



THE WOMEN'S
FOUNDATION

RESEARCH • COLLABORATE • CHANGE

研究・合作・改變
婦女基金會

TWF'S BEST PRACTICE GUIDE TO DEVELOPING THE PIPELINE OF FEMALE TALENT

Success Markers for Mentoring Programmes for Women

May 2015



INTRODUCTION

TWF is delighted to present this complimentary **resource for corporate mentoring programmes for women**, drawing on key learnings from TWF's acclaimed Mentoring Programme for Women Leaders, launched in 2009.

Other resources in the same series including Success Markers for Effective Women's Networks, developed by TWF in partnership with McKinsey are available on our website.



CONTENTS

PART 1

TWF's Mentoring Programme for Women Leaders

PART 2

The gender diversity ecosystem and the role of mentoring

PART 3

Success factors for corporate mentoring programmes for women

APPENDIX 1

Resources and best practice models

APPENDIX 2

About the TWF Mentoring Programme

INTRODUCTION TO TWF AND TWF'S MENTORING PROGRAMME FOR WOMEN LEADERS

OUR MENTORING PROGRAMME IS ONE OF SEVERAL COMMUNITY PROGRAMMES DEVELOPED AND MANAGED BY TWF

A best in class mentoring programme for women that is unique in Hong Kong

- 50 high-potential young women paired with 50 successful female leaders across different sectors and organisations
- Over 450 participants since 2009

Throughout the year-long programme, participants benefit from personal and professional development through

- one-on-one mentoring journey
- peer-to-peer learning
- inspirational talks
- skills workshops
- networking events

The Programme offers outstanding opportunities for:

- **Protégés** seeking professional and personal development
- **Mentors** to enhance their mentoring and coaching skills
- **Corporate Partners** to be associated with an exciting initiative promoting female leadership and to link up with other corporate women's networks

- Established in 2004
- A non-profit organisation (registered charity number 91/6962)

DEDICATED TO IMPROVING THE LIVES OF WOMEN AND GIRLS IN HONG KONG
THROUGH GROUND-BREAKING **RESEARCH**, IMPACTFUL AND INNOVATIVE
COMMUNITY PROGRAMMES, AND EDUCATION & ADVOCACY

Our three key focus areas are:

CHALLENGING Gender Stereotypes

EMPOWERING Women in Poverty

ADVANCING Women Leaders

MENTORING PROGRAMME / SUPPORTING PARTNERS

THE PROGRAMME IS SUPPORTED BY A LARGE NUMBER OF CORPORATE SPONSORS AND RESOURCE PARTNERS

accenture
High performance. Delivered.



BainCapital



Bloomberg

**CLIFFORD
CHANCE**



CREDIT SUISSE



GLG
格理集团

**Goldman
Sachs**



J.P.Morgan

KKR



Linklaters



Morgan Stanley



NOMURA



WHITE & CASE



allvoicetalent
executive voice coaching

Catalyst Consulting
ignite potential



WHY / MENTORING



TWF's Mentoring Programme is one of a kind. Each subject matter is well designed, and well thought out from inception to execution. I am so impressed by the effort put in and the quality of the events for both mentors and protégés. This Programme provides a great platform for young women professionals to develop themselves on both a professional and personal level.



Vera Lynn
Mentor, 2013-2014



Every event is well structured with thought-provoking ideas from inspirational people. You definitely walk away from the Programme feeling more enriched, through your shared experiences with a diverse mutually supportive network of women.



Emily But
Protégé, 2013-2014

CONTENTS

PART 1

TWF's Mentoring Programme for Women Leaders

PART 2

The gender diversity ecosystem and the role of mentoring

PART 3

Success factors for corporate mentoring programmes for women

APPENDIX 1

Resources and best practice models

APPENDIX 2

About the TWF Mentoring Programme

GLOBAL EXPERIENCE SHOWS THAT SUCCESS IN ATTRACTING AND RETAINING FEMALE TALENT DEPENDS ON A HOLISTIC APPROACH

GENDER-DIVERSITY ECOSYSTEM

Gender diversity embedded into business strategy and culture



CEO AND MANAGEMENT COMMITMENT

- » Vocal and active CEO
- » Commitment and buy-in from management
- » Fully integrated in business strategy



