



# Starter's kit Mentoring

Women in Finance



# Starter's kit mentoring

- **What are the benefits of mentoring?**
- What is mentoring?
- Key success factors
- Code of ethics
- The mentee
- The mentor
- The mentoring relationship
- Measure success for a mentoring initiative
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## Benefits for the mentees

- Increase engagement
- Gain wider perspectives
- Challenge own thinking
- Raise self awareness
- Improve self confidence
- Guidance through career path
- Sounding board to safely share ideas, outside hierarchical structure
  
- Crash course on the current company culture
- Develop skills and competencies. E.g.: communication, how to maintain a professional relationship, strategic thinking
- Practice in accepting feedback from a consistent source
  
- Open doors to new contacts and other business areas



## Benefits for the mentors

- Develop a mentor posture than can be useful to also extend leadership skills
- Increase the mentor's sense of self-worth
- Sense of fulfilment
- Sense of purpose and responsibility for one's career
- Give back to the organization
- Contribute to the next generation of experts or leaders
  
- Help enhance the mentor's own relationship-building skills
- Strengthen the mentor's insights and leadership skills.
  - ▶ active listening skills
  - ▶ insight on what is really on-going on the shop floor
  
- Expand own business networks
- Learn from mentee
- See things with fresh eyes



# Benefits for the company

- Improved
  - ▶ engagement
  - ▶ productivity and performance
  - ▶ knowledge exchange and learning
  - ▶ communication and relationships with colleagues and customers
  - ▶ on-boarding
  - ▶ learning culture
- Support talent development, acquisition and retention
  - ▶ succession planning, leadership development
  - ▶ new hires are aware of organization's career development opportunities
  - ▶ foster employee retention
- Harnesses the power of natural leadership
- Give senior leaders a « more human » image
- Deal with change



# Some engaging Ted talks

## The value of mentorship, according to 5 women leaders - YouTube

<https://www.youtube.com/watch?v=GFyWmBenwMs>



Mar 25, 2015 - Uploaded by Devex

Mentorship has been identified as a key foundation for the success of women entrepreneurs and women ...

## TED & Allergan "The Power of Female Mentorship" (TEDWomen 2016 ...

<https://www.youtube.com/watch?v=R1qVPWEIeRY> ▼



Jan 9, 2017 - Uploaded by TEDPartners

Allergan filmed this inspiring piece of content at TEDWomen 2016 to better understand how the important the ...

## Carla Harris: How to find the person who can help you get ... - TED.com

[https://www.ted.com/talks/carla\\_harris\\_how\\_to\\_find\\_the...at.../transcript?...](https://www.ted.com/talks/carla_harris_how_to_find_the...at.../transcript?...)



Dec 13, 2018

TED Talk Subtitles and Transcript: The workplace is often presented as a ... this person can't be a mentor ...

## Susan Colantuono: The career advice you probably didn't ... - TED.com

[https://www.ted.com/talks/susan\\_colantuono\\_the\\_career\\_advice\\_you\\_probably\\_didn\\_...](https://www.ted.com/talks/susan_colantuono_the_career_advice_you_probably_didn_...) ▼



Sep 30, 2014

This talk, while aimed at an audience of women, has universal takeaways -- for men and women, new grads ...



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## A mentoring definition

A distinct relationship where one person (the mentor) supports the learning, development and progress of another person (the mentee). A mentor provides support by offering information, advice and assistance in a way that empowers the mentee

