



GEORGETOWN UNIVERSITY
WOMEN'S LEADERSHIP INITIATIVE

Mentorship: Using it to Get the “Corner Office”

GEORGETOWN
UNIVERSITY

McDonough
SCHOOL *of* BUSINESS

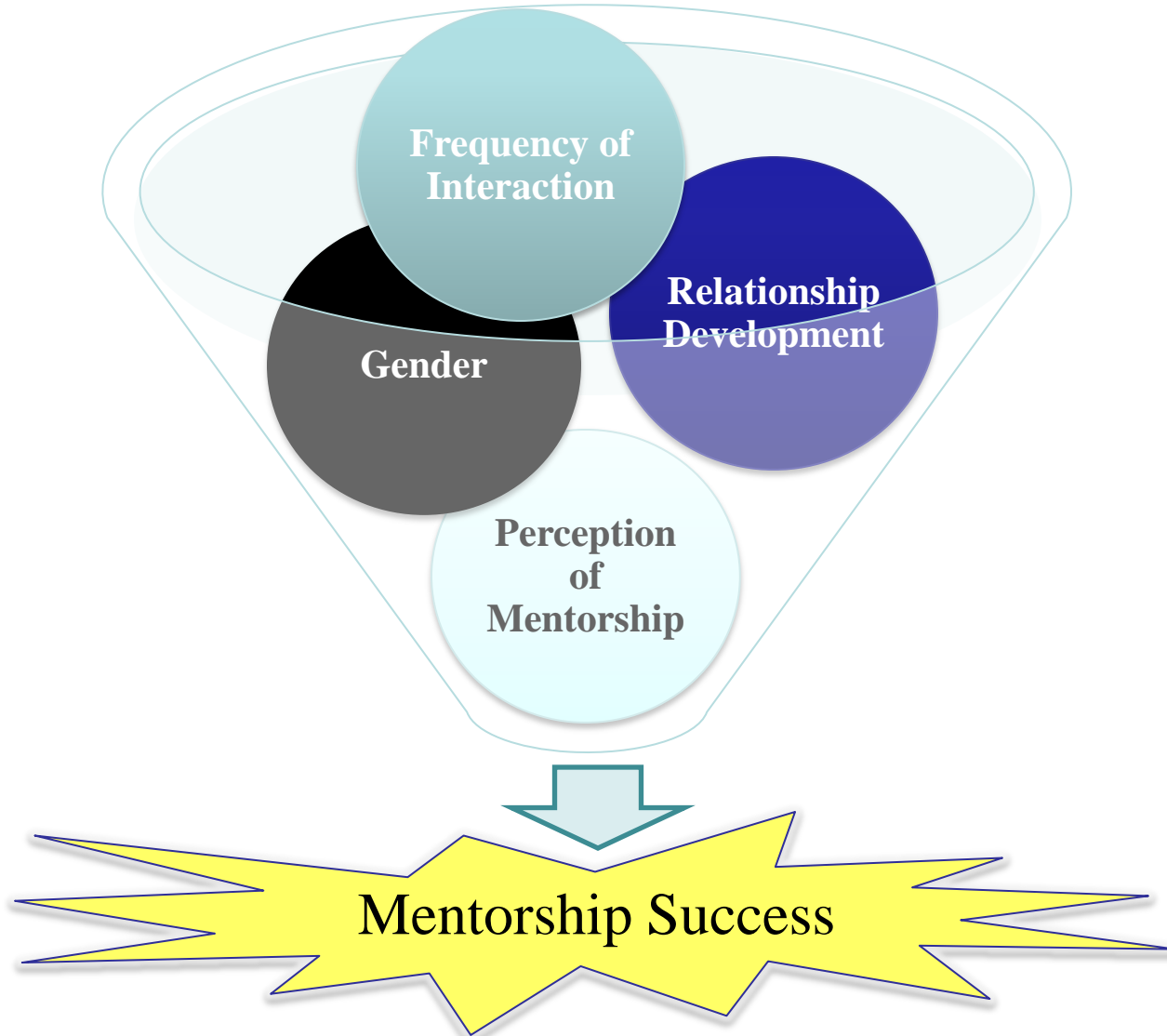
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Mentorship leads to success.

But how?





Prior research shows that mentoring relationships increase odds of professional success

*“Findings confirm that female managers can miss out on global appointments because they lack mentors, role models, or sponsorship....”**

“Research suggests that mentoring relationships, while important for men, may be essential for women, as female managers face greater ... barriers to advancement.”

*“...Those enrolled in mentoring programs (as both mentors and mentees) were promoted at six times the rate of those who were not enrolled.”***

*Linehan and Scullion. (2008). The Development of Female Global Managers: The Role of Mentoring and Networking. *Journal of Business Ethics*. Copyright Springer 2008.

