



Find a **MENTOR** that  
will **INVEST IN YOU**  
&  
A **SPONSOR** that will  
**TALK ABOUT YOU**

**LEADERSHIP 360**

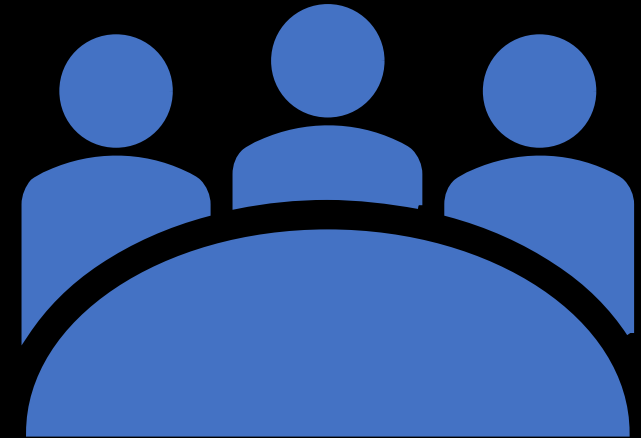
Women in Leadership\*Emerging Leaders\*DEI Matters Symposium

New York Bankers Association - NYBA

Tami Gunsch  
Retail Banking Executive Leader

# Your Opportunities & Key Takeaways

- Mentors vs. Sponsors
- Trends & Impact
- The Value of Mentorship & Sponsorship
- Types of Mentoring
- Finding a Mentor
- Tips for Successful Mentorship
- Mentorship Partnership Agreement
- Benefits & Examples of Group Mentoring
- Finding a Sponsor
- Mentorship & Sponsorships Benefits



# Mentors vs. Sponsors | Similar Yet Different

## Mentors – Talk with You

### *Mentors*

- Experience person, who can sit at any level
- Does not have to work in your organization
- You drive the relationship
- Provides feedback, advice and practical solutions to challenges
- They give you advice that is beneficial for your career
- Invests in your success personally

## Sponsors – Talk about You

### *Sponsors*

- A senior person with influence that believes in your potential
- Generally, works with you
- The sponsor drives the relationship, advocating for you
- Champions your work and potential with other senior leaders
- Helps to obtain high-visibility assignments, promotions, or jobs
- Invest in your professional advancement

# Mentorship Trends & Impact

---

76% of people think mentors are important, however, only 37% of professionals have a mentor (General Mentoring Statistics)

---

63% of women report that they've never had a formal mentor. 89% of those who have been mentored will also go on to mentor others (General Mentoring Statistics)

---

89% of employees with mentors say their colleagues value their work, compared to 75% of those without mentors (CNBC/Survey Monkey)

---

90% of colleagues who have a mentor report being happy in their job (CNBC/Survey Monkey)

---

Traditional 1-to-1 mentoring is the most popular type of DEI mentoring program style according to 38% of workers (MentorcliQ)

---

Millennial and Gen Z employees who have a mentor are 21% to 23% more likely to report being satisfied with their current job, compared to those without a mentor (CNBC/Survey Money)

---

Employees who are involved in a mentoring program have a 50% higher retention than those not involved in mentoring (MentorcliQ)

---

Leaders who sponsor and mentor others are twice as likely to be aware of junior –level colleagues' concerns (Coqua)

# The Value of Mentorship & Sponsorship

---

- Talent Attraction
- Increases Diversity, Equity and Inclusion with Cross-Cultural Mentoring
- Retains Existing Talent & Improves Employee Satisfaction
- Colleague Engagement
- Strengthen Company Culture
- Improves Overall Efficiency & Productivity





# Types of Mentoring

## One-on-One Mentoring

A relationship between two people with the goal of professional and personal development. A mentee and mentor are matched, either through a formal program or on their own. The mentor is usually an experienced individual who shares knowledge, experience, and advice with a less experienced person (mentee)

## Group Mentoring

A single mentor works with several mentees in a group. The mentor will lead the sessions with the group of mentees all bringing in their range of knowledge and experience

## Virtual Mentoring

A mentoring relationship that happens over virtual interactions. Colleagues typically don't work in the same location or employer



# Group Discussion

- Are you being Mentored? Sponsored?
- Are you Mentoring? Sponsoring?
- Would you like to have a trusted and more experienced person to bounce ideas off of and/or to discuss challenges with?
- Are you in a new role and would like access to a seasoned executive that has held the same/similar role for many years?

