



**Leadership & Diversity.
The role of mentoring.
Benefits for the business.**

The origins of mentoring

- Greek and many other mythologies
- Apprenticeships
- Structured mentoring first appears in the US (early 1980s)
- Emergence of two models of mentoring – sponsorship (US) and developmental (Europe, mid- to late 1980s)
- *Everyone needs a mentor* (1985)
- European Mentoring Centre (1992) becomes European Mentoring and Coaching Council (1999)

Coaching and Mentoring International

An international network of trainer/
consultants specialising in mentoring.

What do we mean by Mentoring?

Mentoring is a helping relationship based on an exchange of knowledge, experience and goodwill. Mentors help someone less experienced gain confidence, clearer purpose, insight, and wisdom.

In developmental mentoring, the mentor, too, is changed by the relationship.

Mentoring is powerful because it:

- Focuses on the individual and their own aspirations, in their timescales
- Encourages people to raise their horizons, reinforcing belief in their own potential
- Bridges the experience gap
- Works on the quality of the mentee's thinking
- Opens new worlds for the mentee
- Is a two-way learning relationship

Characteristics of developmental mentoring

- The role of the mentor is one of support to the mentee.
- The mentor will listen and give advice and guidance, when it is appropriate.
- Mentoring focuses on developing capability by working with the mentee's goals to help them realise their potential.
- The mentee is responsible for their learning and development and setting the direction and goals for the relationship.
- The flow of learning is two-way in a mentoring relationship and the mentor often gains as much as the mentee.

Lis Merrick, Sheffield Hallam University

Outcomes for mentee

- Career (faster progress + mentees earn more than non-mentored peers)
- Learning (personal development)
- Enabling (e.g. better personal development plan)
- Emotional (e.g. greater self-belief)

Mentoring stimulates dialogue for...

- Transition (both individual and team)
- Challenge
- Succession planning
- Creative thinking

Sponsoring v Developmental Mentoring

Sponsoring mentoring

- Hierarchical
- Mentor's influence and authority important
- Mainly transactional/ instrumental help
- Learning primarily from mentor to mentee
- Mentor may be sponsor and sometimes line manager

Developmental mentoring

- Both parties' experience is valued
- Both work to minimise power distance
- Helping to think + develop personal wisdom
- Learning occurs in both directions
- Mentor helps mentee grow in self-efficacy

Why we need a gender focus

- The imbalance of women directors
- Gender bias in academia
- Growing the small business sector in developing countries
- Gender diversity improves creativity and decision-making at all levels

Some gender-based mentoring programmes

- Cherie Blair Foundation
- Women in Engineering
- Female computer scientists
- Female immigrants into Canada
- Mentoring women in business
- South East Mentoring Network for Women (UK)
- Boards and C-suites in Norway
- Group mentoring for mid-career women associate professors
- The Menttium diversity programmes
- European cross-mentoring programme

Mentoring mums returning to work

- Planning the return
- Managing the guilt trip
- What's a good enough mum? (Challenging self-limiting beliefs)
- Re-engaging with networks

Some research data

- 360 evaluations of male female execs on INSEAD courses show that women are rated higher than men on 9 out of 10 leadership dimensions (the exception is envisioning)
- Evaluation tools are not gender neutral

The problem starts at junior & middle management

- Women account for 53% of US entry-level professionals
- ... But only 37% of middle management roles
- At each step of the leadership pipeline, men are twice as likely to advance

(McKinsey studies, 2010, 2011)

Mentoring & the entrepreneur

- Supporting “The hero’s journey”
- Key decisions:
 - Lifestyle business or substantial enterprise?
 - Building on strengths
 - Letting go
- How mentors help
 - Networking
 - Reputation management
 - The Pygmalion effect (building self-belief)
 - Personal development planning

Why do leaders need mentors?

