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INTRODUCTION

Mentoring has been identified as one of the important factors in the career success of both men and women moving into senior leadership positions. For women it helps them identify and develop their confidence, talents, passions, career direction and commitment to their job and organisation. Furthermore it is one of the top 2 requested items that women believe will help them with their career development.

This my mentor MENTOR program involves mentors in senior positions - providing advice, support and assistance in developing the careers of our female staff who are undertaking a focused developmental program called my mentor: Courageous Woman. This program has been undertaken by over 15,000 women across Australia (and other parts of the world) with profound effects on the individual and organisation – with promotion rates post course ranging from between 25 to 45 per cent.

What makes the program gain even greater traction is when women under taking the program can discuss their learnings and broader career aspirations with a valued leader within that organisation who has breadth of experience and able to take a macro view of the organisation.

The 2009 Community & Public Sector Union surveyed nearly 10,000 women across Australia and found the two most important factors to career development for women were:

• Whether a position was available within The relevant agency and (74%)

• The availability of mentoring. (70%)

• This was unchanged from 2008 results.

• Similarly a Blessing White survey asked Australians: ‘What would improve your performance?’

The two highest rating comments were:

• Regular, specific feedback about how I’m doing

• A coach or a mentor other than my manager

• The same survey asked them: ‘What would make your more satisfied with your work?’

The two highest responses were:

• More opportunities to do what I do best

• Career development opportunities & training

Thank you for volunteering to be a mentor. You have an ability to make an extraordinary difference in the life of your mentee. This document is a guide and overview for you. You will also receive weekly emails which give you instructions and more information pertinent to the module your mentee is undertaking.

Remember: Mentoring is about a partnership in learning – so it is about you having some learning goals as well. The relationship needs to be a two-way street.

To assist you with this partnership we have developed this mentoring guide that includes agendas for all your mentee meetings, and you will receive my mentor MENTOR emails weekly. MAKE SURE YOU LOOK OUT FOR THESE EMAILS – they include videos, quick learning grabs and cheat sheets to support you in the mentoring process. We suggest that you save these emails as you go in case you want to go back and review any of the content.

The complementary my mentor program will overview the my mentor program your female mentee is undertaking, plus it gives you specific guidance and tools on how to develop a strong mentoring relationship and support the women in identifying and realising their goals.

Mentors can also become sponsors - because they know a person's strengths and abilities, they are likely to advocate them for promotional positions. We explain the difference between mentoring and sponsoring later in this guide.

Good luck!

Warmly,

Maureen
Chief Disruption Officer

At Emberin we are obsessed with helping you get the best out of each and every one of your employees!!
Program Outline & Role of Mentor

OVERVIEW OF THE MY MENTOR PROGRAM

YOUR MENTEE WILL BE DOING THE MY MENTOR: COURAGEOUS WOMAN PROGRAM OVER 12 WEEKS. THIS IS A 12 MODULE CD DVD/ WORKBOOK BASED PROGRAM THAT FOCUSES ON THE SKILLS THAT WOMEN NEED TO DEVELOP TO MOVE TO MORE SENIOR ROLES.

MODULE 1 LEAD LIKE A WOMAN
MODULE 2 STOP PROCRASTINATING – IT’S TIME FOR ACTION
MODULE 3 PERSONAL BRANDING – UNDERSTAND WHAT YOU ARE SELLING
MODULE 4 BUILD A PLAN – YOUR STRATEGY FOR YOUR LIFE AND CAREER
MODULE 5 TAKING CALCULATED RISKS – SHIFT YOUR MINDSET
MODULE 6 RAISING YOUR VISIBILITY AND SELLING YOURSELF
MODULE 7 THE POWER OF NETWORKING
MODULE 8 COMMUNICATE TO BE HEARD
MODULE 9 UNDERSTANDING MALE AND FEMALE STYLE DIFFERENCES
MODULE 10 INFLUENCE AND NEGOTIATE WIN-WIN OUTCOMES
MODULE 11 STRIKING THE BALANCE
MODULE 12 GO FOR THE KNOCKOUT AND MAKE IT HAPPEN
We know that mentoring can be critical to career success. Men and women who are advancing in organisations have various skills that they need to learn and which are not necessarily available in a textbook.

Mentors can assist you in the learning required to move through the labyrinth of the corporate climb. In addition to offering insights into company politics, mentors can help their protégées learn the values, history, norms and standards of the organisation – the organisational culture.

Most mentoring happens informally. How do most mentors therefore choose their informal protégés? The problem is that all the principles we have been discussing in this program really come to a head in the example of mentoring – particularly informal mentoring. You see it is human nature to mentor and support the careers of those that we “like” – and that has a lot to do with commonality. So if someone is different – someone we don’t understand well – or we are not quite sure how to communicate with – it’s easier isn’t it to just not even consider them as an option. This behaviour is totally unconscious – and there is no bad intent – no intent to exclude anyone – but it happens – all the time. And it perpetuates the issues we have in corporate environments of lack of diversity and lack of inclusion. Because if mentoring is critical to career success – and its only available without a formal process to a select few – then a whole bunch of talented individuals are going to miss out – so from the outset – their chances of career success are limited – regardless of level of skill, level of ambition, level of talent – and regardless of our subjective views of that what we perceive as MERIT.

You see – we know that mentors and advocates help us identify the path to advancement, as well as the blind alleys. They may give us advice on which positions to take and what ones to avoid. They can also help us to identify the possible barriers to our advancement. Advocates and sponsors can help increase our visibility within the organisation. They can let more senior people see how great we are and can make sure we are on important committees, teams and projects. Mentors can also facilitate your acceptance into the inner circle of the organisation. They see to it that you are considered for the right assignments and promote visibility for your performance.

You are expected to meet with your mentee once a fortnight during the mentoring program (this could be via phone). Essentially, you and your mentee will be covering 2 modules in each meeting. Set all the meetings upfront at the start of the relationship – and make it the responsibility of the mentee to get these in each of your diaries. You will receive a schedule with the relevant dates for your program.

**MENTORING IS CAREER CRITICAL FOR WOMEN**

THE **MY MENTOR MENTOR PROGRAM** COMPLEMENTS THE WOMEN’S PROGRAM, GIVING YOU SOLID STRATEGIES, TIPS AND TEMPLATES TO HELP YOU SUPPORT YOUR MENTEE THROUGH THEIR JOURNEY.
WHY A WOMEN’S MENTORING PROGRAM?

Let’s take women for example. Women know the importance and the value of having a mentor. A recent study by LinkedIn revealed that 82 percent of women in the United States feel that it is important to have a mentor. Despite the majority of women who think it is important, shockingly, nearly one out of every five professional women in the United States has never had a mentor.

So why aren’t women getting mentored more? Many women are afraid to ask, it seems. Chalk it up to having a male boss and not feeling a connection to him, or feeling intimidated by some successful women we encounter. Professional women don’t know who to ask: Just over 50 percent of those without a mentor say it’s because they’ve never found someone appropriate to ask.

Others may not realise the benefits of having a mentor. But learning from someone who has worked in your industry for much longer than you have can help you avoid the same mistakes, and a mentor may be able to help you find a faster path to success. If you’re truly on a mission to be better at your job, you’ll find that checking in with someone who will give you honest, valuable advice will help you improve quickly. That makes intuitive sense – doesn’t it?

A 2010 study by Catalyst, a nonprofit organisation that promotes inclusive workplaces for women, found that mentors benefited men more than women even when women are mentored earlier and more often in their careers. This is in part because men secure mentors in more senior positions. But it’s also because male mentors tend to sponsor rather than just mentor.

THE MY MENTOR PROGRAM

The my mentor program was created in part to address these requirements for mentoring. Today, thousands of women are undertaking this program to develop skills and behaviours that will enhance their professional capability and career prospects. The program was produced following review of multiple global research studies that highlighted key areas women needed assistance and coaching on.

We are going to share with you what women learn on the women’s my mentor program, because it’s essential in understanding how to guide them. However, there is one element that is missing from the women’s program – YOU. There is nothing that works better than someone taking you by the hand, actually listening to what you say, providing you with encouragement and giving you that sign of confidence. Most importantly – women need to feel you understand.