DEVELOPING WOMEN AS LEADERS

- » Training and coaching dedicated to women
- » Internal/external networking and community building
- » **MENTORING** and sponsorship



COLLECTIVE ENABLERS

- » HR policies and processes
- » Relevant data indicators and reporting
- » Targets and accountability

SOURCE: McKinsey Women Matters Research

DONE RIGHT, MENTORING PROGRAMMES FOR WOMEN CAN BE A SIGNIFICANT DRIVER FOR GENDER DIVERSITY BUT INTEGRATION WITH BUSINESS STRATEGY IS KEY



THE STATE OF INTERNAL MENTORING PROGRAMMES AND GENDER DIVERSITY IN HONG KONG*

Gender-diversity ecosystem

**Gender diversity
embedded into business
strategy and culture**

1



**CEO and
management
commitment**

Vocal and active CEO

Commitment and buy-in from management

Fully integrated in business strategy

2



**Developing
women as
leaders**

Training and coaching dedicated to women

Internal/external networking & community building

MENTORING and sponsorship

3



**Collective
enablers**

HR policies and processes

Relevant data indicators and reporting

Targets and accountability

Gender diversity situation in Hong Kong:

■ Not available ■ Sometimes ■ Fully available

**Based on a study involving 40+ companies by TWF and McKinsey in 2013*

MENTORING VS SPONSORSHIP



MENTORS ARE GUIDES, ADVISORS AND COACHES...

———— THE BEST MENTORS ARE ABLE TO ————
share their experiences | listen closely | offer direction and advice
TO HELP PROTÉGÉS SOLVE PROBLEMS & NAVIGATE THE WORKPLACE

SPONSORS WORK ACTIVELY ON YOUR BEHALF

TO POSITION YOU OR EVEN RECOMMEND YOU
for promotions | opportunities | any kind of visibility
———— THAT HELPS YOU TO ADVANCE ————



THE ROLE OF MENTORS

- Shares own experience
- Provides direction and advice
- Helps the protégé to think through challenges & make decisions but doesn't provide solutions
- Gives the protégé feedback if invited to do so

THE ROLE OF SPONSORS

- Encourages protégé to take appropriate risks and provides air cover
- Facilitates protégé's access to senior leaders
- Advocates for the protégé's next promotion
- Gives the protégé critical feedback

CONTENTS

PART 1

TWF's Mentoring Programme for Women Leaders

PART 2

The gender diversity ecosystem and the role of mentoring

PART 3

Success factors for corporate mentoring programmes for women

APPENDIX 1

Resources and best practice models

APPENDIX 2

About the TWF Mentoring Programme

OUR SIX MARKERS / FOR CORPORATE MENTORING INITIATIVES FOR WOMEN

1

OBJECTIVES:



Being able to articulate how the mentoring programme helps drive targets for greater gender diversity

2

MATCHING:



Understanding the different possible approaches to matching & choosing the most effective given the context and objectives

3

CONTENT EVALUATION & SUPPORT:



Structured content + continuous evaluation + dedicated resources make for a more successful programme

4

SHARED LEARNING:



Peer-to-peer and group learning is as important as the one-on-one relationships

5

MENTOR SUPPORT:



Build in mentor support to enhance listening, coaching and problem-solving skills

6

BRAND:



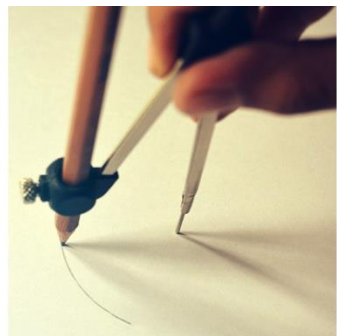
A communications strategy that encourages support from key stakeholders and avoids alienating others

**KEY POINTS:**

- Being able to articulate how the mentoring programme helps drive targets for greater gender diversity is critical
- Having a clear set of objectives is critical for effective programme design and impact measurement

Review the state of your gender diversity ecosystem

- Assess how your organisation is doing across the gender diversity ecosystem
- What has already been achieved and should be celebrated?
- What are the biggest gaps to address?
- Reflect on the priorities of your mentoring programme

How does your mentoring programme aim to address these gaps (if any)?

- What would women in your organisation benefit from most?
- What are the current objectives of your mentoring programme and how might you further refine, enhance or change these?