- Manage a major transition (e.g. first assignment overseas; first board appointment)
- Develop confidence in a new role
- Acquire a confidential sounding board
- A source of challenge for personal/business development
- Help in applying knowledge/skills learnt externally (e.g. business school course/action learning set)
- To feel less alone at the top
- To test their thinking on complex issues

Executive mentors v executive coaches

Mentoring

- A relatively long-term relationship
- Less focused and about a broad transition in role; or about a broad range of issues within a role
- Relevant experience in similar role important to credibility and perspective as a sounding board
- Mentors' wide networks may be significant

Coaching

- A relatively short-term assignment, often 6 months or less
- Focused on a specific performance or behavioural change issue
- Relevant experience at same level important in framing right questions
- Typically requires wider portfolio of psychologically-based tools

What leaders say

- 85% of CEOs surveyed say that having a mentor played a significant role in their careers
- Both women, who have achieved leader roles in large organisations and women, who have become successful entrepreneurs typically recognise the role of a mentor in their critical career decisions.

Mentoring the board

2014 research from Swiss Business School IMD found that:

- 75% of senior business leaders agreed that having a mentor helped the leader improve business performance
- 82% said it improved leadership behaviours and the ability to manage key relationships.

Who makes a good executive mentor?

- A large store of relevant experience + the wisdom to use or refer to it only sparingly
- A passion for their own continued learning, both about mentoring and business
- Still in the real world of business (not retired, not a consultant, but at the sharp end!)
- High level of emotional intelligence
- Well networked

Some other key qualities

- Humility
- Curiosity
- Gravitas
- Authenticity

Key questions for the entrepreneur

- Where do I find time and opportunity for my own development?
- Who can I rely on to challenge me in a positive way?
- How do I change my style of leadership in line with the changing needs of the business?
- How do I persuade others to behave differently?
- Where do I want to go personally? What are my options?
- How can I develop a broader perspective on this business?
- How do I get a life outside the business?

From equal opportunities to leveraging difference

Equal opportunities	Diversity management	Leveraging difference
<ul style="list-style-type: none">• Issue (problem) focused• Tactical emphasis• Focused on a small number of defined groups• An HR issue• “Hard” targets (get the numbers)• About enforcing the distribution of power, privilege and advantage• Driven by legislation	<ul style="list-style-type: none">• Opportunity focused• Strategic emphasis• Aimed at everyone• Issue owned by everyone• Changing thinking and behaviours to change the culture• About increasing collaborative endeavour and sharing• Driven by organisational need	<ul style="list-style-type: none">• Individual focused• Tactical and strategic• A wider definition of talent• Valuing difference in all its forms• About the quality of conversations between employees and the organisation• Driven by alignment between individual and organisational needs

Same race/gender versus difference

Issue	Same Group	Different Group
Perspective	More empathy	Wider perspective
Career outcomes	Less likely	More likely
Networks	Sharing same concerns	More influential
Power	Easier rapport	Insight into politics
Role modelling	Occurs more naturally	Promotes wider range of responses

Issues in the diversity mentoring conversation

- The hierarchy gap (“Speaking truth to power”)
- Political correctness (overcompensating)
- Same words/different meanings
- Avoiding exploring own feelings, attitudes and values
- Problem denial

Helping mentees empower themselves

EXTERNAL What you are permitted	Influence of other people's perceptions and stereotypes	Restrictions imposed by context/authority
INTERNAL What you permit yourself	Influence of own perceptions and stereotypes	Restrictions imposed by personal capability