A word of caveat: the areas that I will be addressing relate to women – but we want to emphasise that not all women are the same (neither are all men of course) – so this work is based on generalising which is what we have to do for a program such as this – but generalising based on extensive research that identified twelve priority areas. You will come across many women who do not fit the mould of some of the characteristics we discuss, some women you know will be strong in these areas – conversely you may have men who are challenged in some of these areas. As a leader, your job is to adapt what you learn to those individuals.

STUDIES SHOW THAT HISTORICALLY WOMEN HAVE REPORTED A MORE DIFFICULT TIME FINDING MENTORS THAN MEN DO, WHICH HAS LED TO A NUMBER OF MENTORING NETWORKS AIMED SPECIFICALLY AT CONNECTING WOMEN WITH FEMALE MENTORS.
Leading like a Woman

Many women unconsciously develop very few or no feminine characteristics in their leadership styles because they adapt to the corporate norms. We want women to understand that leading like a woman is what diversity is all about – we want difference of thought around the table and understanding and celebrating the differences between men and women is key. In Module 1, we discuss the characteristics of feminine leadership and the differences with male leadership. We explain the differences between right and left brain thinking. We introduce the ladies to the concept of ‘Pink’ and ‘Blue’ styles – these are the typical stereotypical characteristics of men and women in business – but with a clear recognition that sometimes men can be Pink and women can be Blue – and indeed, most good leaders have adapted pink or blue ‘stripes’ – which is a combination of the two. We discuss with women the role of mentors and the big role men can play in supporting women.

The main point of this module is to encourage women to work and lead as women – and not to be afraid to be feminine in their style – indeed, its the difference which is not only important to the individual as it allows her to work in a way that is more authentic – but its also good for business as that way the organisation has the benefit of male and female thinking – and the diversity of thought that comes from that.

Decision Making and Procrastination

Women are much more likely to poll everyone when making a decision. Women are often generally speaking more likely to procrastinate – because they want to be liked and they want everyone to be on board with the decisions they make. You know what we mean, don’t you, asking ‘What do you think, what do you think?’ We believe that this stems from how girls are typically raised (indeed, many of the issues for women arise from this).

Little girls are brought up with a strong need to be liked. They get very upset when they feel that someone doesn’t like them. This flows into womanhood. Hence – they want everyone around the table to agree, they don’t like the idea that someone will be upset.

The consequence of this is that women can be less decisive than they need to be. Men, on the other hand, are typically more decisive. Women are also less likely to make a decision unless they are 100% sure they have all the answers – so they show reluctance to put themselves in a position where they may make a mistake. We are teaching women that making a mistake is okay – we learn from our mistakes – by procrastinating and making no decision we often miss an opportunity. 21st Century leaders have to make quick decisions in the pace of our current business world – some of these decisions will in hindsight now be seen as ideal – but we have to learn to live with that, adapt, solve the issues and move on.

So the main learning we want to see from this module is a movement towards action and decisiveness – recognising that sometimes we make mistakes – but that is okay, because we learn from them.
Women and men need to have a plan and some goals around their careers and these goals need to incorporate the goals they have around life as well. However, a woman's process is a little different. Why? Because women tend to lead multiple lives – they are always conscious about how one life clashes with the other – as mother, daughter, sister, friend, niece, wife, partner – this applies wherever they are on their life journey. Men also have multiple lives – but men tend to be able to compartmentalise their lives a little better than women. Men's ability to compartmentalise is in fact a physiological fact. If we took a MRI scan of a male and female brain at the exact time that they were each considering the same fact – we would see lights going on in one compartment of a man's brain – usually the left side, the analytical side.

Whereas typically for a woman the lights would come on all over the brain – this is just an example of how a woman and man's way of thinking is different.

She is also thinking about the personal consequences of the fact, she has multiple other issues on her mind. My take on this is that is fantastic – each gender considers the same information in a different way – that's how we get the diversity of thought at the table.

So we don't want to change this – we can't change this - and we are not saying that one way is better than the other – BUT we have to understand that the difference is there so we can hear, so we can work well together and use the strengths we have around the table.

The skills learned here around setting career and life goals and a strategic plan around these goals are therefore really useful to men as well as women. We would want to see women come away from Module 4 with a detailed career plan for the next 12 months – and some ideas for beyond that. They will also set goals about the remainder of their lives – but they may be reluctant to share these with you. Explain that this is okay – you want to help them on the career aspects of the program.

Personal Branding

It's important to know who you are and what you stand for. We did an exercise recently with a group of men and women of the same level - and the results were quite telling. We asked the mixed group to give me 3 adjectives to describe themselves – all of the men, without exception had their hands in the air before we even finished the question – they knew the answer – they had something to say. The women had to be coaxed and were quite unsure. They became a little braver after a few courageous women eventually spoke up. Not only did the women not know – but also they had great difficulty using words that may be perceived as boasting. When they did eventually provide their lists their words were far more modest and tentative for most of them than for the men. Of course this is not the case for all women – so when we see women who really know who they are and can quickly describe it – we congratulate them and encourage them to help others with this. The main objective here is that we want women to be projecting the image that meets their own expectation of themselves. If you want to be a senior decision maker – look, behave and sound like one first!
One problem that we often hear from women is that they feel they are not being heard. There are a number of contributing factors, including not understanding communication styles and particularly the mass miscommunication that occurs because of the fundamental differences between the ways that each of the genders communicate. This is such a problem area for both men and women we have dedicated a whole module to the topic for our ladies.

We want participants to be able to identify the communication styles of others and adapt their styles to the listener. What constructive feedback can you provide your participant about her communication style? What is she good at? How could she improve?

The second part to increasing visibility is networking. To many women, networking is a dirty word – they really dislike it. They are very happy to 'socialise' with others – but when you call it networking and put it in a business context – many women put up a big red flag! They avoid it. They don't prioritise it! We both know that formal and informal networking in a business context is critical to career progression – but women often don't understand that to the extent they should and accordingly, don't prioritise it. Men are naturally much better at this than women are and they have developed their own 'masculine' ways of doing it in a manner that works for them, which is fantastic – but what are the feminine ways and how can you help women with their networking. What networks are you involved in that you might be able to introduce her to? What guidance can you give her based on what you know of your organisational structure and existing platforms that may exist?

This is a big one. Women don't like to boast – they feel really uncomfortable in blowing their own trumpets! Women typically are uncomfortable telling people they have done a good job, putting their hand up for promotion or a high profile project. A woman is much more likely to be 'indirect' in communication of her skills. What do we mean by that? – Well, women will sit and do a really good, efficient job and expect you to notice.

They will expect you to promote them and give them recognition based on what you see – they will not overtly ask for it. In fact, I'm sure you know...women like to be noticed, women like to be asked. Women often say, "I shouldn't have to ask." And when you don't ask, or don't promote, they will be upset with not only you – but also the organisation. Some women in this situation may even just leave and you will be left thinking – 'oh, but I thought she was happy'. In this module we want women to come up with some strategies for letting other people in the organisation know who they are and what they are capable of. How can you help her with that?

There is an often cited statistic – if a job had 10 criteria, a woman would not apply for it unless she felt she met all 10 criteria (in some instances, we believe this is actually 11 criteria – that's right – they actually have to be overqualified to apply!!) – Whereas, men will apply for the role if they only meet 2 criteria! The difference is that, on average, women are not as good at men in taking risks in general and particularly career risks.

We would like women to really examine here where they may be underselling themselves. We are trying to tease out what they really want to do, but perhaps haven't the courage to put their hands up for it – or even let people know what their real dreams are.
Differences in Style between Men and Women

We really delve into the root causes for the differences in styles between men and women – the fundamental message however is, that we need to understand the differences in order to communicate better and that difference is good – it’s not about changing styles for either men or women.