2

MATCHING:



Understand the different possible approaches to matching

KEY POINTS

- Effective matching depends on having the right participants in the first place
- Make an informed choice about your selected approach to matching

Reflect on how participants are selected



- Specific criteria for who is eligible to be a mentor or a protégé
- Can prospective mentors articulate the value they bring? Can prospective protégés articulate why they need a mentor?
- Do participants understand the commitment expected of them in terms of the frequency of meetings, the level of proactive engagement and ongoing participation in providing feedback?

Review the matching process and possible enhancements



- Review the basis for choosing between:
 - paper matching based on stated interests and the protégé's needs vs mentor's experience
 - self-selection
- Facilitated self-selection
- How can your selected approach be enhanced?

3

CONTENT EVALUATION & SUPPORT:



Structured content + continuous evaluation + dedicated resources = a more successful programme

KEY POINTS

- Decide where you want to be between leaving participants to navigate the course of their relationship independently and having a high degree of structure with regular intervention
- A rigorous continuous feedback loop drives a more effective programme design, allows for mid-course corrections and facilitates positive outcomes
- A dedicated resource to support the programme and its participants is essential

Complete your activity wheel



Go through the activity wheel and check:

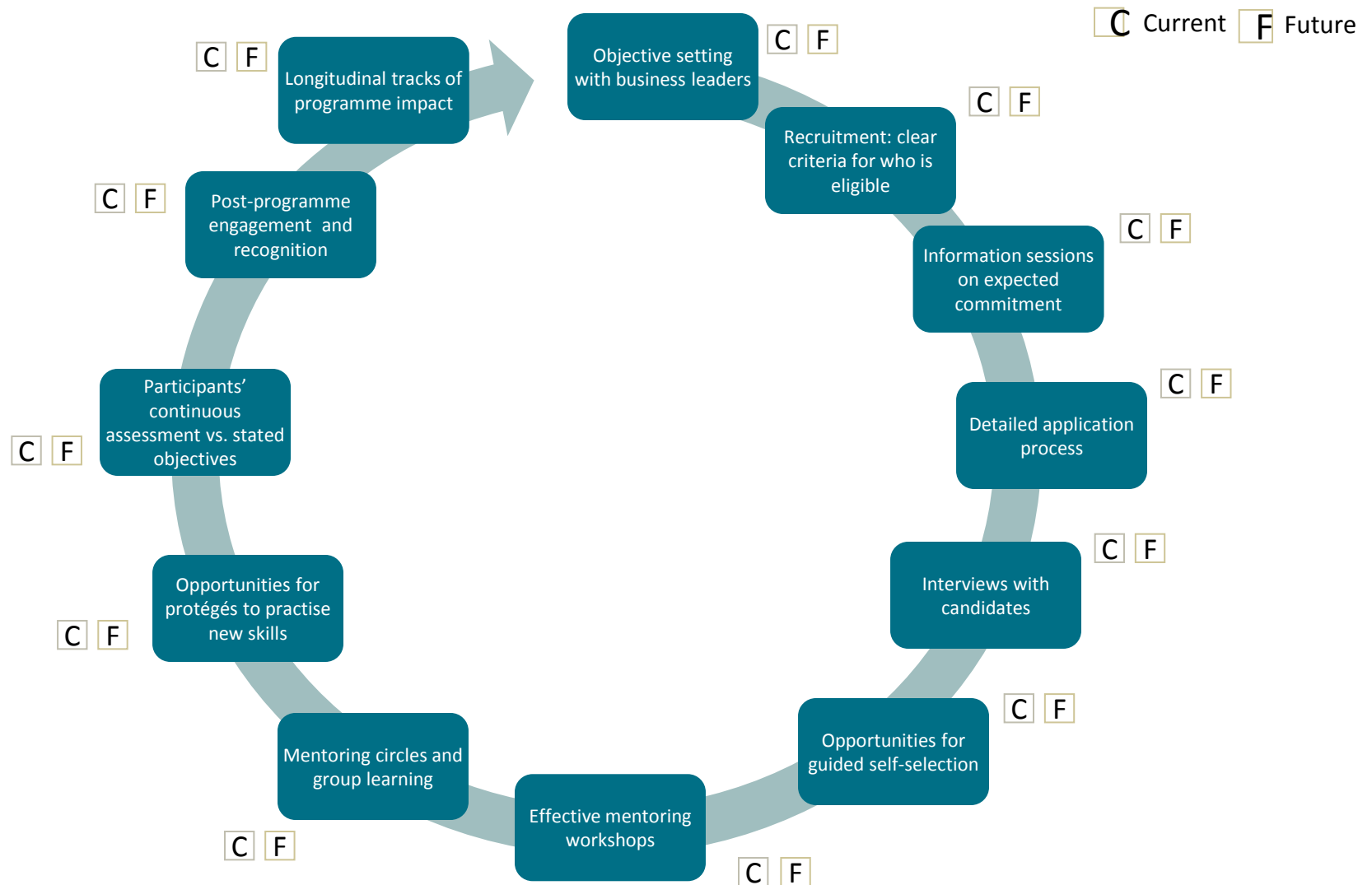
- Activities that clearly form part of your mentoring programme
- Activities you are considering in the future