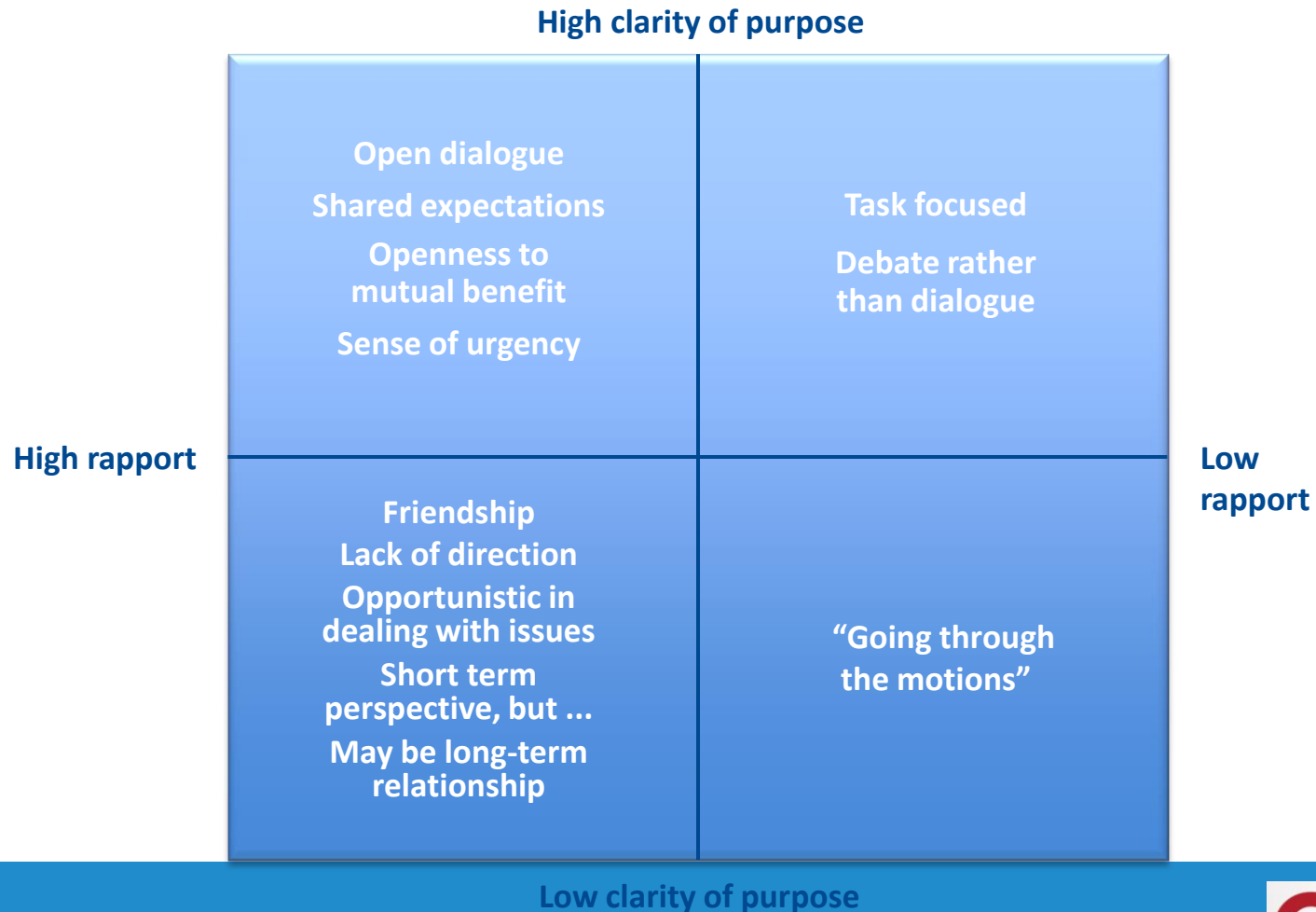
Personal Empowerment

Difference

“The real challenge [in diversity] is not to have lots of black, female and gay profit-obsessed, Starbucks-sipping workaholics; it is to embrace diverse world views, philosophies of life and work, mental architectures and value systems. Otherwise diversity will be all surface and no depth.”