Influencing Styles and Negotiating to a Win-Win

Adapting your influencing style to get the best result - this connects strongly with having to adapt your style in order to be heard. It’s about dispelling feelings of ‘why should I change my style’ – when the ultimate goal is getting your message across better. Women are not as assertive in their negotiation style as men. Again, because of their need of being liked by all, they generally don’t like to upset the other party.

We discuss the top 5 issues men have in working with women and the top 5 issues women have in working with men – based on detailed research.

We teach women win-win strategies.

First and foremost we want women to recognise that they can be terrific at influencing and negotiation. Depending on her level – what real life examples can you get her to participate in or observe?

Life Balance

Well that’s an issue for both men and women. However, there is the biological fact that women give birth, to take into account. The key here is – you don’t want to lose good women just because they perceive you as being inflexible as a manager or that they perceive, more generally, that your organisation is inflexible. Isn’t having part of someone who is super at their job and loyal to you, better than having an inexperienced person or – in this climate – having no one at all? We have found that most major companies have solid flexibility policies, so their senior management state that they are a flexible organisation.

However, in many of these instances the feedback women provide is that although the companies have the policies, the individual managers don’t support them or actively engage in them.

Talk to your mentee about her future plans. Get it on the table – make sure this is not a taboo subject in your team. What team activities could you all work on to help all the team members get some more balance?

Lack of Confidence

This is exhibited in many ways - what we have seen is that there is a real fear factor for women around asking for all kinds of things. We teach women to start to really analyse this fear – is it real, what is the worst case scenario?
Mentor and Mentee: Partners in Learning

There has been much research done around the principles and practices of adult learning. The mentoring process and tips that you will receive throughout this program are based on these principles. What the research shows is that people learn better when they are collaborating and interacting. What is crucial is that mentor and mentee collaborate together to achieve very specific, mutually defined goals that have a focus on developing the mentee skills, abilities, knowledge and thinking. You need to think of your mentoring relationship as a learning partnership.

What is sometimes missed is that the mentor makes a mistake of taking on the role of “master” in that, the mentee needs to play an active role in the learning. It is also a mistake for a mentee to take the approach that the mentor will magically “sprinkle pixie dust” and run the whole show. The mentee needs to share responsibility for the priorities, learning, and resources, and the aim is for the mentee to become increasingly self-directed in the process.

As a mentor you really want to encourage and teach your mentee how he or she may go about being more self-directed. A key goal for a mentor is to assist the mentee to move from dependence to independence to interdependence over the course of the relationship.

So who bears the responsibility of the mentee meeting his or her goals? It is really important for the mentor and mentee to clearly understand that each of them share a counter the tea and responsibility for achieving the mentee's learning goals. Really effective mentor relationships would also include the learning goals for the mentor – that this incorporates what is called “reversed mentoring”.

How long does a mentoring relationship continue? You need to remember that a mentoring relationship is not a marriage. It is fine for mentoring relationships to be short-term.

If there is nothing more to learn and the learning goals that were set at the beginning have been accomplished, it is perfectly fine for the relationship to come to a close. If the goals have not been achieved by the agreed timeframe or if the mentor and mentee agree on some more goals, as mentor and mentee, together you need to review, assess and renegotiate your relationship.
There are a myriad of benefits associated with mentoring, and they are as unique as the people involved in the mentoring relationships. Yet some general benefits exist:

### Benefits to the Mentor

- **Improved Job Satisfaction.** The role of mentor can boost self-esteem and renew enthusiasm for their role as expert.

- **Broadens Perspective’s and Thought Leadership.** Mentees challenge Mentors to articulate their thoughts and beliefs about the company and by allowing them to see through different eyes, causes them to re-evaluate those beliefs. They also provide the opportunity to refine expertise and thought leadership.

- **Increased Peer Recognition.** Mentoring provides an opportunity to prove themselves as valuable leaders and colleagues may see them in a new light.

- **Opportunity to Develop and Practice a More Personal Style of Leadership.** Mentoring can increase awareness of personal biases, assumptions and areas for improvement. It also provides an opportunity to enhance coaching skills and model behaviours.

### Benefits to the Mentee

- **Enhanced Induction / On-boarding Experiences.** Helps the Mentee to adjust to new roles or location, and provides greater insight to the organisation's culture.

- **Improved Self Confidence.** Increases self-awareness and self-discipline improves confidence.

- **Mentee can also be boosted by inclusion on the mentoring program which indicates recognition of potential.**

- **Enhanced Opportunities For Career Advancement.** Resulting from a raised profile in the organisation.

- **Learning Through The Job and On The Job Opportunities.** Increases their professional and technical expertise. Explores their potential in development areas yet untapped.

- **Expanded Networks.** Makes valuable contacts within the organisation and increases knowledge about other business areas.

### Benefits to Your Organisation

- **Enhanced Employee Value Proposition.** Graduates and high caliber staff are attracted to organisations that offer effective career development options and which assist employees to adjust to the culture.

- **Improved Motivation and Job Satisfaction.** Both the Mentee and Mentor feel their talents and value to the organisation are recognised.

- **Improved Communication.** Mentoring relationships can be across lines of service and increase the dialogue between individuals at different levels in the company.

- **Enhanced Development and Retention of Talent.** Research shows mentoring has a positive impact in developing and retaining talent. Refer table below: “What does research show?”

- **Enhanced Knowledge Sharing.** Facilitates the sharing and leveraging of strategic knowledge and skill throughout the company. Broadens perspectives and encourages rigorous thought leadership. Leverages intellectual capital and property knowledge.

- **Enhanced Culture.** Mentors act as role models and help to pass on the values of the company. Mentoring creates an environment that fosters personal and professional growth through the sharing of business information, skills, attitudes and behaviours. It creates a culture of acceptance and inclusion and reinforces cultural norms.
WHAT DOES RESEARCH SHOW?

Statistics show the positive influence mentoring can have.

<table>
<thead>
<tr>
<th>RETENTION:</th>
<th>PROMOTION:</th>
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<tbody>
<tr>
<td>• 77% of companies report that mentoring programs were effective in increasing retention (Source: The Center for Creative Leadership)</td>
<td>• 75% of executives point to mentoring as playing a key role in their careers (Source: ASTD)</td>
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<tr>
<td>• 35% of employees who do not receive regular mentoring look for another job within 12 months (Source: Emerging Workforce study by Spherion)</td>
<td>• 44% of CEOs list mentoring programs as one of the three most effective strategies to enhance women’s advancement to senior management (Source: Dr. Belle Ragins for Catalyst)</td>
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<tr>
<td>• 62% of employees who have received mentoring say they are very likely to stay with their current employer (Source: Yellowbrick)</td>
<td>• CEOs state that one of the top three factors affecting career growth was mentoring (Source: Account Temps survey of Fortune 500 companies)</td>
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<tr>
<th>PRODUCTIVITY:</th>
<th>PERSONAL AND PROFESSIONAL DEVELOPMENT:</th>
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<tbody>
<tr>
<td>• Managerial productivity increased by 88% when mentoring was involved, versus only a 24% increase with training alone (Source: ASTD)</td>
<td>• More than 60% of college and graduate students listed mentoring as a criterion for selecting an employer after graduation (Source: MMHA)</td>
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<tr>
<td>• 71% of Fortune 500 companies use mentoring to ensure learning occurs in their organisations (Source: ASTD)</td>
<td>• 76% of Fortune’s top 25 companies offer mentoring programs (Source: Fortune)</td>
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<tr>
<td>• 95% of mentoring participants said the experience motivated them to do their very best (Source: The War for Talent by Ed Michaels, Helen Handfield-Jones &amp; Beth Axelrod)</td>
<td>• 96% of executives say mentoring is an important development tool (Source: AccountTemps)</td>
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WHAT I S EXPECTED OF YOU AS A MENTOR?

As a Mentor, it is your responsibility to provide guidance to your Mentee based on their learning needs and development areas. You can accomplish this in several ways and through various roles. You could act as a resource, advisor, teacher, coach, model, sponsor, consultant or guide. Yet no matter what role you play, remember that you are responsible for being the expert in this relationship or, if need be, for helping the Mentee find access to the appropriate experts.