Review the content within each activity



- Does every element make sense for that point in time of the programme?
- Does every element correspond to, or generate feedback from, participants?

SAMPLE ACTIVITY WHEEL



4

SHARED LEARNING:



Peer-to-peer and group learning are as important as the one-on-one relationships

KEY POINTS

- Mentoring circles allow for the added benefit of multiple perspectives through small group discussions
- A structured calendar of group events facilitates peer-to-peer learning and helps maintain participant engagement and programme momentum

**Reflect on
what group
activities would
be desirable
and appropriate**



- Small group mentoring circles
- Soft and hard skills workshops
- Inspirational speaker events
- Social gatherings
- Activities led by protégés so they can practise new skills

**Opportunities
for cross function
/department
fertilisation**



- Identify the resources required to support this: internal vs. external trainers and speakers
- Human resources to manage and coordinate the group activities
- Funding requirements – who has budget?

5

MENTOR SUPPORT:



Build in mentor support to enhance listening, coaching and problem-solving skills

KEY POINTS

- Careful vetting of mentors is important, as is providing skills training for those mentors as required
- Leverage other available leadership development opportunities for the mentor group
- Do mentors understand the difference between positive and negative mentoring behaviours?
- Ensure protégés have realistic expectations

Review your mentor selection process and support provided to mentors



- Ask prospective mentors about their listening and coaching styles
- Ensure they understand the commitment and level of engagement expected of them
- Do the mentors understand the difference between positive and negative mentoring behaviours?

Identify how mentors can be better supported



- Provide workshops to enhance coaching skills and how to give constructive feedback
- Provide opportunities for mentors to share challenges and learnings with each other
- Ensure protégés have realistic and appropriate expectations of the mentoring relationship

MENTORING BEHAVIOURS: EFFECTIVE vs INEFFECTIVE

EFFECTIVE	INEFFECTIVE
ADVISOR Sounding board, facilitator	RESCUER Problem fixer, assumes responsibility
PROTECTOR Supports, is a safety net	BODYGUARD Fights protégé's battles, overprotective
COACH Provides structure, feedback and direction	SVENGALI Dictates, controls learning
DIAMOND CUTTER Suggests, polishes rough edges	MECHANIC Wants a quick fix, insensitive to feelings
BROKER Identifies resources, develops	BUCKPASSER Abdicates, doesn't follow up
CHALLENGER Positively provokes, sets standards	ADVERSARY Pushes too far too soon, devil's advocate
CLARIFIER Teaches values, manages politics	MINESWEEPER Removes obstacles so protégé doesn't need to
AFFIRMER Gives needed support, enhances self esteem	SMOTHERER Gives too much feedback, discounts feelings
SPONSOR Provides visibility and recognition	STINGER Promotes protégé at the expense of others

6

BRAND:



Strategic and thoughtful communications will encourage support from key stakeholders and avoid alienating others

KEY POINTS

- Proactive management of the “brand equity” of your mentoring programme will help men from feeling alienated
- Men can – and should be – partners in moving organisations towards greater gender parity

Repositioning Activities From . . .

- Yoga classes
- Dress for success and make up lessons
- Ladies who lunch
- Book club

To . . .