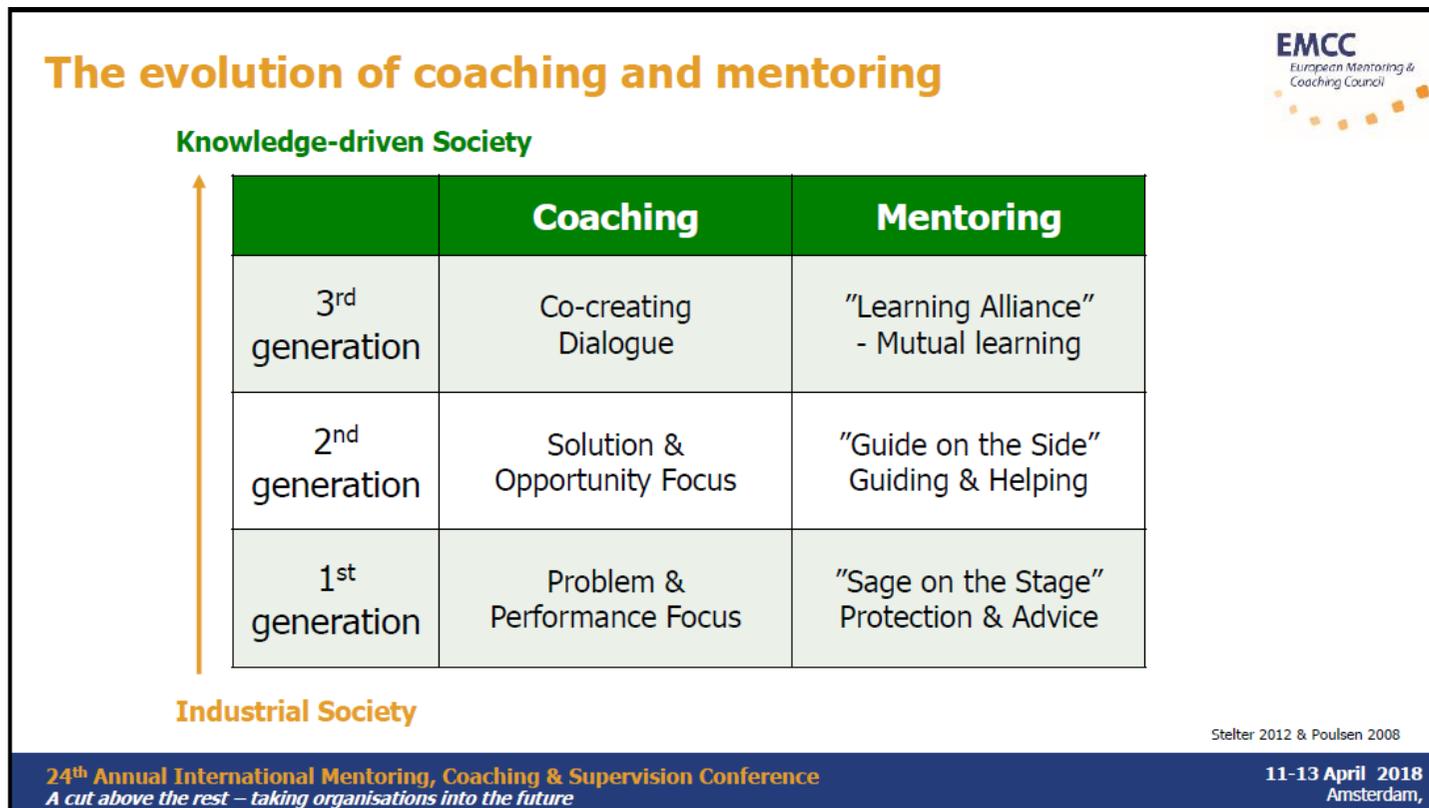
## Mentoring is complementary to Coaching

Coaching is a partnership between the coach and the coachee in a thought provoking and creative process that inspires the coaches to **maximize their personal and professional potential** (source: International Coaching Federation)

The skills used in mentoring and coaching are very similar, with perhaps the main differences between them being that the mentor is usually more experienced and qualified than the 'mentee', at least in a specific area. Often a senior person in the organization who can pass on knowledge, experience. In two-way mentoring, both parties will benefit from the relationship. This can also be summed up as: **a coach has some great questions for your answers; a mentor has some great answers for your questions.**