**Diversity, Inc. (2010). <http://www.diversityinc.com/content/1757/article/5653/>.

Central Research Question & Hypotheses

- Do men and women leverage mentorship differently?
 - Mentorship practices
 - Perceptions of mentorship
 - Gender

Methodology

- Scholarly Research
- Survey

Findings & Trends

- Gender matters
- Men are more likely to attribute success to mentorship
- Mentorship practices impact success of relationship

Implications

- Best Practices for Mentoring Relationships

CENTRAL RESEARCH QUESTION

Do men and women leverage mentorship differently?

HYPOTHESIS 1

- The most successful mentorship relationships will be those established proactively, not passively.

HYPOTHESIS 2

- Women are more likely than men to attribute their career success to mentorship.

HYPOTHESIS 3

- Both men and women are more likely to have a mentor of the same gender than not.

GOAL

Compile Respondent Best Practices

Capture Quantitative and Qualitative Insights

- Situations where mentorship is most helpful
- Do respondents attribute achievement of professional goals to mentorship

Examine Across Gender and Dimension

- Professional
- Personal
- Spiritual
- Academic
- Athletic

Analyze Most Significant Relationship Characteristics

- Frequency of interaction

In their most significant mentoring relationship, **76% of respondents had a mentor or mentee of the same gender**

Yet, in seeking out mentoring relationships, **78% of respondents note that gender is irrelevant to them**

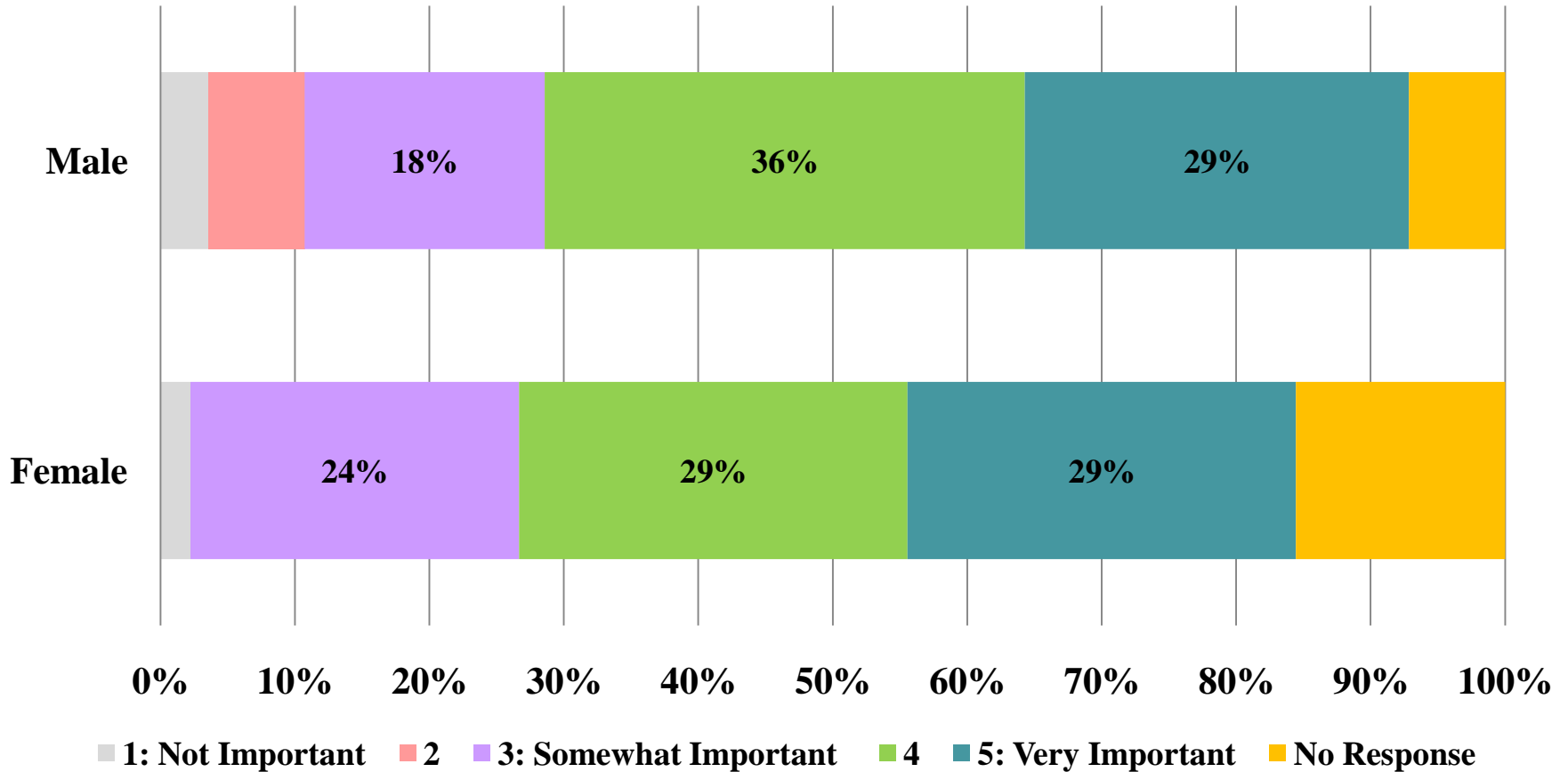
If gender is irrelevant, why were respondents' most significant mentoring relationships of the same gender?