- Panel discussion on prioritising health and wellbeing and avoiding burn out
- Lean In Inspired Circles to tackle more individual issues like self-confidence, establishing presence, managing difficult conversations
- Workshops on
 - Leading from the front
 - Developing Executive Presence
 - Managing your personal brand workshop

BE STRATEGIC – ALIGN YOUR COMMUNICATIONS WITH YOUR PURPOSE

STRATEGIC BRANDING

- Who are you communicating with? What is your message?
- It helps if the CEO and management are seen to be champions and supporters

BUSINESS CASE

- Create materials – e.g. infographics – on the business case for gender diversity

ONE PAGE PORTAL

- Launch an intranet with latest programme events & initiatives
- Reference the mentoring programme on the extranet as part of the employee value proposition

ESTABLISH COMMUNICATION LOOP

- Demonstrate you are taking on people's feedback

REGULAR RATHER THAN AD-HOC

- Employ regular, proactive communications
- Communicate when you need to – don't over communicate

IDENTIFYING YOUR KEY STAKEHOLDERS

STAKEHOLDERS

- CEO
- Top management
- Middle managers
- Top women
- Female employees
- Male employees
- Direct report
- Others



EXAMPLE / SECURING BY-IN FROM STAKEHOLDERS

CHECKLIST

- ☐ Can you explain the specific **barriers** encountered by women?
- ☐ Are you aware of **past gender initiatives** that have succeeded or failed?
- ☐ Have you framed this agenda as a **business issue**?
- ☐ Have you got a strong **business case**?
- ☐ Have you engaged with your stakeholders on the **business case**?
- ☐ Do you understand **concerns** or scepticism?
- ☐ Can you justify your **proposed approach**?
- ☐ Are you clear about your **asks**?
- ☐ Have you identified **gender champions** who are willing to speak up?

SOURCE: *The Little Book of Diversity – A Practical Guide to Supporting Women in the Workplace*. Sam Mercer, Sharon Glancy and Karen Roberts

HOW TO ENGAGE MEN / ADDRESSING COMMON BARRIERS

Men should be as actively involved and responsible for educating other men and women and in moving organisations toward gender parity



BARRIERS

POSSIBLE ACTIONS

Apathy

- Framing diversity and inclusion (D&I) as both a business and social issue with far-reaching benefits
- Communicating the benefits for men

Fear

- Discouraging zero-sum thinking
- Including men in communications about gender initiatives
- Exposing men to male and female role models who champion gender inclusion and challenge the status quo

Real and Perceived Ignorance

- Dialogue with other men as well as women
- Pairing men with women mentors

CONTENTS

PART 1

TWF's Mentoring Programme for Women Leaders

PART 2

The gender diversity ecosystem and the role of mentoring

PART 3

Success factors for corporate mentoring programmes for women

APPENDIX 1

Resources and best practice models

APPENDIX 2

About the TWF Mentoring Programme

Gender diversity: base-lining your organisation

1 Not available 3 Sometimes 5 Fully available

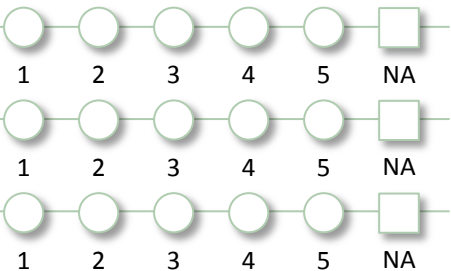
GENDER-DIVERSITY ECOSYSTEM



CEO and management commitment

- Vocal and active CEO
- Commitment and buy-in from management
- Fully integrated in business strategy

Assessing the situation



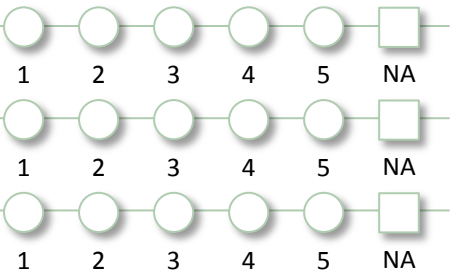
Supporting examples

- _____
- _____
- _____



Developing women as leaders

- Training and coaching dedicated to women
- Internal/external networking and community building
- **MENTORING** and sponsorship

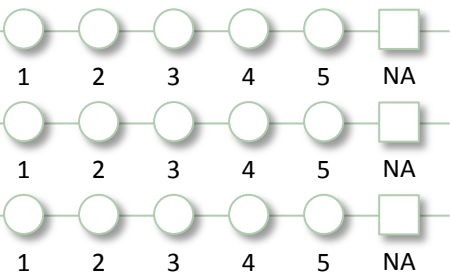


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- _____



Collective enablers

- HR policies and processes
- Relevant data indicators and reporting
- Targets and accountability



- _____
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- _____

CONTENTS

PART 1

TWF's Mentoring Programme for Women Leaders

PART 2

The gender diversity ecosystem and the role of mentoring

PART 3

Success factors for corporate mentoring programmes for women

APPENDIX 1

Resources and best practice models

APPENDIX 2

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TWF / MENTORING PROGRAMME GOALS

For TWF, our objective is to increase the number of women leaders

Help participants to...

