead is a specialist development and diversity organisation. Its sister organisation, Women Ahead, is an award-winning social enterprise, founded with the belief that parity between men and women will benefit individuals, organisations and society as a whole.

We are a team of global mentoring and development experts supported by first-class programme managers, researchers and development experts. Since launching in 2014, we have worked with more than 150 organisations across sport and business, including BT, Cisco, Google, Warner Music, HSBC, Deloitte, Ricoh, PwC and Belron, and supported more than 4,500 mentors and mentees. Our programmes are rooted in the belief that no matter what our choice of career, we can all benefit profoundly from escaping our silos and engaging with different perspectives.

Since **2014**
we've worked with more than **150 organisations**

Working within the world of sport, with athletes and sporting governing bodies, provides a core foundation and inspiration to our work. The growth mindset – a belief that with focused attention we can navigate setbacks and develop new skills – underpins our work.

Women Ahead collaborates with the 30% Club, a gender diversity movement. We manage their cross-company mentoring programme, which now has more than 80 participating companies and 2,000 mentors and mentees. The knowledge of working at this scale, and breadth of organisations, informs our work and the continual development of our practice.

with **2,000** mentors and mentees.

more than **80** participating companies

There are three main pillars to our work



- 1. Mentoring**
We believe in the power of mentoring to create positive, tangible change for individuals and organisations. We design, deliver, manage and measure mentoring programmes that are:
 - Internal** – implemented within organisations to help them attract, retain and develop talent, diversity and inclusion.
 - Cross-company** – matching mentors and mentees cross-organisationally, such as the 30% Club's cross-company scheme.
 - Industry specific** – matching leaders to mentor someone from another firm within the same industry, for example a programme for actuarial professionals.
 - Sport-to-business** – matching business leader mentors to mentees working in sporting governance bodies.
 - Athlete-to-business** – matching business leader mentors to current and transitioning elite athletes, as they consider options after full-time professional sport.

Our programmes are delivered from schoolroom to FTSE-100 boardroom, and we work with all core types of mentoring: peer, reverse, sponsorship, diversity paternity, diversity, graduate, speed and mentoring circles.

Talk to the team at Moving Ahead and Women Ahead about how to support, manage, measure or evolve your current or planned mentoring programmes.

Contact: Kate Gupta kate@women-ahead.org 01189 406 828



2.

Workshops, masterclasses and keynotes

We believe in the power of storytelling to create learning and inspiration. We design and deliver workshops, keynotes and masterclasses to effect change. Whether developing presence and impact, networking skills or inclusive leadership skills that mitigate unconscious bias, our sessions are rooted in research, practical insight and inspirational story.

We have a unique Speakers Academy, within which we develop the speaking skills and narratives of athletes, explorers, experts and leaders to provide organisations with compelling and innovative keynotes.

Some of our speakers and subject-matter experts are featured in this report. Please contact the team to find out how to secure them to speak for your organisation, or to make keynotes part of your mentoring programme development sessions:



Dr Michael Kimmel – world’s most prominent male-feminist and author



Sarah Winckless MBE – Design and Delivery Lead at Moving Ahead and speaker



Julia Hobsbawm OBE – expert on networks, social health and connectivity, and best-selling author

3.

Research and consultancy

We believe in the importance of robust research so that we can better understand, and address, the issues that we are aiming to overcome. Our first research programme tackled organisational networks, looking at how to accelerate and amplify the impact of networks. This one, on mentoring, is our second. We also continually benchmark and evaluate your programmes, ensuring that we have reporting and measurement to track the impact of our work.

Providing consultancy to organisations on their inclusion and diversity strategies underpins our approach and work. By working across a range of initiatives and organisations we are able to provide insights and benchmarks into best practice, in addition to guidance on best-in-class approaches to broader diversity and inclusion.



Special thanks to...

Our sponsors, Deloitte, for making the research possible and role modelling a commitment to mentoring, inclusion and diversity.

- Our designers, **Perfect Storm**, for making this report look so great.
- The **Moving Ahead** and **Women Ahead** Team, for programme managing and supporting more than **4,500** mentors and mentees.
- Our **Head of Research, Chief Content Creator** and **Head of Communications** for condensing eight months of research into this report.

If you'd like to hear more or talk about how your organisation can benefit from mentoring Contact **Liz Dimmock, Founder and CEO:** liz@women-ahead.org



Thank you

to the organisations who have participated in this research:



Thanks also to our other research participants who wished to remain anonymous.

Thank you

to the 30% Club Cross-Company mentoring programme companies who have contributed to this research:





Inspired by you...



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² Clutterbuck et al, 2017, p.2

³ Kram, 1983; Lunt et al, 1992; D'Abate et al, 2003; Kochan, 2017

⁴ Chronus, 2015b

⁵ Wilson and Elman, 1990, p.89

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⁷ Chronus, 2015b

⁸ Hezlett and Gibson, 2007; Jones, 2015

⁹ Hunt and Michael, 1983, p.478

¹⁰ Wallace, 2001, p.368

¹¹ Grima et al, 2014, p.469

¹² Business in the community, 2016

¹³ ibid, 2016

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