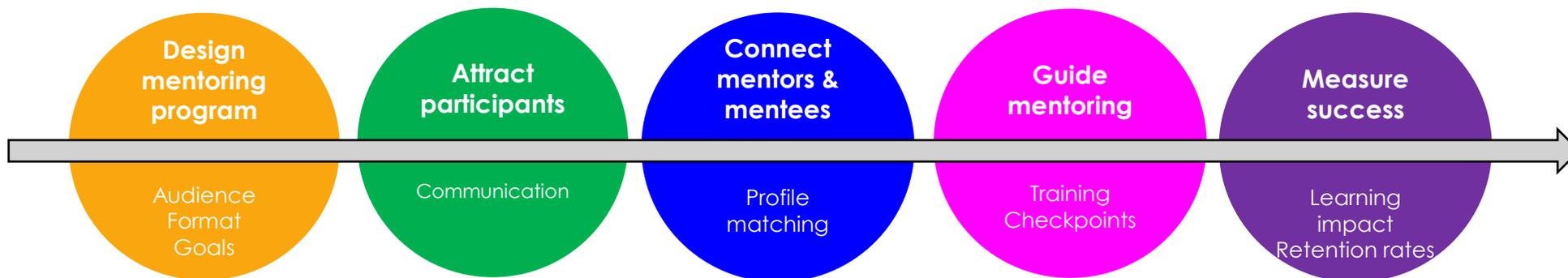


# The complementarity between coaching and mentoring is evolving





# Mentoring process



- Expected outcome (retention, diversity,.....)
- Budget, measures of success, structure
- Pilot
- Mentoring approach
- Launch a more extended mentoring wave

- Select mentors
- Select mentees
- Publish announcement
- Collect objectives of mentors and mentees

- Application and matching form (incl. objectives)
- Matching of mentors and mentees (by the mentoring desk, speed dating, chemistry meeting,.....)

- Kick-off
- Training of mentors and mentees
- Regular learning events
- Informal checkpoints also ensure focus and progress.
- Support and supervision

- Formal closure ensures self-reflection on the mentoring experience and mentoring program
- "After-care" for mentoring relationship
- Assess the program, individual learning experience and mentoring connection



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# Key success factors for a mentoring program

- Sponsor(s) for the initiative
- Matching (interviews, speed dating, application forms)
- Close follow-up by the mentoring desk
- Induction at start for mentors and mentees
- Mentorability: mindset, willingness to learn, openness to new and different ideas
- Define the mentee's objective and set expectations with the mentor.
  - ▶ *E.g. career, sharing best practice, foster collaboration across different business areas, personal development in a certain role, ..*
- Build a trust relationship
- Share each other's views
- Confidentiality
- Diversity in mentors
- No hierarchical link
- Iterative project: do some pilots and allow for an interactive process to get your mentorship program right for your company



## Possible pitfalls – 1/2

- Poor selection of mentors
- Poor matching of mentors and mentees
- Lacking a practical approach
- Lacking a referee or someone to measure the process
- Low mentoring participation
- Limited training for mentors
- Lack of structure for mentoring conversations
- No code of ethics
- Unclear roles and responsibilities
- Lack of internal marketing to get seasoned employees on board
- Lack of relationship guidelines (incl. frequency of meetings)
- Virtual communication between different locations
- Difficulty to define objectives for the junior mentees



## Possible pitfalls – 2/2

- Relationships that are not mutually beneficial
- Unconscious bias in selecting participants (mentors as well as mentees) – aim for 50/50 gender balance or consider setting up a dedicated program for women with a 50/50 balance in mentors
- Bias of the mentors
- Too little possibility for the mentor and mentee to see each other face-to-face
- Lack of adequate support (project leader & team, management support, ...)



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# Code of ethics



The reference is the European Mentoring and Coaching Council (EMCC) **global code of ethics**

- **Confidentiality**
- **Integrity and authenticity**
- **Conflict of interest**
- **Best interest of the mentee in mind**
- **Non judgement**

In case of doubt, please call mentoring desk



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## The mentee

The mentorability highly influences the impact of the mentoring relationship

- Willingness to **learn**
- Accept **responsibility** for your own learning
- Integrity and authenticity
- Share, learn and **absorb**
- Explore **growth possibilities**
- **Dare to** give feedback as well



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## What is expected from the mentor?