- Build leadership knowledge and skills
- Enhance self-confidence
- Gain insights to tackle issues or difficulties
- Build a strong and supportive network

MENTORING PROGRAMME ULTIMATE GOAL

To increase the number of women in policy and decision-making roles across sectors



MENTORING OBJECTIVES

FOR MENTORS:

- Giving back to the community in a meaningful way through sharing experiences and advice with, and supporting, younger women coming through the ranks
- Open recognition for mentors

FOR PROTÉGÉS:

- Identifying and implementing strategies for professional and personal development with the support and guidance of one or more mentors and peers

What our Programme offers:

Facilitated self-selection of your mentor or protégé, access to a network of outstanding individuals, one-on-one mentoring sessions, personal branding and skills workshops

TWF / MODEL FOR MENTORING

SKILLSTRAINING OBJECTIVE

- Help participants to build an extensive skill set in order to better prepare them for leadership roles in the future

What our Programme offers:

- Workshops covering topics from career to personal development, featuring outstanding speakers from all walks of life

NETWORKING OBJECTIVE

- Help participants to build a powerful and supportive network

What our Programme offers:

- Mentoring circles, a busy calendar of monthly activities, the opportunity to tap 100 women and their networks, and an active Alumni community

TWF / STAGES OF MENTORING PROGRAMME

Every stage of TWF's Mentoring Programme reflects research into global best practice, the latest innovative ideas and feedback from past participants



I RECRUITMENT

Strategies to promote best practice:

- In addition to the information on our website, TWF holds a series of information sessions featuring past and present participants outlining the Programme, the level of commitment expected and how to apply
- Protégés should have at least 5 years of working experience while mentors typically have held senior leadership roles for over 10 years

2 SELECTION

Strategies to promote best practice:

- Shortlisted applicants that meet the eligibility criteria are interviewed
- Interviews are conducted by the Programme Manager and current members of the Mentoring Programme Steering Committee
- The Mentoring Programme Steering Committee comprises past mentors and protégés

TWF / STAGES OF MENTORING PROGRAMME

3 PAIRING

Strategies to promote best practice:

- One of our key priorities is to create compatible matches between individual mentors and protégés, pairing people with similar interests, motivations and affinities
- To facilitate this process, every year the Programme kicks off with a series of ice-breaker sessions which provide an opportunity for participants to self-select their mentor or protégé
- Research shows that ideally, pairing is a mix of guided-and self-selection. As such, the Steering Committee considers participants' preferences and information gleaned during the interview stage in arriving at pairing decisions

4 EVENTS & ONE-ON-ONE MENTORING

Strategies to promote best practice:

- TWF provides guidance and training on how to create and maintain meaningful, productive mentoring relationships
- TWF also offers opportunities for all participants to get together regularly for events such as inspirational talks, panel discussions on hot-button issues and skills workshops. We include a networking component and participant satisfaction survey at each event

5

REVIEW

Strategies to promote best practice:

- Following the conclusion of the Programme, The Women's Foundation and the Mentoring Steering Committee undertake an extensive review of the year's activities and participant feedback
- Exit interviews are also conducted, with participants asked to complete an in-depth post-Programme survey to gauge whether their goals and expectations for the year were met
- From the review, we identify improvements for the following year

FEEDBACK LOOP

The Mentoring Programme is characterised by continuous feedback. Participants indicate in their application forms their goals and expectations for the Programme. We continue to gauge the progress in their personal and professional development over the cycle through post-event surveys, quarterly self-assessments and a final post-programme survey. The Women's Foundation continuously monitors the feedback to make improvements and facilitate positive outcomes, and produces individual progress reports for all participants.

