

# MENTORING MATTERS

THE IMPORTANCE OF  
FEMALE MENTORSHIP IN  
DEVELOPING  
FUTURE LEADERS

BY:

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Mentoring  
Matters

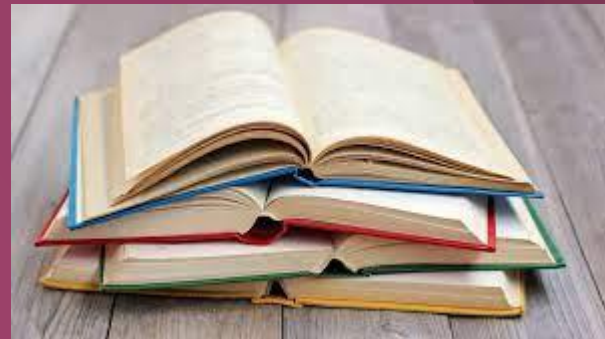
# REFLECT ON DEFINING MOMENTS IN LIFE THAT WERE...



- PIVOTAL EVENT
- CHANGED PERSPECTIVE
- INSPIRED YOU
- PROVIDED HOPE
- HAVE SET OR RESET YOUR COURSE
- BECOME A PART OF YOUR PERSONA
- OFTEN INCLUDES AN INDIVIDUAL

# MY EARLY MENTORS HELPED ME DEVELOP...

Mentoring Matters



*“ When a young person, even a gifted one, grows up without proximate living examples of what she may aspire to become--whether lawyer, scientist, artist, or leader in any realm--her goal remains abstract. Such models as appear in books or on the news, however inspiring or revered, are ultimately too remote to be real, let alone influential. But a role model in the flesh provides more than inspiration.”*

*- Sonia Sotomayor*



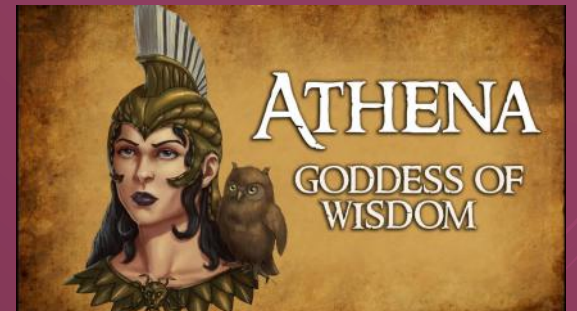
## THE IMPORTANCE OF FEMALE MENTORSHIP IN DEVELOPING FUTURE LEADERS



# WHAT IS A MENTOR?

- MENTOR IS THE NAME OF THE INDIVIDUAL THAT IS LEFT TO LOOK AFTER TELEMACHUS, THE SON OF ODYSSEUS, THE KING OF ITHACA
- BECAUSE OF MENTOR'S RELATIONSHIP WITH TELEMACHUS, AND THE DISGUISED ATHENA'S ENCOURAGEMENT AND PRACTICAL PLANS FOR DEALING WITH PERSONAL DILEMMAS, THE PERSONAL NAME *MENTOR* HAS BEEN ADOPTED IN LATIN AND OTHER LANGUAGES, INCLUDING ENGLISH, AS A TERM MEANING SOMEONE WHO IMPARTS WISDOM TO AND SHARES KNOWLEDGE WITH A LESS-EXPERIENCED COLLEAGUE.

WHAT DO WE WANT IN A MENTOR???