- Focus during the sessions: total presence
- 1 hour every 2/3 weeks for 6/9 months
- The mentor makes himself available, the mentee schedules the sessions
- The agenda of the sessions is defined commonly
- A part of the agenda is also reserved to monitor the health of the mentoring relationship
- Important to ensure an open and trustful relationship based on the code of ethics



# Great qualities for a mentor: curiosity, courage and compassion

- **Emotional intelligence:**
  - Self-awareness, social awareness, self-management, relationship management (Goleman)
  - Is easy to relate with and always makes mentees feel comfortable, even when workload is demanding
  - Listens carefully and asks good questions to “get the mentee”
  - Is positive and inspiring
- Really cares about the **best interest of the mentee**
  - Focuses on what matters for the mentee
  - Active listening skills
  - Empowers the mentee to solve his problems
  - Raises awareness of the mentee
- **Integrity and authenticity:**
  - Dare to drop the mask, reveal vulnerabilities
  - Share own stories and experience
  - Dares to challenge



During a mentoring conversation, the mentor can take different postures

## Mentor's Many Roles - Situational Mentoring



<b>Storyteller</b>
<b>Discussion Partner</b>
<b>Advisor</b>
<b>Knowledge Sharer</b>
<b>Coach</b>
<b>Critic</b>
<b>Networker</b>
<b>Door opener</b>
<b>Sponsor</b>
<b>Friend</b>



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24<sup>th</sup> Annual International Mentoring, Coaching & Supervision Conference  
*A cut above the rest – taking organisations into the future*

11-13 April 2018  
Amsterdam,



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# Goal setting for a mentoring relationship

Questions to elicit goals and a few examples

We expect you to **share experiences** and **find answers** to questions such as:

## Share

- What is important to me at work?
- What motivates me? How do I like to work?
- What technological challenges do I face?
- What frustrates me?
- How can I help you in your day to day challenges?
- What do I like at Euroclear and why?

The **goals can be anything you want them to be**... The sky is the limit!

## Goals

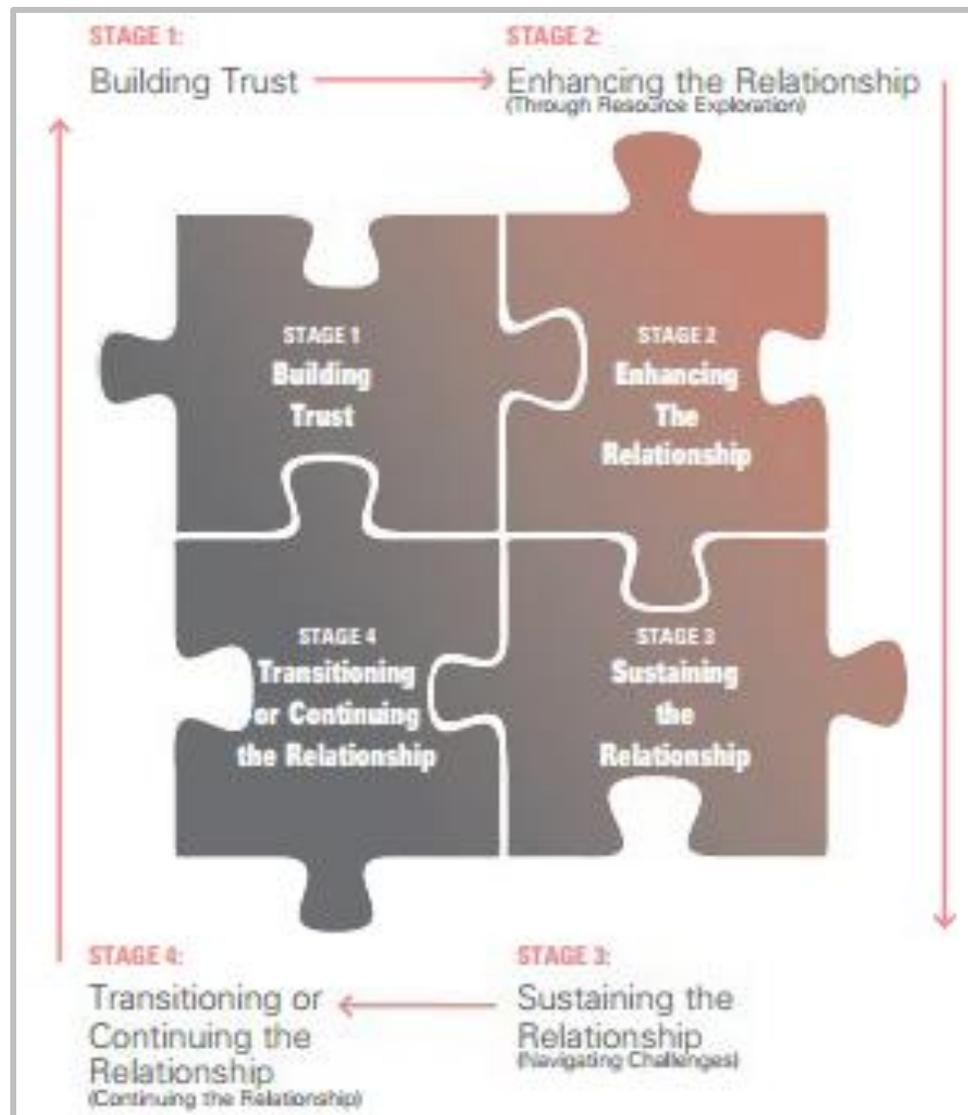
- Get to know one another and build trust
- Learn how other people in your company think, what matters to them
- Discuss a specific project and set a goal around that
- These can be individual or joint goals
- Gain understanding of how different people use technology
- These goals can be specific to your company or your team, linked to one topic or digital tool in particular