EXPECTED TO:

• Have reasonable expectations of the Mentee.
• Treat the relationship with respect and confidentiality.
• Allocate time and energy.
• Assist the Mentee to establish realistic career goals and plan how to achieve them. Show the big picture and provide guidance that Mentees would otherwise not consider.
• Be a resource and pass on know-how and essential thinking patterns and attitudes that go with more senior positions.
• Follow through on commitments or renegotiate appropriately.
• Challenge the Mentee to face up to opportunities and problems, personal strengths and weaknesses. Ask probing questions, listen and provide feedback.
• Act as a sounding board when the Mentee has major decisions to make and needs to talk them through. Provide perspective, support and encouragement.
• Act as a gateway to other people and sources of knowledge. Provide exposure to different people and areas within the firm and "open doors" for Mentees.
• Regularly evaluate the relationship and provide feedback to the program co-ordinator.

NOT EXPECTED TO:

• Do the work for the Mentee or use the Mentee as help.
• Manage the Mentee as a supervisor would.
• Be an expert in every imaginable development area.
• Develop a friendship with the Mentee.
**WHAT IS EXPECTED OF MENTEES?**

It is the Mentees responsibility to take ownership of their learning and development needs. They must assess their areas of strength and development so they can establish a mentoring plan and grow. This plan should include goals they would like to accomplish through a mentoring relationship, ways they will be held accountable for success or failure to accomplish those goals, and boundaries you want to place on the relationship, such as focusing it only on professional aspects of your life.

**EXPECTED TO:**

- Treat the relationship with respect and confidentiality
- Establish career goals and plan how to achieve them
- Seek feedback
- Be accountable for own learning and allocate time and energy to actioning plans
- Follow through on commitments and renegotiate appropriately
- Regularly evaluate and provide feedback to the program co-ordinator

**NOT EXPECTED TO:**

- Know all the questions they should ask
- Get things right the first time
- Fit all learning into one mentoring relationship
- Look to the Mentor for all answers about their work
- Be submissive in their relationship
- Develop a friendship with the Mentor

Now that you understand specific role responsibilities for Mentors and Mentees, it is also important to realise that there are responsibilities you will accomplish together.

**WHAT DO MENTORS AND MENTEES DO TOGETHER?**

- Share past experiences, identify goals, design plans and build skills.
- Debrief one another on meetings, projects, events, etc.
- Brainstorm around projects and tasks.
- Role-play situations faced by the Mentee.
- Share tools and processes with each other (such as assessments or templates).
- Share perspectives of a particular matter under discussion.
- Challenge each other on assumptions.
- Continually evaluate and provide feedback on how well the relationship is working.

By understanding what is expected of each role, you can focus your attention on the mentoring relationship itself, rather than on whether or not you are correctly fulfilling your role.
In order to be effective, your mentoring relationship needs to possess:

- **Collaboration** - Both you and your Mentee play a partnership role in their development.
- **Respect** - Mutual appreciation is core—both of your knowledge and of the Mentee’s investment of time and energy.
- **Responsiveness** - As in any respectful collaboration, both you and your Mentee need to be sensitive and responsive to the goals, needs and perspectives of the other.

- **Confidentiality** - This supports the ability to be vulnerable, yet safe, in difficult conversations.
- **Joint Accountability** - When agreements are kept, this strengthens trust and helps keep the learning relationship focused and productive.
- **Free and Honest Expression** - You can share your strengths and weaknesses; your dreams and goals; and your past, present and anticipated experiences. Both of you can offer and hear feedback in the spirit of building on competencies and strengthening areas of weakness.

**MENTORING IS A RELATIONSHIP**

The mentoring relationship is based on mutuality—you and your Mentee collaborate in their development.

Mentoring does not require a high degree of personal connectedness in order to pass on the desired skill, knowledge, attitudes or behaviour. However, there does need to be collaborative negotiation and joint accountability about what is to be learned, and how the transfer of learning will take place, and be measured.

**MENTORING INVOLVES SHARING**

While sharing can take place over a short or a long period of time, equal participation in the mentoring relationship is a must. Effective sharing involves freely giving thoughts, opinions, concepts, ideas, experiences, hunches, techniques and learning to one another. Trust and confidentiality are integral.

**MENTORING INVOLVES THE DEVELOPMENT OF YOURSELF AND OTHERS.**

Development in a mentoring relationship means identifying and encouraging growth. In your mentoring relationships you will want to keep the Mentee’s professional and personal development goals at the centre of your activities and conversations.

Two-way development is encouraged through the sharing of resources and time with each other and by a constant review process as part of the Mentoring Conversation.
OVERVIEW OF THE MY MENTOR PROGRAM

Your mentee will be doing the my mentor: Courageous Woman program over 12 weeks. This is a 12 module CD/DVD/Workbook based program that focuses on the skills that women need to develop to move to more senior roles.

**MODULE 1**  Lead like a woman!
**MODULE 2**  Stop procrastinating – it’s time for action
**MODULE 3**  Personal branding – understand what you are selling
**MODULE 4**  Build a plan – your strategy for your life and career
**MODULE 5**  Taking calculated risks – shift your mindset
**MODULE 6**  Raising your visibility and selling yourself
**MODULE 7**  The power of networking
**MODULE 8**  Communicate to be heard
**MODULE 9**  Understanding male and female style differences
**MODULE 10**  Influence and negotiate win-win outcomes
**MODULE 11**  Striking the balance
**MODULE 12**  Go for the KNOCKOUT and make it happen!

The my mentor MENTOR program complements the women’s program, giving you solid strategies, tips and templates to help you support your Mentee through their journey.

You are expected to meet with your Mentee once a fortnight during the mentoring program (this could be via phone). Essentially, you and your Mentee will be covering 2 modules in each meeting. Set all the meetings upfront at the start of the relationship – and make it the responsibility of the Mentee to get these in each of your diaries. You will receive a schedule with the relevant dates for your program.
MEETING 1: SETTING THE GROUND RULES & BACKDROP TO THE RELATIONSHIP

INTRODUCTIONS AND BACKGROUNDS

- Share personal backgrounds and life experiences - where you each grew up, education and work history (inside and outside Wes Resources).
- Share general wisdom acquired through critical experiences and significant learning points in your life and career.
- Share insights about your present position, duties, challenges, etc.
- Share keys to your success.
- Share your professional growth strategies.
- What do each of you consider your personal standards of excellence?
- Share with one another mistakes that you have made, their consequences, and how they were corrected.

Discuss mentoring agreement and ground rules. Evaluate what both parties hope to achieve to maintain confidentiality. Determine how issues of confidentiality will be handled.

- Goals for the relationship
- Expectations and challenges
- Frequency of meetings; how long; how often?
- Time to be invested in mentoring activities by each party
- No-fault termination; either party has the option of discontinuing the relationship for any reason, expressed or not, and may choose to terminate the agreement gracefully without finding or acknowledging fault
- Must make an effort to attend meetings and participate fully
- Mentees commit to completion of the agreed modules of the My Mentor program and to complete the workbook questions to enable discussion during the mentoring sessions.
- The Mentee and Mentor are expected to co-develop the meeting content and agendas
- The Mentor and Mentee will provide each other with constant feedback as to the progress of the relationship
- The Mentor and Mentee will provide the mentor program coordinator with feedback as to the progress of the relationship
- Value all opinions and perspectives
- How are both parties going to work together?
- What are your expectations of me as a Mentor?
- What are your expectations of yourself?
- What are your concerns as we move forward in our mentoring relationship?
- How do you learn best?
- What challenges might we face in your development?
- How should we address any challenges that arise?
- What are your interests, hobbies, etc.?
- What do you value in a working relationship?
REVIEW MENTEE’S SWOT ANALYSIS

Their current strengths and competencies, areas requiring development, identified barriers and career aspirations. Note this may evolve over the next 12 months.

DEVELOP ACTION PLAN

Discuss present work load of both parties to ensure any commitments can be kept without interfering with the day to day duties.

Schedule the fortnightly meetings.