Richard Reeves, arguing in *Management Today* for a wider understanding of diversity (April 2004 p 29)

Clarity of purpose versus rapport



The diversity awareness ladder

Stage	The inner conversation	The outer conversation
1. Fear	<p>What do I fear from this person?</p> <p>What do I fear learning about myself?</p> <p>What might I be avoiding admitting to myself?</p>	<p>What do we have in common?</p> <p>What concerns do you have about me and my intentions?</p>
2. Wariness	<p>What if I say the wrong thing?</p> <p>Is their expectation of me negative and/or stereotyped?</p> <p>How open and honest can I be with them?</p>	<p>How can we be more open with each other?</p> <p>How can we recognise and manage behaviours that make each other feel uncomfortable/ unvalued?</p>
3. Tolerance	<p>What judgements am I making about this person and on what basis?</p> <p>What boundaries am I seeking/ applying in dealing with this person?</p>	<p>How can we exist/ work together without friction?</p> <p>How can we take blame out of our conversations?</p>
4. Acceptance	<p>Can I accept this person for who they are?</p> <p>Can I accept and work with the validity of their perspective, even if it's different from mine?</p>	<p>What values do you hold?</p> <p>How do you apply them?</p> <p>How can we make our collaboration active and purposeful?</p>
5. Appreciation	<p>What can I learn from this person?</p> <p>How could knowing them make a better/ more accomplished person?</p>	<p>What can we learn from each other?</p> <p>How will we learn from each other?</p>

Diversity mentoring competencies

are likely to differ from Mentoring in General in terms of:

- Empathy with the mentee's dilemmas
- Positioning disadvantage appropriately
- Ability to value differences
- Ability to reconcile differences
- Being a role model for open-mindedness
- Ability to challenge self and take risks

Mentoring between big and small businesses

Managers in the big business gain from mentoring owner/managers by:

- seeing everyday problems from a different perspective
- reflecting on their own behaviour and practices
- practising a non-directive, collegiate style of developing someone else
- gaining confidence in the value of their accumulated expertise
- tasting what it might be like to become entrepreneurs themselves.

4 dialogues to support talented women in the workplace

1. The internal dialogue
2. Dialogue within the immediate work environment
3. Dialogue between the organisation and its female employees generally
4. Dialogue between the social networks of the organisation and those of its female talent

Mentor responsibilities

- Being available, when needed
- Focusing on mentee's agenda (not own)
- Enabling the mentee to learn by thinking things through
- Sharing knowledge when appropriate (but not as first option)
- Creating a “power-free” and open environment for learning dialogue
- Giving and receiving challenge
- Maintaining confidentiality

Mentee responsibilities

- Respecting mentor's time
- Arranging and preparing for meetings
- Doing what they promise
- Being as open and honest as possible with the mentor and with themselves
- Helping the mentor create a “power-free” and open environment for learning dialogue
- Giving and receiving challenge
- Maintaining confidentiality

Being valued

- I value myself for...
- Other people value me for...
- What prevents others valuing me in the way I want them to?
- If I want to change how people value me, how can I do that?

Strengths and weaknesses

Strengths

Developed

Where you are already a high performer

Emerging

Where you have some successes, but need greater knowledge or consistency

Embryonic

Things you feel drawn to but have not had a chance to develop capability

Weaknesses

Fatal flaws, e.g. self-destructive tendencies; arrogance

Strengths you tend to overuse, or use in the wrong places

Things you feel averse to, but have not had great exposure to

I am the person...