# Stages to go through in the mentoring relationship

Most mentoring relationships go through four stages known as the B.E.S.T. stages:

- Stage 1: establish a positive, personal relationship
- Stage 2: exploring growth possibilities
- Stage 3: Navigating challenges
- Stage 4: Evaluate the outcome of the mentoring





## Mentoring topics examples

- ▶ Career change
- ▶ Career development: how can I evolve?
- ▶ Looking for a new challenge
  
- ▶ Develop self confidence
- ▶ Self awareness: know strengths, qualities, areas for development
  
- ▶ Difficult relationship with manager/team
- ▶ Difficult personal/family situation
  
- ▶ How is management communication understood/perceived?
- ▶ Prepare important communication presentation
- ▶ Is my company strategy known/understood?
- ▶ How to communicate with teams?
- ▶ Image management on social networks
  
- ▶ Better understand an office/a division/a department
  
- ▶ Leadership capabilities
  
- ▶ Time management



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## Measuring success – example

Success criteria should be defined when launching the initiative

### Success criteria

- Trigger positive changes in mindset, leading to **concrete actions and projects** within a team/department.
- **Help management** grasp a better picture of the crucial changes, concerns or ideas, taking those into account when making **strategic decisions**.

**Reduce** the generation and function **gaps** between higher management and people on the floor

**Sustainable** program: numbers of participants and adequate matching

**Engagement:**  
Right people at the right place to keep their motivation at the highest

**Diversity:**  
Guide junior talents from different backgrounds to fully exploit their potential

Benefits from **both** parts (two way not one) both on a personal and professional angle

### Measure success

- Feedback sheet during the mentoring and 3/6 months afterwards:
- Indirect ways to measure the results (participation rate, diversity features, internal mobility, etc)



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# Example of flyer used to recruit mentors



# Two-Way Mentoring



*Mentoring is a professional relationship in which an experienced person assists another in increasing specific skills and knowledge that will enhance the other person's professional and personal growth.*

## Two Way Mentoring

Senior managers and junior colleagues have a lot to offer to each other, by sharing knowledge and experience in both directions. Two-Way Mentoring allows the mentoring benefits to become mutual between the mentor and mentee.

### Mentoring or coaching?

The skills used in mentoring and coaching are very similar, with perhaps the main differences between them being that the mentor is usually more experienced and qualified than the 'mentee'. Often a senior person in the organisation who can pass on knowledge, experience. In two-way mentoring, both parties will benefit from the relationship. This can also be summed up as: a coach has some great questions for your answers; a mentor has some great answers for your questions.