Evaluate meeting (5 mins)

• What was good about the meeting?
• What could be done differently next time?
MENTORING AGREEMENT

As Mentor and Mentee, we have discussed our future agenda and decided to talk or meet a minimum of ____times per ____ for the next ____ months. We have discussed the importance of making these discussions a high priority on our calendars.

1. Our plan for sharing responsibilities for the time, location and agenda of our conversations is as follows:

   ...

2. During these conversations, we have decided to discuss the issues as listed on the next page. As we proceed through our mutually agreed-upon discussion agenda, we will alter this plan as needed, adding or deleting topics as appropriate. In our initial discussions we will clarify for one another the following:

   ...

3. Our goals for the relationship:

   ...

4. Our expectations:

   ...

5. Challenges, obstacles or limitations we foresee:

   ...

GROUND RULES FOR MANAGING OUR RELATIONSHIP

By mutual agreement the following have been established to govern the management of our relationship. These agreements will establish certain mutual responsibilities regarding our activities together and any other issues which are of importance to maintaining a successful relationship. The first two items are suggested for all relationships.

1. Confidentiality of our discussion
2. Commitment to the success of our partnership
3. .....  
4. .....  
5. ..... etc.

FUTURE DISCUSSION TOPICS

The following general topics have been chosen for our discussion during our mentoring conversations. We understand that we can change this list at any time and that is a guide or roadmap as we move forward.

- Topics from the Mentee
- Topics from the Mentor
- Other topics of interest
MEETING 2: COVERING MODULE 1 & 2

Meeting 2 is about discussing Modules 1 and 2. My mentor MENTOR gives you a good overview of each module and questions and exercises to discuss. You should bring your MODULES 1 AND 2 MENTOR GUIDES to your meeting as a guide – this will be emailed to you prior to your meeting via my mentor MENTOR.

MODULE 1 – LEAD LIKE A WOMAN!

The first module sets the scene for women and helps them to understand and appreciate their differences and the need for this type of specialised program. It will take the participant on a journey and this module is all about laying the foundations for that journey. It gives them an overview of the facts for women in senior leadership roles and why women need specific development in certain key skills areas. They are introduced to Maureen Frank and her unique story – one that will resonate with so many women doing this program. Maureen’s down to earth style and tenacious approach permeates each module. She uses many of her personal examples to help the participant understand that if she can do it – so can they!

In this module the top of feminine leadership is introduced and why a caring and nurturing leader is so valued in today’s world.

The participant’s understanding of differences is developed through understanding of right brain thinking and pink, blue and striped styles. Generally speaking most women lean to a pink style. Practical tips are provided on how to work with women and men of all styles. The concept of mentorship is covered and why it is proven to help women advance in their lives. Rounding out this module are the key steps to help women gain a positive mindset and start to reinvent their life – for the better!

Other preparation
Review my mentor MENTOR content sent to you that overviews Module 1.

Topics to discuss
- Review of what has come up for the mentee since the last session.
- Discuss what makes a good leader. Identify female leaders you admire and why.
- Ask the Mentee to visualise herself as a strong female leader. Get her to complete this sentence: I am a leader who... What does she want people to be saying about her and her leadership style.
- Work through the MENTOR GUIDES which correlate to some of the exercises in her workbook.

Other Optional Topics to discuss
- Share perceptions of the organisation’s criteria for success.
- Share thoughts and opinions pertaining to the evaluation, development and career progression processes used by your organisation.
- Discuss the prevailing feelings of leadership towards employees and particularly people of different cultures, groups and lifestyles.
- What is the current perception of management regarding the Mentee?
- As a Mentor, can you share that perception and recommend any changes if needed?
- The Mentor and Mentee may find it valuable to share beliefs and myths about the company, its functions, and its people.
MODULE 2 – STOP PROCRASTINATING
— IT’S TIME FOR ACTION

Now that we’ve set the scene and started to get the participant thinking positively, we move them into understanding how to take action. One of the greatest problems for women is their inability to make quick, effective and guilt-free decisions. Women tend to procrastinate and poll on decisions – be it at work or in their personal lives. In this module Maureen takes the participant through some sequential processes which will help them make decisions, conquer fears, gain more confidence and keep themselves focused. Maureen’s KNOCKOUT technique for making a decision is introduced and explored through various practical and personal examples. We also discover what causes fear and how to conquer it, through various mindset shifts.

One of the keys to this journey is enabling the participant to understand that small, incremental steps of change are keys to overall success. We show the participant how they can take these steps – one day at a time. We also give the participant a confidence boost – literally – by helping them understand what confidence means to them and why it is so important in life. Lastly we help the participant gain focus in their lives by helping them develop some personal affirmations which will help them to transform their lives.

Other preparation
Review my mentor content sent to you that overviews Module 2.

Topics to discuss
- Review of what has come up for the mentee since the last session.
- Work through the relevant pages in your manager’s work book which correlate to some of the exercises in her workbook – get to know her better.

Optional Topics
- Share your greatest fears.
- Ask her about her affirmations? What do they mean to her?
- How does each of you make decisions when faced with alternative courses of action?
- What are your individual processes? How do the processes differ from one another?
- What could you learn from the approach of the other?
- What are your respective problem solving strategies? Discuss how effective they have been.
- If not covered in Top 5 issues in workbook, share problems and challenges that the Mentee is aware of that may not be obvious to the Mentor or be a part of the Mentor’s experiences.
- Explore any existing issues with an engagement team leader or team member.
- Explore with one another the kinds of issues or occasions in which you could use the other as a sounding board, or ask for feedback and/or opinions on ideas, approaches, or strategies?
MEETING 3: COVERING MODULE 3 & 4

MODULE 3: PERSONAL BRANDING – UNDERSTAND WHAT YOU ARE SELLING

Many women are unaware of personal brand – what it means to them and to the outside world. They sail along projecting an image that is unbecoming of their true potential and opportunity. This module is all about helping women understand that their reputation is critical to their success, and for some, this module can be confronting and life-changing. We help the participant to define their core values – what they stand for, what is a non-negotiable for them, what it is like to be true to oneself – consistently, day in and day out. We help the participant to discover their true passion and what makes their heart sing. This is all about starting to stoke those embers inside.

We are going to get a fire going in their belly again! We also help the participant develop their own personal mission statement – or as we call it, ultimate identity vision. This helps them understand what they want to be known as, or for, in the future.

We take the participant through some practical strategies, with real-life examples, on how they can alter their minds from setting up internal barriers to changing their self-talk from negative to positive. We help lift them out of being a victim; having negative self-beliefs about themselves; being rigid in their thinking; and conforming to the status quo. We help them let go of these barriers and embed new positive, confident and focused beliefs about themselves and what they want out of life. Towards the end, we take them on a journey of understanding more about personal brand and the value it can bring to their lives. A key area we focus on is their attitude and the importance of positivity towards everybody. 12 key tips are unveiled and practical examples for each of these help embed the learning experience. Finally, we provide a template for the participant to build their own personal brand action plan and then we challenge them to make it happen!

Other preparation
Review my mentor MENTOR content sent to you that overviews Module 3.

Topics to discuss

• Review of what has come up for the mentee since the last session.

• Discuss your respective value systems. Are you living your values? What do you need to change?

• Share your view of your own personal brand.

• Work through the relevant pages in your manager’s work book which correlate to some of the exercises in her workbook – particularly around Personal Brand Action Plan.

• Encourage the Mentee to get feedback from co-workers on her current brand image – important to understand perceptions and reality and what we need to change in order for the two to be closer aligned.

MODULE 4: BUILD A PLAN – YOUR STRATEGY FOR YOUR LIFE & CAREER

Helping women make positive change in their lives requires them to pin-point what it is they need to focus on – specific areas for direction and motivation. This module helps the participant establish written goals for their whole life personally and professionally and gives them some key tools to help them maintain focus on these goals. We use a road visualiser which will help the participant simply to identify a destination and be able to plot sightseeing achievements along the way.