# WHAT DOES THE WORLD TELL US A MENTOR IS



- WHAT DO WE WANT IN A MENTOR
  - [What does Forbes tell us?](#)
  
- WHAT DO THE MOVIES TELL US?
  - [Mentor Montage](#)
  
- **WHAT DO YOU WANT?**

# INFORMAL VS. FORMAL MENTORING



Informal	Formal
<ul style="list-style-type: none"><li>• Relationship and process developed by people involved over time sometimes started through a chance encounter</li><li>• Some people do it without even knowing it</li><li>• Relationship has little or no guidance from the organization</li><li>• Doesn't reach everybody</li></ul>	<p>An organization sets up and oversees the program with many components including:</p> <ul style="list-style-type: none"><li>• How often mentor and mentee meet</li><li>• How long mentoring will formally last</li><li>• Keeps track of program, successes</li></ul>

# DOES THE KIND OF MENTORING MATTER?



## Formal vs. Informal Mentoring

- **INFORMAL MENTORING**
  - occurs organically will sometimes even develop into a long-term friendship.
- **FORMAL MENTORING**
  - is structured often based on a specific objectives, is often measured, and brings people together on the basis of compatibility.



# FORMAL AND MENTORING



- **Participate in organizational opportunities for mentoring**
- **Willing to be vulnerable**
- **Transparent**
- **Share areas of growth / struggle/ ambition**
- **Willing to observe others**
- **Willing to listen**
- **Willing to have time to grow**

# MENTORING MODEL



- **Reflective and selective in my relationships**
- **Take advantage of all opportunities and those that are around me**
  - Work
  - Social environments
- **My personal model:**
  - Seek out a seasoned role model mentor
  - Seek out a peer
  - Seek out someone to mentor

# DOES THE KIND OF MENTORING MATTER?



- By a ratio of 3 to 2 formal mentoring resulted in more promotions for women however,
- men received more promotions than women by a ratio of 3 to 2 when they sought out informal mentoring.



\*Harvard Business Review, September 2010.

# DOES MENTORING PROVIDE THE SAME CAREER BENEFITS TO MEN AND WOMEN?\*

- 72% of men received one or more promotions (in active mentoring relationship)
- 61% of women received a promotions (in active mentoring relationship)

\*Catalyst Survey, Harvard Business Review, September 2010.



# DO MEN AND WOMEN HAVE THE SAME KINDS OF MENTORS?\*

- 78% of men were actively mentored by a CEO or senior executive
- 69% of women were mentored similarly
- 36% of women had women mentors
- 11% of men had women mentors

\*Catalyst Survey, Harvard Business Review, September 2010.



# MENTORS MAY BECOME SPONSORS

- **Sponsorship that stems from a strong and successful mentorship can become very helpful in your career mobility**
- **Depending on the Mentors realm of influence, they may become your sponsor.**

\*

# MENTORS VS. SPONSORS

- **While mentors may help you network, sponsors will actively include you in their professional network.**
- They'll go out of their way to introduce you to people who could help you advance your career.
- That's because they're personally invested in your professional development

- **Can sit at any level of the hierarchy**
- **Help navigate politics**
- **Help increase the protégé's confidence and self-worth**
- **Focus on personal and professional development**
- **Displays support and empathy**
- **Usually expect nothing in return**
- **Can be formal or informal**



## Who is the Mentor?



# THE MENTOR RELATIONSHIP

## What it is

- A relationship based on trust between a “mentor” (teacher) and a “mentee” (learner).
- The relationship is devoted to developing knowledge and skills for growth, activism, leadership.

## What it's not

- It does not guarantee advancement.
- It won't provide “insider information”.
- It can't stand alone. It needs to be part of a broader commitment to education, leadership development.

# Sponsors



- Usually senior level with influence
- Gives protégé exposure to other senior executives who can help his/her career
- Fights for and protects the protégé
- Not necessary a role model, but someone with power and influence
- Protégés have to deliver and “burnish the sponsor’s brand” across the organization



# Sponsors vs. Mentors

Research conducted at the Center for Talent Innovation (CTI) shows that **sponsors, not mentors, give you real career traction** and put you on the path to power and influence by affecting three things:

- **pay raises**
- **high-profile assignments**
- **promotions.**

# PAY RAISES

- 33% of men vs
- 28% of women will make pay raise request

With a sponsor in their corner

- Almost 50% of men
- 38% of women will make pay raise request

Focus-group research suggests, they succeed.