## Why this initiative?

- Promotion of a change in mindset in both senior managers and junior colleagues, also bringing them closer, increasing people engagement.
- Better grasp of the expectations and motivations of this younger population.
- Reflection on the needs of our future generation of clients.
- Better understanding will help accompany transformation and adapt to crucial changes.

## Mentor: what for?

- **Personal development and self-awareness:** growing by growing others.
- Meaningful interactions.
- **Digital skills:** better understanding of the younger generation's expectations and values.
- Sharpen skills such as coaching, listening, giving feedback and adapting **leadership style**.
- Temperature check of the organisation via **contacts with young colleagues**.

## Mentee: what for?

- **Empowerment:** "Yes, I can do it and I will. I am more confident."
- **Recognition:** "I feel that my opinion is valued and I am more motivated."
- **Change in mindset and behaviors:** "I want to be more active and apply what I have learned during this meaningful relationship with a senior mentor."



## What we expect from you both:

- **Commitment:** 1 hour sessions every 2/3 weeks for 6/9 months ideally in person or via VTC
- **Focus:** actively listen, share, learn and absorb during and between the sessions
- **Confidentiality:** The discussions and information shared are confidential

## Coaching & Mentoring team: what we offer

- Matching and preparation sessions
- Regular follow-up
- Measure success and adapt when needed

## Testimonies from pilot

*'It was a very interesting and enriching experience. I definitely would like to mentor and be mentored again. It brought a lot of value for me to be able to share my own experience and compare whether I had the same questions as my mentee (when I was his age) regarding his career. I also appreciated the multicultural background and refreshing mindset of my mentee. Lastly, it was important for me to better understand how millennials function and how our generations differ.'*

**Senior Manager**

*'I learned a lot about myself and how younger people approach things, I liked being confronted to a different opinion and culture. My mentee attended one of our offsites and she shared new ideas and suggestions while giving her own perception of how people were participating. It ended up being a fantastic offsite.'*

**Senior Man**

**Mail to:** Sophie Bocquet in Euroclear  
**Pulse+:** Coaching in Euroclear





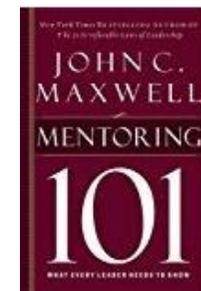
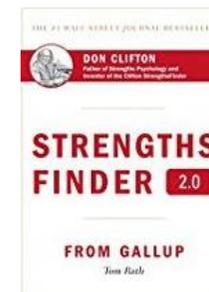
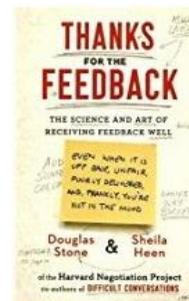
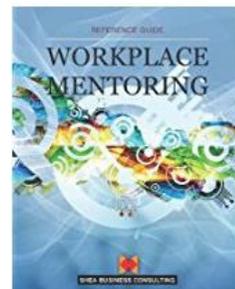
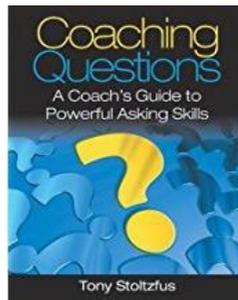
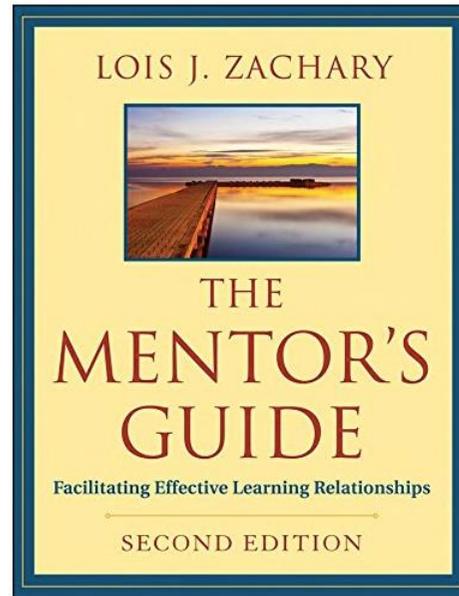
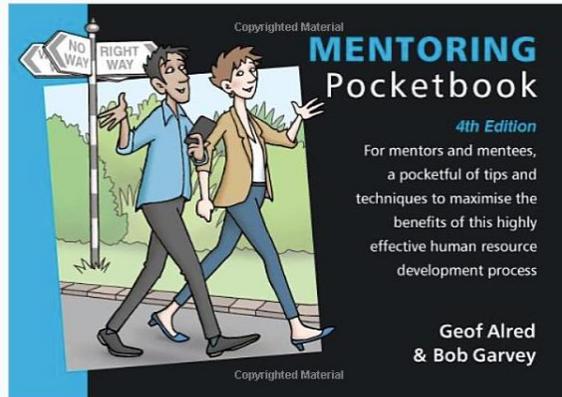
## Mentoring references - Mentors Core Competencies compassion, curiosity, courage