Who

Believes

Likes/enjoy

Aspires to

Desires

Impresses

About

Other people

Myself

My family

Friends

Colleagues

To

Achieve

Contribute

Help others

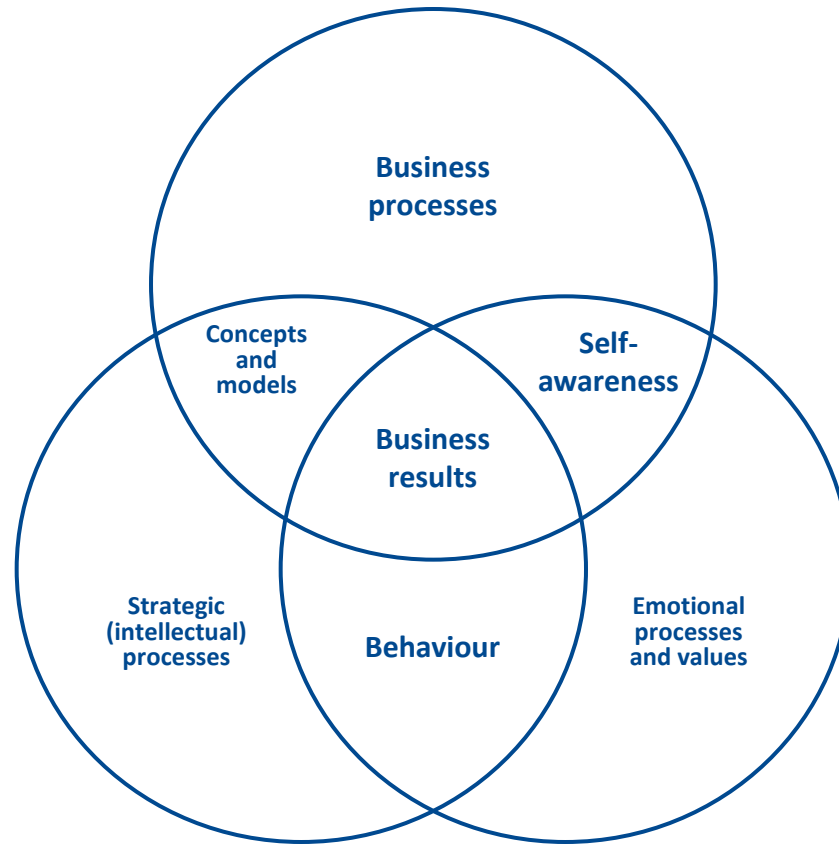
Influence

Create

Mentor as guide

- Advice - least helpful and appropriate: what you should do?
- Giving context: how things work, what you may not be aware of
- Clarifying choices
- Linking with resources