We also use a life wheel which give the participants the ability to understand all facets of their life and where they need to have personal goals as well. This tool will demonstrate to them where they need balance and focus to ensure daily and life-long harmony. We encourage the participant to dream and project their fantasies into goal formats.

We also challenge them to address what causes them discomfort and how this can force them into making the changes they need to make in order to break the cycle of not achieving goals.

We give them measurable labels for their goal-setting that makes the goal more realistic and meaningful to them. And then we provide a seven step process to setting the goals – in concrete – and challenging the participant to communicate their goals to key stakeholders within their world at home and at work. Another useful toolset we provide is teaching the participant how to undertake a SWOT analysis of their career, helping them determine where they want to be in the future.

Lastly, we go back to that road and get the individual to plot their goals on their road to success and once again ask them to start making things happen for them!
Other preparation
Review my mentor MENTOR content sent to you that overviews Module 4.

Topics to discuss
• Review of what has come up for the Mentee since the last session.
• Work through the relevant pages in your manager’s workbook which correlate to some of the exercises in her workbook, including limiting beliefs.
• Review the SWOT she did earlier – has it changed compared to the one she has done recently in her workbook.
• Compare your respective life-wheels – where do you need to focus? How can you support/encourage each other in this?
• Review goals and projects and action plans. Make sure you take time to explore developmental areas, technical competencies and gaps.
• Are their ways for the Mentee to learn more about the organisation and its people, for example, volunteering for some non-assigned duties.
• Review future topics page you set up at your first meeting - address any of these in context of Career and Life Planning.

CAREER COACHING TEMPLATE

<table>
<thead>
<tr>
<th>STRUCTURE</th>
<th>QUESTIONS</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOALS</td>
<td>• Passions • Values • Goals</td>
<td></td>
</tr>
<tr>
<td>REALITY</td>
<td>• Current situation /Explicit Needs • Strengths • Development Needs • Opportunities • Threats</td>
<td></td>
</tr>
<tr>
<td>OPTIONS</td>
<td>• Priority Development Areas • Suggestions • Choices &amp; alignment with passion, values &amp; goals • Implications of choices (where applicable)</td>
<td></td>
</tr>
<tr>
<td>WILL</td>
<td>• What will you do • Milestones / Next steps (think SMART objectives) • What will you need? • Obstacles &amp; Support needed • Follow-up</td>
<td></td>
</tr>
</tbody>
</table>
MEETING 4: COVERING MODULE 5 & 6

MODULE 5 – TAKING CALCULATED RISKS — SHIFT YOUR MINDSET

The characteristics of the career path of successful women, usually includes examples of where they have taken risks and it has paid off. The ability for women to make the transition from safety to the unknown is often fraught with paralysis (of fear and procrastination). This module is all about reducing that paralysis trait in women by building strategies for reducing fear of failure and preparing plans for eliminating risk and creating a pathway for being brave and forward thinking. In this module we uncover what it feels like to be successful, to attain goals and to step outside one's comfort zone. We give the participant a taste of the adrenaline you get when you take a risk. Maureen gives a truly personal heartfelt recount of her career to date showcasing on more than one occasion where she has taken risks, which have enabled her to be the woman she is today. Her story demonstrates that if you choose to look at risks in a negative way you will see failure and fear, but if you choose to look at them positively you will see opportunity and personal growth.

We go on to push the participant to move out of their comfort zones and give them some specific steps to deal with failure, before it happens. We demonstrate to them that taking risks equals leadership and that in order to do this they have to behave like the lion in The Wizard of Oz and find inside themselves – courage! We reveal the Impostor Syndrome and how this is aligned to personal insecurities, and once more we demonstrate to the participant that if they use the KNOCKOUT principle they can identify fear as a signal, reframe that fear, prepare a plan of action and overcome their insecurities. After all, what is the worst that could happen? Women usually worry about things that never happen at all. We finish the module by giving the ladies practical tips on how they can be brave and how they can start putting everything they've learned into action.

SO WHAT IS A SPONSOR?

A sponsor will smack you harder to shape up but will protect you as you move to the next level. Sponsors, not mentors, put you on the path to power and influence by affecting three things: pay increases, high-profile assignments, and promotions.

Thinking about it:

- Who has sponsored you in your career? Who have you sponsored?
- What were the characteristics and behaviours of the person who sponsored you? Why were you the chosen one?

One mistake many professionals often make is of using the words mentor and sponsor interchangeably. That’s a big mistake, according to the study. “Where a mentor might help you envision your next position, a sponsor will lever open that position for you. A sponsor doesn’t just believe in you; a sponsor believes in you more than you believe in yourself. Mentors give. Sponsors invest. Sponsors are effective champions for you.

A sponsor is basically a power broker who will endorse you in closed door meetings and support you in stormy moments.

The key difference between mentors and sponsors is mentors are one-way streets, giving their chosen mentee a gift of wisdom, time and advice. Sponsorship requires reciprocity and commitment; sponsors serve as champions.

Other preparation

Review my mentor MENTOR content sent to you that overviews Module 5.

Topics to discuss

- Review of what has come up for the Mentee since the last session.
- Work through the relevant pages in your MENTOR’S GUIDE which correlate to some of the exercises in her workbook.
- Explore risks that she is contemplating. Understand the motivation behind the risk. Try to objectively understand how risky that is.
- Identify how to mitigate the risks – what is the back-up plan.
- If she has not identified any risks – set her some tasks to complete over the next month that will push her out of her comfort zone and take a few risks – aim is to get her more comfortable taking risks and rising to challenges.
MODULE 6 – RAISING YOUR VISIBILITY AND SELLING YOURSELF

Following on from module 3, where we helped the participant develop their new personal brand action plan, this module helps them to put it into practice with specific examples and strategies. Women that get ahead in life, do so by being visible. They’ve put their hand up, their reputation aligns with their personal brand, and of course they deliver. This module outlines why raising visibility is critical to career success and gives the participant an understanding of why key stakeholders need to know who they are and what they’re capable of. We give specific examples of how to increase your visibility, or as we call it – toot your own horn!

We challenge the participant to be seen, be heard and be known!

We provide the participants with a template on how to develop their own personal PR strategy including asking them some hard-hitting questions. We also help them develop their own newsworthiness – you know the key differentiator about themselves which will make everyone take notice.

Another area we focus on is the importance of taking the participant’s boss along for the journey on the visibility front. Rounding out the module we enable the participant to develop a specific strategy about identifying key current and future stakeholders, or prospects, who will help them in their visibility journey. We provide practical tips and strategies to identify where to find these people and how to categorise, document and prioritise them. Lastly, we revisit pinks and blues and how understanding style differences can impact your visibility strategy and your relationships.

Other preparation
Review my mentor MENTOR content sent to you that overviews Module 6.

Topics to discuss
• Review of what has come up for the Mentee since the last session.
• Work through the relevant pages in your MENTOR’S GUIDE which correlate to some of the exercises in her workbook. Understand what her perceived barriers are to promoting herself.
• Discuss who has high visibility inside and outside of the organisation. Why do they? What are the secrets to that success?
• Share how you personally have engaged a stakeholder to help raise your visibility – explore ways she can do this.
• Could either of you take a new look or fresh approach to standing challenges at work?
• Discuss business innovations that the Mentor or Mentee would like to see implemented. Discuss ways to successfully “package” and “market” Mentee’s ideas to decision-makers.

RELATIONSHIP REVIEW

At this point in the mentoring it’s a good idea to review the relationship – check in with each other and see how its going. You may decide before you do that to have a supplementary meeting just to discuss how the mentoring relationship is going. This is an optional consideration for you to schedule in your own time.

ITEMS THAT YOU MIGHT WANT TO COVER ARE:

Mentor/Mentee Relationship Review
• How’s it going for both of you?
• Has there been anything noticeable in the work environment that managers or others have commented on? Positives – Negatives?
• How are the sessions going with other women doing the program?
• Are you disclosing enough information?
• Are you challenging each other enough?
• What are some areas in which you could coach one another?
• Provide feedback to one another about current behaviour, past actions or future plans.
• Listen with an open mind.
• Don’t rebut the feedback but ask for clarification and examples.