TWF / MENTORING PROGRAMME STRUCTURAL ELEMENTS

Protégés set their own agenda with the guidance and support of their mentor. The mentor-protégé relationship is confidential and managed independently by the pairs themselves, but TWF offers support and guidance where necessary. Pairs are encouraged to attend Programme events together as far as possible.

**I-ON-1
MENTORING
RELATIONSHIP**



**GENERAL
MENTORING
PROGRAMME
EVENTS**

**BRING TOGETHER:
100 women and their
networks during the
Programme Cycle**

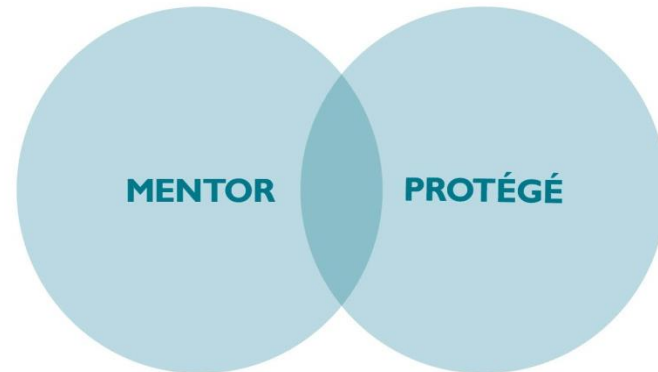
**WIDER, LASTING
ENGAGEMENT:
500+ women and their
networks, increasing
year-on-year**

A wide range of events to enhance professional and personal development and encourage peer-to-peer learning are scheduled throughout the Programme cycle. These equip Programme participants with a wide range of new tools and knowledge. Events include: protégé-run speaker workshops, inspirational talks, panel discussions, and skills workshops. We include a networking component and participant satisfaction survey at each event. There are also participant-initiated extra-curricular social events.

The Alumni Network allows past and current participants to connect. Our Alumni initiatives are constantly evolving and expanding, and currently include Lean In Inspired Circles, and HR, Luxury Brand and Legal Industry Focused Groups.

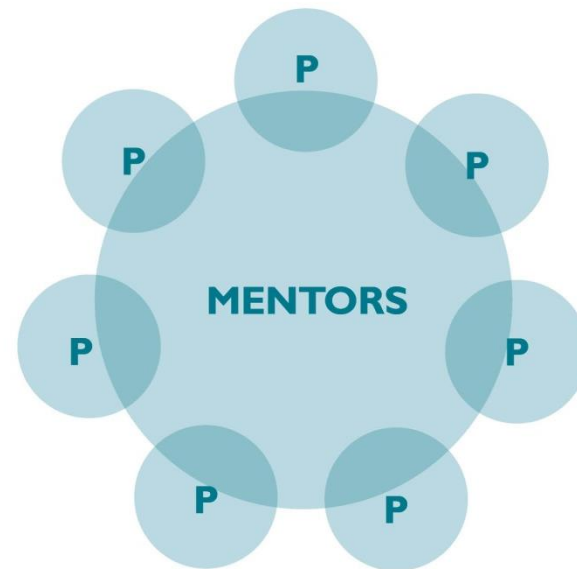
TWF / STAGES OF MENTORING PROGRAMME

1:1 MENTORING



MENTORING CIRCLES

- Allow for multiple perspectives
- Small groups of protégés have the chance to gain insights in a group context with one or more mentors



TWF / STAGES OF MENTORING PROGRAMME

EVENTS

A comprehensive programme of events equips mentors and protégés with soft skills and hard skills, through workshops and presentations facilitated by leading experts on a range of topics including:

- Effective Negotiation in the Workplace
- Presentation and Communication Skills
- HBDI and Whole Brain Thinking



SOCIAL MEDIA AND TECHNOLOGY

Leveraging **social media and technology** e.g. regular newsletters, surveys and LinkedIn page



GUEST SPEAKERS

Access to experience, wisdom and insights from **guest speakers and panels**



SOCIAL GATHERINGS

Social gatherings to put what participants have learned into action, build networks and foster learning



CONTACT US

Su-Mei Thompson

Chief Executive Officer

The Women's Foundation

e: su-mei.thompson@twfhk.org

d: 2581 1163

m: 9162 0881

Amy Russell

Mentoring Programme Manager

The Women's Foundation

e: amy.russell@twfhk.org

d: 2581 1873

twfhk.org