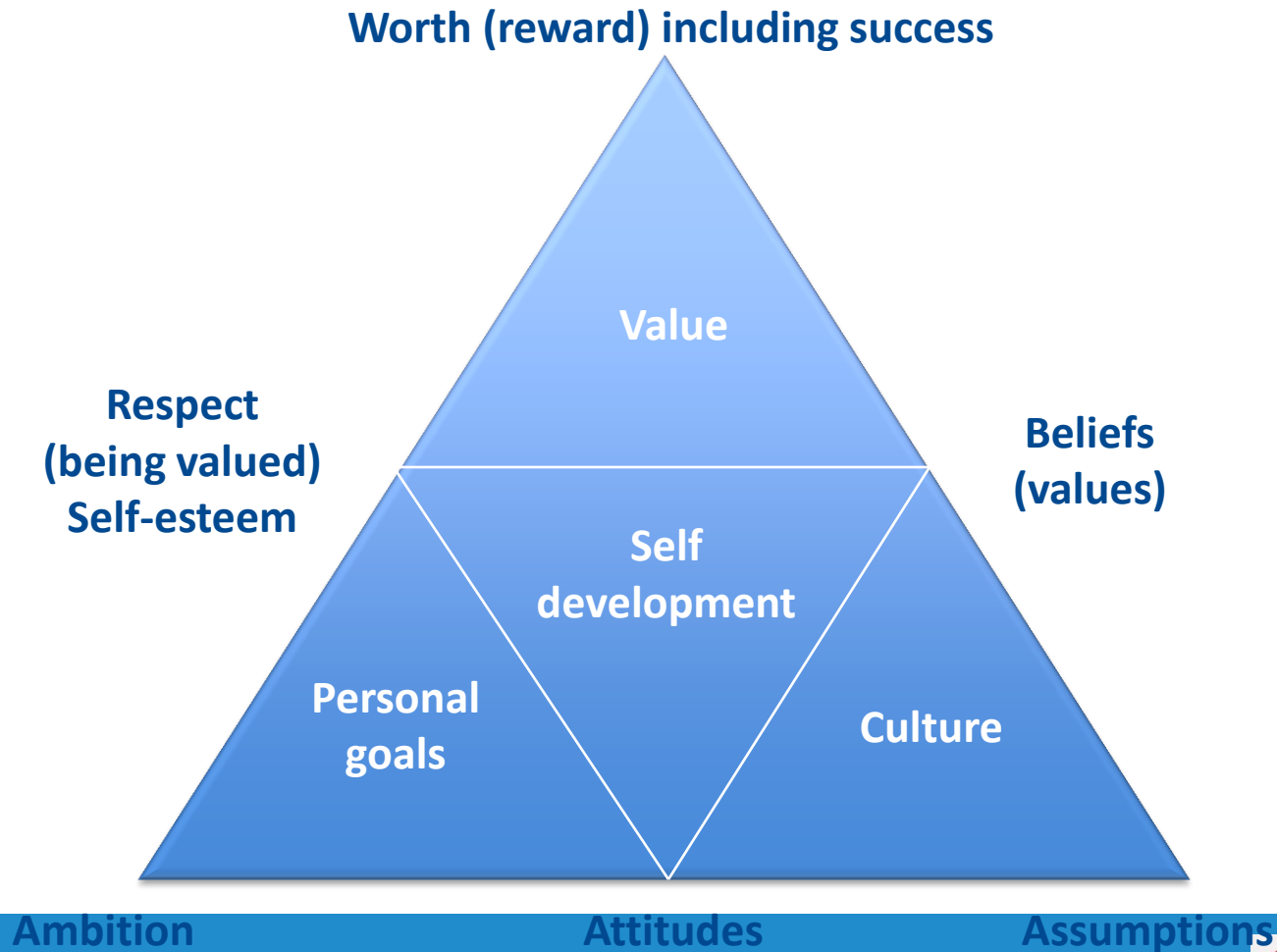
Leader mentoring processes



A question for each process

- What and how do you think?
- What do you feel?
- What are your values?
- How do you behave?
- How do you make things happen?
- How do you understand what happens in the business?
- How do you understand what happens within you?
- How can you contribute more?

Understanding the whole person



Five levels of listening

- Listening while waiting to speak
- Listening to disagree
- Listening to understand
- Listening to help the mentee understand
- Listening without intent

Asking powerful questions

- **Personal** – it is about them, or about how they connect to an issue
- **Resonant** – it has an emotional impact
- **Acute/incisive** – it gets to the heart of the issue
- **Reverberating** – it stimulates reflection both in the moment and for some time afterwards
- **Innocent** – the intent of the questioner is not self-interested or derived from an agenda of their own
- **Explicit** – clearly and explicitly expressed

Some challenging questions

- Do women have different needs from mentoring than men?
- Do they need different styles of mentor/ mentoring?
- Do male and female mentors bring different qualities and perspectives to mentoring relationships?
- Is the best mentor for an ambitious woman a man or another woman? Or is gender irrelevant?
- How do the design and underlying assumptions of corporate mentoring programmes need to change to recognise and incorporate the gender agenda?
- What research would be helpful in this space?

More challenging questions

- What's the value of gender specific mentoring programmes?
- How can we prepare female mentees to get the most out of the relationship? How does this differ from male mentees?
- How do we ensure that leadership competency frameworks are not gender biased?
- How do we make male leaders care about the gender agenda?
- Mentoring the system – using mentoring to change the attitudes of stakeholders (bosses, family etc)

Thanks for listening

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