But are there really such big differences to the way men and women approach sponsorship and mentoring?

Yes, according to the research. The report says: “There is a reason that women have a harder time finding sponsors,” Men look at work relationships that help them make connections to get ahead. Women look for friendship!? AND when women do seek sponsorship – the research shows that they tend to seek the wrong kind of sponsor.
Here are some other Key Findings of the study:

1. Women underestimate the power of the sponsor effect. Sponsorship confers a statistical benefit of up to 30 percent in terms of more stretch assignments, promotions, and pay raises.

2. Most women believe that hard work alone will succeed in turning heads and netting rewards. 77 percent insist that hard work and long hours, not connections, account for their advancement.

3. Valuable professional relationships between an older, more powerful male and a younger female are avoided for fear of speculation of an affair. Most senior men (64 percent) avoid sponsoring junior women for this reason.

4. Men can cultivate more sponsors than women because they're less constrained by family and domestic responsibilities. Sixty percent of working women do at least 75 percent of the housework; 56 percent still shoulder at least 75 percent of the childcare.

5. Women benefit from, but rarely get, sponsor guidance on how to adjust their style, clothing, and executive presence to look the part of a leader—feedback men readily give to other men.

SPONSORSHIP VS MENTORSHIP

Sponsorship is a long-term, hands-on commitment to encouraging, fighting for and creating advancement opportunities for high-potential individuals.

The Sponsor Effect, a research report published by the Centre for Work-Life Policy in the US found that men are more likely than women to have sponsors — and, as a result, more promotions and career opportunities.

By contrast, women often fail to recognise the importance of sponsorship and often don’t know how to proactively pursue such relationships.

The fact that women may not seek out such support puts greater responsibility on the prospective sponsor.

Despite enormous progress at the lower and middle rungs of the corporate ladder, few women are moving into senior leadership roles.

- Thank the person, think about it and see if it fits.
- Ask for validation from those around you who you respect.
- If there’s a common thread to the feedback accept it.

Modelling

Think of some events in which your Mentee could have an opportunity to observe you, the Mentor, in action while carrying out certain responsibilities.
One of the biggest mistakes women make is in seeking a close relationship with an admired role model higher in the organisation - women often look for another woman who exudes an inclusive leadership style. Yet, such individuals often don’t have what the report calls “juice”. What do they mean by this? The JUICE means – the clout to protect and advance them up to the top. The research found that people in U.S. companies believe that archetypal top executive is “the classic, command-and-control leader who values deference from his lieutenants about all,” and that most are “competitive types – hard-edged, hard driving guys who value quarterly bottom results.” And the report writers candidly admit, “They may not even be leaders you hugely admire.”

Many men who climb the corporate ladder have sponsors, too. Indeed, they find it easier than women to persuade a senior colleague to sponsor them. But women need the support of a sponsor because they are generally more reluctant to promote themselves. They are also less likely to build up useful networks of contacts.

Here is a comment from the sponsorship effect researchers: This is what men have been doing for decades, to land promotions, investors or new clients. “The default is a mini-me, with men choosing other men. No wonder male professionals are 46% more likely to have a sponsor than women.

A new Harvard Business Review Research Report has found that - High performing women fail to acquire the backing they need to attain leadership positions. Sponsors advocate and facilitate critical career moves. Sponsors go out on a limb for their protégées, providing stretch opportunities, forming critical connections, and promoting visibility. Without sponsorship it is nearly impossible to climb the last slippery slopes of the career ladder - where competition is at its most intense.

The results, as Sylvia Ann Hewlett, the founding president of the Center, pointed out, link directly to the 34 percent of female executives who form the “marzipan layer.” - which is the “The talent-rich tranche just below the executive suite.” - And remain there.

She explained: “This barrier is no longer about experience or performance. It is all about relationship-building and connections. Who you know, i.e., sponsors.” According to Hewlett, “a sponsor is “someone who advocates for my next promotion and speaks of your strengths and makes the case for your advancement in your absence.”, “a sponsor takes calculated risks for you.”
MEETING 5: COVERING MODULE 7 & 8

MODULE 7 – THE POWER OF NETWORKING

Now that the participant understands the importance of raising their visibility, this module provides them with a more focused approach on one of the key visibility raising techniques – networking. Maureen credits networking as the cornerstone to her success and she teaches you how to embrace it and use it as a key development tool. At the outset we explain what networking is, and what it isn’t. Maureen outlines her approach to networking and the steps and style she has employed. We explain how the relationships developed are pivotal to networking being successful and give examples of how when networking is used creatively what a range of possibilities can evolve.

We dispel the myths around networking and provide examples of what it is commonly misconceived as. Maureen outlines the four key skills of good networkers and how you can apply these in your day to day work environment. She also provides an overarching template for a basic networking plan and how this can be the framework for a successful networking strategy.

We give the participant a thorough understanding of how to prepare for networking with key tips, and we also unveil how to build long-lasting, genuine rapport with your new found prospects. Lastly networking only works if you maintain the relationship, so we provide practical tips on how to follow up and maintain communications with your contacts.

Other preparation

Review my mentor MENTOR content sent to you that overviews Module 7.

Topics to discuss

• Review of what has come up for the Mentee since the last session.

• Work through the relevant pages in your manager’s workbook which correlate to some of the exercises in her workbook. Understand her networking targets and plans.

• Discuss what types of networking you have done in the past. Share a good experience.

• What creative ways could you network to overcome some challenges you may have to networking (e.g. availability, geography, lack of contacts).

• Discuss positive ways to maintain relationships.

• Organisational “connectedness,” - Explore knowledge of key people in the firm.

• Understand what personal or business relationships have been established with people several levels above the Mentee, or at the same level in a different industry group, practice, or specialty?

• What professional support groups and/or networks within and outside the firm might you suggest to expand business, professional and industry knowledge and resources?
MODULE 8 – COMMUNICATE TO BE HEARD

This module highlights the importance of being a good communicator. From the outset we identify that the key to successful communications is to connect with your audience and you will do this through preparation, delivery and flexibility.

Maureen unveils the concept of strategic information sharing which looks at the M.I.N.D. (motivations, interests, needs and desires) of your target and your own key objective. She also explains how body language is paramount and the importance we each place on verbal, vocal and visual delivery of communications.

Maureen gives some top body language tips here too. We take the participant through the importance of understanding communication styles and how to adapt your own style when needed. Four key communication styles are explained. We also unveil the eight most common power de-railers and explain why women typically make these mistakes, and we give you tips on how to avoid them.

Next we explain why it is critical to be able to sell your ideas to the right people successfully. Maureen talks about timing and how to pitch to blues and pinks.

Maureen also unveils the major differences between men and women from a communications perspective and gives the participant some key tactics to adopt when communicating with either gender. Maureen rounds the module out by focusing on flexibility and adaptability and how this will transform your communications abilities.

Other preparation

Review my mentor MENTOR content sent to you that overviews Module 8.