# Finding a Mentor

- Reflect on whether mentorship is the right fit
  - Reasons why you want a mentor
  - How well will you accept feedback
- Identify your mentorship needs
  - Outline your goals for your professional growth
  - How to achieve those goals
- Consider people you admire
  - Define what do you respect
  - Define how they can help develop your hard & soft skills
- Start with your professional network
  - Reflect on your relationships
  - Expertise you desire
- Explore other options for finding a mentor
  - Professional Organizations
  - Networking Events
  - Online Databases





# Finding a Mentor

- Prepare your elevator pitch
  - Share your goals
  - Why you think this person is the right mentor for you
  - Set clear expectations in the initial conversation, including time commitment involved
- Request a meeting with them
  - Email or phone call is an appropriate way to ask for a meeting depending on your relationship with them
  - Consider meeting for coffee or lunch to provide a neutral, relaxed place to have a conversation
- Explain your interest
  - Share your elevator pitch





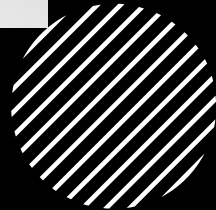
# Tips for a Successful Mentorship

- Set goals
  - Identify what you want to achieve
- Form a personal relationship
  - Get to know each other, build rapport
- Accept constructive criticism
  - Embrace and apply criticism to improve your career
- Meet regularly
  - Establish a meeting cadence to follow
- Handle the logistics
  - Meeting style, time preferences, location
- Create agendas
  - Outline to ensure you have a focused, productive meeting
- Take notes
  - Summarize next steps

# Mentoring Partnership Agreement



- Engagement
  - Establish a meeting cadence
- Set Objectives & Goals
  - SMART (Specific, Measurable, Attainable, Relevant and Trackable)
- Progress Updates
  - Celebrate wins/accomplishments
  - Next steps
- Agree on a Termination Date





# Benefits of Group Mentoring

- Develop & prepare future leaders
- Propelling employee development
- Group mentoring is structured
- Knowledge sharing
- Building a leadership culture
- Reverse mentoring
- Peer mentoring
- Team mentorship

# Examples of Group Mentoring

## Leadership Growth and Development Program

The Leadership Growth and Development Program is offered to all employees that want to expand their skills for a future leadership role within your organization

A program designed to:

- Effectively coach employees
- Time management
- Presentation skills
- Networking
- Engagement across business lines
- Mentoring
- Effectively communicating to improve company culture
- Community involvement

# Examples of Group Mentoring

## Leadership Academy

The Leadership Academy is offered to current leaders to expand their leadership skills

A program design to:

- Mentoring: You will partner with a mentor. This experience will afford you the chance to network and learn from senior leaders, and business partners, exposing you to new ideas and ways of thinking
- Think Tank: Share ideas to change, improve, and implement to move your company to the next level
- Presentation skills: the ability to confidently, and successfully lead a meeting that includes members of senior and/or executive management
- Business Lines: Learn what all business lines do daily to improve company knowledge and career advancement

# Finding a Sponsor

---

- Be a Top Performer
- Excellent Work Ethic
- Positive Attitude & Energetic
- Take on Responsibility Outside of your Primary Role
  - Be the Expert
  - Be Indispensable
- Vocalize your Career Goals
- Mentor Others
- Community Involvement
- Identify Great Sponsors
- Connect Over Shared Interests

# Summary - Mentoring & Sponsorship

---

One of the best ways to develop the talent pool and enhance employee engagement

Increases diversity, equity and inclusion with cross-cultural mentoring – breaks down the barriers

Development of professional learning and advice based on experience

Retains existing talent and improves employee satisfaction

Improves communication by linking different departments and levels across the organizations

Strengthens company culture

Employees want to work for an organization that invests in their growth and development

Succession planning supports and leverages the organization's investment in high potential leaders

Improved overall efficiency and productivity



# Appendix

- How to Set up a Mentoring Program
- Characteristics of a Mentor & Mentee
- An Effective Mentorship Experience



# How to Set up a Mentoring Program

## Define your Mentoring Program

- What do you want to achieve?
- Outline the goals, objectives, structure, and specifics of the program
- What metrics do you want to measure or achieve?

## Orientation

- Provide guidelines for mentors and mentees
- Detail purpose of the program
- Define the length of the program
- Mentors receive training after registering as mentors

## Get Executive Management Support

- Why are you recommending a mentoring program?
- How are you going to implement it?
- What would success look like?

## Measure Success

- Retention level
- Performance ratings
- Engagement scores
- Promotion rate
- Productivity, etc.
- Satisfaction and engagement rates

## Recruit and Match Participants

- Self-Match
- Software: Intelligently match mentors and mentees with Match IQ Algorithm
- Mentors/mentees must be in good standing
- Mentors/mentees can terminate the relationship at any time

## Evaluation

- Measure achievement
- Assess feedback
- Make adjustments as needed

# Characteristics of a Mentor & Mentee

## Mentor:

- Appreciates and shares diverse perspectives
- Wants to share relevant knowledge and expertise
- A positive role model
- Willing to give constructive criticism
- Willing to openly share experiences (successes and failures)
- Good listening, communication and interpersonal skills
- Encouraging, a positive attitude and leading by example

## Mentee:

- Gain invaluable insights from seasoned industry professionals
- Motivation to succeed and a positive attitude
- Willingness to learn different perspectives from mentor
- Develop interpersonal, communication and leadership skills
- Receive constructive feedback about professional and personal issues
- Gain tools to solve workplace issues
- Accelerate your development and growth and consider paying it forward

# An Effective Mentorship Experience