Video: <https://www.youtube.com/watch?v=NcObsBbauGI>



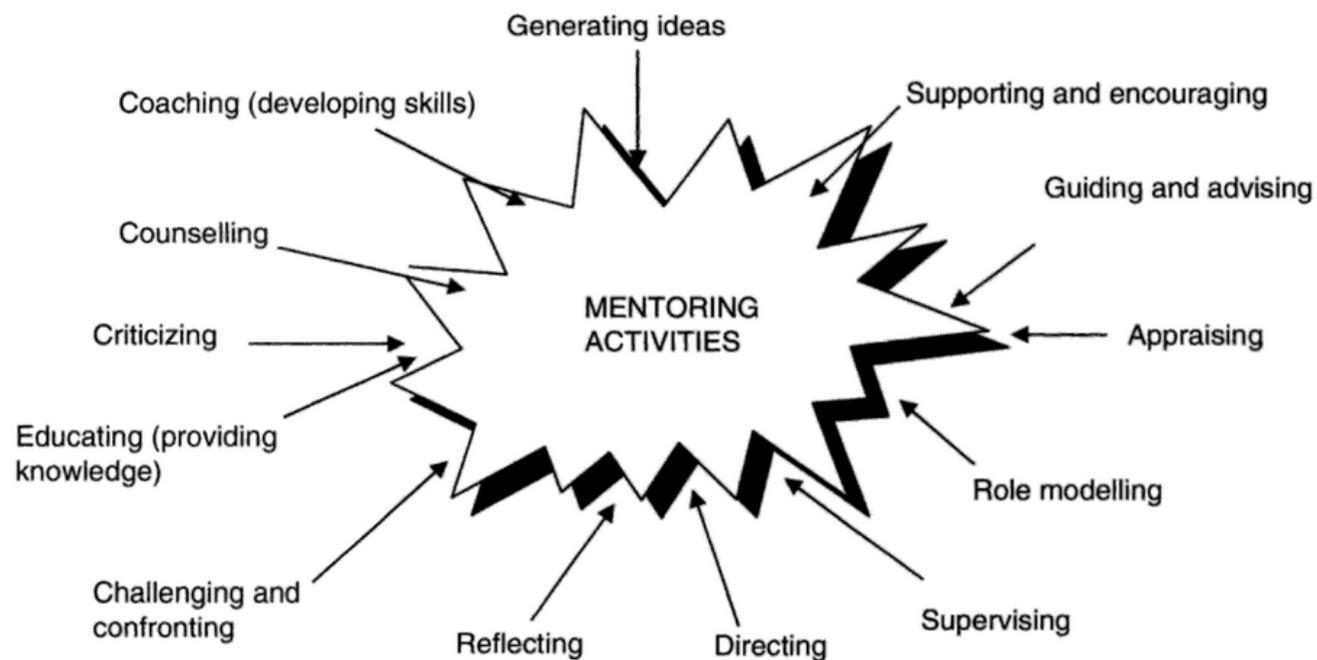
# Mentoring references - some interesting publications on mentoring