# GETTING ASSIGNED TO A HIGH-VISIBILITY TEAM OR PROJECT

Without a sponsor:

- 43% of male employees
- 36% of women will make the request

With a sponsor:

- 56% and 44% respectively

# Individuals who are most satisfied with their rate of advancement are individuals with sponsors.

- 70 percent of sponsored men and 68 percent of sponsored women feel they are progressing through the ranks at a satisfactory pace
- 57% of unsponsored peers feel they are satisfied

# Overall this translates into a “Sponsor effect “ of

- 23% for men
- 19% for women
- 65% for minority employees

# DO I WANT/NEED A MENTOR OR A SPONSOR?





# Sponsor vs. Mentor

- Mentorship is a critical step towards establishing a sponsorship
- not all mentorships will develop into sponsorships
- Mentorship, is valuable purely for its own sake

# Sponsor vs. Mentor

- Sponsorship, supports mentorship and builds on it
- Mentorship provides the concrete details and other experiences that the sponsor can use to advocate for their protégé.

# HOW DO WE ENGAGE SOMEONE IN A MENTOR EXPERIENCE?



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# HOW TO FIND, APPROACH, AND ENGAGE MENTORS

1. IDENTIFY A GOOD MENTOR
2. DEVELOP A RELATIONSHIP WITH YOUR MENTOR
3. BE A WORTHY MENTEE
4. PAY IT FORWARD

# HOW TO FIND, APPROACH, AND ENGAGE MENTORS

1. BE CURIOUS
2. BE HONEST
3. RESPECT EACH OTHER
4. KNOW EXACTLY WHAT YOU WANT TO GET OUT OF THE RELATIONSHIP
5. GIVE AND TAKE

# HOW TO ASK SOMEONE TO MENTOR YOU



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# HOW TO I ASK SOMEONE TO BE MY MENTOR

1. SCHEDULE AN INITIAL CONVERSATION
2. CLEARLY DESCRIBE THE GUIDANCE YOU'RE SEEKING (THE ASK)
3. CONFIRM YOUR WILLINGNESS TO DO THE NECESSARY WORK AND FOLLOW-THROUGH.
4. ACKNOWLEDGE AND RESPECT THE INDIVIDUAL'S TIME.

# ASKING SOMEONE YOU KNOW TO MENTOR YOU (SAMPLE)

Dear Susan,

I have very much enjoyed and learned from the conversations we have had in the past, and I would like to ask a favor of you based on my respect for the way you have developed your career. I am at the point in my own career where I feel I need some mentoring to more effectively develop my management skills so that I can prepare to move into a leadership role.

I was hoping that we could meet for coffee to discuss my current needs and see if this is something you are interested in and available for.

In this mentoring relationship, I am proposing to meet with you for about 60 minutes once a month to discuss your counsel regarding areas I should address. I would put together a meeting agenda for each get-together, make a list of any follow-up items that come out of our discussions, complete the action items during the next month, and report back on my progress.

I know that your schedule is an exceptionally busy one, so if it simply isn't possible to work this type of commitment into your other activities, I certainly understand. In that case, thank you for considering this request, and I will simply look forward to our future conversations!

*Best regards,*





# THE ATHENA PROJECT

- If interested in paying it forward, we will start a mentoring program in the fall a project for 7-12<sup>th</sup> grade young women in our schools.
- We will be partnering with the Mayor's office and other non-for profit organizations as well as other partnerships.
- Please email me [ymendez@nps.k12.nj.us](mailto:ymendez@nps.k12.nj.us), and in the subject: Athena Project, and let me know you are interested. We will be meeting this summer to prep for the kick off.






Questions?

**“Mentoring is a critical strategy that can close the gender gap in leadership and in society. It is a lever with potential to advance women and help them gain access to opportunities they might otherwise miss.”**

**Dr. Yolanda Mendez**

**THANKYOU**

Dr. Yolanda Méndez 

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