Topics to discuss

- Review of what has come up for the Mentee since the last session.
- Work through the relevant pages in your MENTOR’S GUIDE that correlate to the exercises in her workbook. Understand each of your communication styles and the styles of her key stakeholders.
- Identify who you both think are good communicators and why?
- Are there body language issues that you both want to work on – how can you support each other in this?
- Discuss derailing behaviours that women more than men find themselves doing – are there any that she wants to focus on?
- Talk about email, phone and meeting face to face – when to use which method for best impact.
- Discuss difficulties that either of you may have had, or do have, in communicating upwards, either with past Mentors or others above your level.
- Examine issues and topics which fall under the categories of personal and cultural baggage, assumptions and stereotypes.
- Identify those topics which either of you are curious about but feel uncomfortable raising because of fear of offending the other.
- Examine if there are particular types of people with whom either of you have difficulty? Could your Mentor or Mentee shed some light on this difficulty which could help you become more effective?
MODULE 9 – UNDERSTANDING MALE AND FEMALE STYLE DIFFERENCES

Although briefly touched in other modules, this module goes into depth on the issues between the genders and provides a thorough analysis of the main style differences between men and women. This module helps women to understand and appreciate their gender differences and it also provides them with very practical tips on how to manage these differences in the workplace to the mutual benefit of both sexes. At the outset Maureen sets the expectation that men have a massive role to play in our lives – personally and professionally and it is critical to bring them into the fold on helping us more. By understanding and valuing these differences workplaces will start to see true benefits of gender balance. In this module we explain the science behind why men and women think and act differently and then we go on to explain how women are different in almost everything we do – teamwork, stresses, emotions, listening, problem solving – you name it. Further in this module, Maureen outlines the five main challenges men have with women and why they fear certain situations. She also outlines the five main challenges women have with men in the workplace. With both of these exercises, Maureen provides key tips and strategies that women can adopt to make the situations better. Lastly, Maureen literally explains how men and women view the world differently at work and how even basic every day work words have different meanings. This module provides a solid context to the mysteries between the genders and the way we communicate in the workforce. The outcome is that the participant will gain a greater understanding of these differences when working with men. What is a key emphasis is that the difference of thought, behaviour and communication style is, although sometimes confusing, good for business – but we need to understand the differences in order to harness the power of difference in the workplace.

Other preparation
Review my mentor MENTOR content sent to you that overviews Module 9.

Topics to discuss
• Review of what has come up for the Mentee since the last session.
• Work through the relevant pages in your MENTOR’S GUIDE that correlate to some of the exercises in her workbook on male and female challenges at work.
• Discuss some of the barriers that exist in your organisation.
• Re-visit stereotypes and how you can work on dispelling such images.
• Identify who is a gender agnostic – has a great style working with both genders and can seemingly bridge male/female style differences.
• Review Future Topics page you set up at your first meeting - address any that you have not discussed as yet in the course of your meetings.
Module 10 – Influence and Negotiate

**Win-win outcomes**

Building upon all the foundations the participants have learned around style differences and communications, this module gives strategies and practical guidance on how to influence people and negotiate successfully. It starts off by helping the participant decide what it is they want, and how to go after it. We help them understand how to get to the point succinctly by developing headline messages and key supporting points. Maureen explains the differences between passive and assertive influencing styles and how to hone your style subtly to suit the communication or blue/pink style of the audience receiver. She also outlines key tactics to adopt for different situations and how to influence successfully.

Maureen then goes on to explain how to manage conflict when influencing or negotiating and explains the differences between response styles through addressers, concealers and attackers – and how by understanding the nuances of each difference you can become a better influencer and negotiator. She also outlines five key conflict management theories and what this means in managing a stressful everyday work situation. Maureen also helps the participants understand how they rate as a negotiator with a simple test. She then takes the participant on a sequential process on how to prepare and plan a negotiation strategy including key steps on what they need to do to define their objectives, present their case, seal the deal, and achieve the win-win outcome. Once again the Knockout principle is deployed. Lastly, the participant is given a range of practical strategies on how to deal with their emotions and keep them in check.

Other preparation

Review my mentor MENTOR content sent to you that overviews Module 10.

Topics to discuss

- Review of what has come up for the Mentee since the last session.
- Work through the relevant pages in your MENTOR’S GUIDE that correlate to some of the exercises in her workbook influence and negotiation.
- Does she need coaching on getting to the point – if so run through a few scenarios and provide feedback on how she could do this?
- Are there conflicts that may need to be resolved?
- Does the Mentee appear to have sound and workable strategies for conflict resolution?
- Do you have experiences in conflict resolution that you could share which could shed light on the situation?
- Explore any problem situations with the Mentee’s subordinates, peers, clients or others.
- In terms of negotiation, identify a real or potential issue and thrash out how you would go about it – all the steps, preparation, elements, compromise points etc.
- Talk about how you negotiated your last salary. Women need help in negotiating salaries and organisations.
MEETING 7: COVERING FINAL MODULES 11 & 12

MODULE 11 – STRIKING THE BALANCE

This module makes the participant focus on themselves again and provides a solid challenge to the question – do you have balance in your life? Maureen starts off by recounting a time in her life when her stresses had made her ill and uses this example to kick-start a process for how to manage stress and achieve work-life balance. Maureen helps women identify their guilt and remove it from their psyche.

She also provides simple steps on how to prioritise what is important in your life and remove the things that are not a priority. Think R.E.D. (Reduce, Eliminate or Delegate) she says! And learn how to say no. A range of simple strategies are outlined for helping women get what they want whilst maintaining their multiple lives.

Maureen specifically addresses time management and how to manage this through some key tools like an activity log and a stress diary. She teaches you how to objectively read and use these tools to shake yourself into action. She also outlines how to create a to-do list that actually helps you to schedule your time and priorities effectively.

We also provide some great strategies on how to manage interruptions. Lastly, the module focuses on flexibility at work, how to create a plan that is a win-win for you and your workplace and how to make this happen!

Maureen uses her KNOCKOUT principle to demonstrate how this plan can be a resounding success.

Other preparation

Review my mentor MENTOR content sent to you that overviews Module 11.

Topics to discuss

• Review of what has come up for the Mentee since the last session.

• Revisit the Life-wheel used to measure our whole of life focus in Module 4. Has there been any movements in the preceding months – what specific focus areas of her life is causing her some discomfort with work life balance?

• Work through the relevant pages in your MENTOR’S GUIDE that correlate to some of the exercises in her workbook on striking the balance. This is quite comprehensive and could highlight some areas to focus on to improve personal processes, organisation and priorities

• Understand what specifically causes you stress – as this is different for each individual.

• Discuss perfectionism – and how this applies to your organisation.

• Can you help her identify ways to work smarter not harder or longer?

• Talk about flexibility at work – opinions, practices and making it work. Does flexibility work at your organisation. What would make it work? How would the company benefit?
In our final module we revisit some of the key points raised throughout the program and provide the participants with the final tips to complete their journey to success – and keep motivated on an ongoing basis. This module really focuses on a positive mindset and continuing to eliminate negative thought processes from entering the participant’s mind. Maureen outlines the power of positive thinking and how this glass half full mentality can really drive you day in day out to greater motivation. She demonstrates how to reframe your negative questions into positive ones and how to eliminate your negative self internal talk. It is a positive choice to be positive indeed!

In this module Maureen also revisits mentorship and the significance it can play in one’s career. She outlines the role of a mentor and encourages the participant to seek a mentor if they don’t already have one or to be one too.

Rounding out the module, Maureen reminds the participant that the overall success of this program requires them to have a resolution to commitment and to their goals. She outlines what commitment means, the six key elements to it and what tangible benefits it can achieve – including buy-in, loyalty and reputation. Lastly, Maureen leaves the participant with her final words of wisdom on motivation – which no doubt will provide valuable motivational food for thought!

Other preparation
Review my mentor MENTOR content sent to you that overviews Module 12.

Topics to discuss
• Review of what has come up for the Mentee since the last session.
• Revisit the Life-wheel used to measure our whole of life focus in Module 4.
• Has there been significant movement in some areas?
• Talk about resilience – does she have it, does she need to work on it?
• Discuss her attitude – has it changed over the course of the year? What about her level of commitment?
• Are the behaviours and attitudes that need to be reinforced? How will it be done?
• What are her top goals for this year?
• Where is her risk mindset at?
• Are there any particular models she needs to revisit?
• Review your mentoring relationship. Evaluate the process. Reflect on accomplishment. Discuss future relationships – do both parties want it to continue and if so, what form.

Other preparation
Review my mentor MENTOR content sent to you that overviews Module 12.

Topics to discuss
• Review of what has come up for the Mentee since the last session.
• Revisit the Life-wheel used to measure our whole of life focus in Module 4.
• Has there been significant movement in some areas?
• Talk about resilience – does she have it, does she need to work on it?
• Discuss her attitude – has it changed over the course of the year? What about her level of commitment?
• Are the behaviours and attitudes that need to be reinforced? How will it be done?
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• Review your mentoring relationship. Evaluate the process. Reflect on accomplishment. Discuss future relationships – do both parties want it to continue and if so, what form.