# More for mentors – activities of the mentor

## THE SITUATIONAL MENTOR



**Figure 1.1** **Mentoring** activities (Leeds Metropolitan University, 1995)



## More for mentors – active listening

Level	Intent of Listener	Activity of Listener	Outcome registered in the person being listened to
1. Attending	Listen to <b>WORDS</b>	- You demonstrate genuine interest in the other, by your eye contact and posture. You ensured undisturbed time & space, and emptied your mind first.	« This person wants to listen to me »
2. Accurate	Listen to <b>MEANING</b>	+ You accurately reflect what the other is saying: repeat words, summarise with clarity, paraphrase meaning.	« This person hears and understands what I am talking about »
3. Empathic	Attend to <b>FEELINGS</b>	+ You match their non-verbal cues, sensory frame and metaphors, by feeling in the situation.	« This person feels what it is like to be in my position, they get my reality »



## Mentoring - more definitions

As mentoring is a domain in evolution, definitions for mentoring are still flourishing on the market place

### David Clutterbuck :

- Talks about “relationship of mutual trust“ + “learning alliance (that is) tapping into talent”
- “Mentoring is a helping relationship based on exchange of knowledge, experience and goodwill. Mentors help someone less experienced gain confidence, clearer purpose, insight and wisdom.”

### EMCC Task Force 2010 and EMCC IEB 2017:

- “A developmental process, which may in some forms involve a transfer of skill or knowledge from a more experienced person to a less experienced, through learning, dialogue and role modelling . In other forms may be a partnership for mutual learning between peers or across differences such as age, race or discipline”

### Kirsten Poulsen :

- Talks about alliance and Learning partnership between two people with different levels or kinds of experience, where both can achieve new learning, new insights and personal growth

### Bob Garvey:

- In mentoring, the relationship between mentor and mentee is all-important: there is a high degree of trust and mutual regard, the mentor helps another person become what that person aspires to be, the mentor helps the mentee to realise his or her potential, the mentor learns and develops also, through being a mentor and using mentoring



# Possible Approaches to Mentoring

Increasing directiveness and power

## Developmental Mentoring

- Mentors as Guardian/Role Model
- Power parked in Mentoring relationships
- Two way learning occurs
- Mentors support Mentee through own network and « signposting » activities
- Relationship focuses on developing mentee's capability and potential

## Talent Management Mentoring

- Mentor becomes more assertive with mentee
- Mentor begins to take agenda over
- Behind the « scenes » activities begin

## Sponsorship Mentoring

- Mentor as Sponsor
- Mentor directs mentee and sets agenda
- No two way learning
- Mentor promotes Mentee fully by publicising and « pushing » them
- Relationship supports Mentor and Mentee's career development

Increasing two way learning



## Different types of mentoring relationships

- 1 to 1 Mentoring
- Group Mentoring: one mentor with multiple mentees
- Team mentoring: one mentee has multiple mentors
- Reverse Mentoring
- 2 Way mentoring



# Sources

- Euroclear
  - ▶ workshops and interviews with mentors and mentees
  - ▶ mentoring process
  - ▶ Euroclear mentoring initiatives
  - ▶ 2 Way mentoring programme
- From Coach to Mentor webinar by David Clutterbuck - International Coaching Week 2018
- How modern mentoring is transforming company culture and leadership - Kirsten M. Poulsen MasterClass - 2018 EMCC Int'l Conference
- EMCC Belgium Mentoring workshop - Brussels 2019
- Lis Merrick – EMCC international coaching and mentoring conference 2018
  
- Bob Garvey: « Mentoring Pocket book »
- Lois Zachary: « The mentor's guide »
- How modern mentoring is transforming company culture and leadership - Kirsten M. Poulsen MasterClass - 2018 EMCC Int'l Conference
- EMCC Belgium Workshop on mentoring 2019 – Olivia Verhulst, Ana Escarpenter
- The Situational Mentor: An International Review of Competences and Capabilities in Mentoring – edited by David Clutterbuck, Gill Lane
  
- [www.insala.com/articles/19-mentoring-advantages.asp](http://www.insala.com/articles/19-mentoring-advantages.asp)
- [www.uopeople.edu/blog/7-benefits-of-mentoring-programs-in-the-workplace](http://www.uopeople.edu/blog/7-benefits-of-mentoring-programs-in-the-workplace)