- Perception ≠ Practice
- HUGE benefits to same-gender mentoring
- Passivity in developing relationships
- Male senior managers less likely to select female protegees as mentees



Findings show that perceptions of importance differ by gender

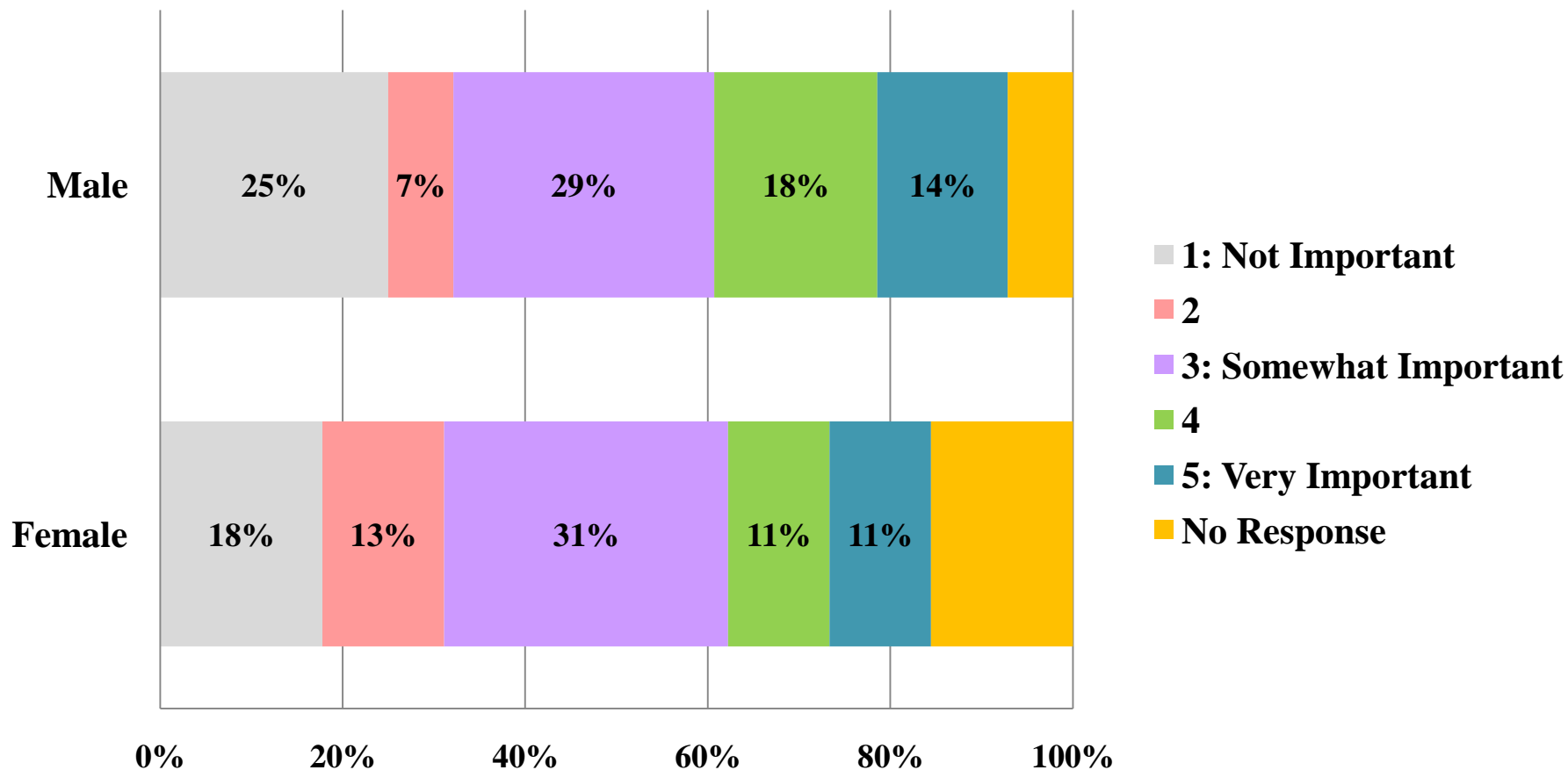
Importance of Mentorship in Achieving Career Goals





Men view mentorship as more important in obtaining a promotion

Importance of Mentorship in Obtaining a Promotion





Women proactively seek mentors and maintain frequent contact

1) Women Employ Frequent Contact in their Most Significant Mentoring Relationship

	Phone	Email	In-Person
Men	Monthly	Monthly	3X per year
Women	Bi-weekly	Bi-weekly	4X per year

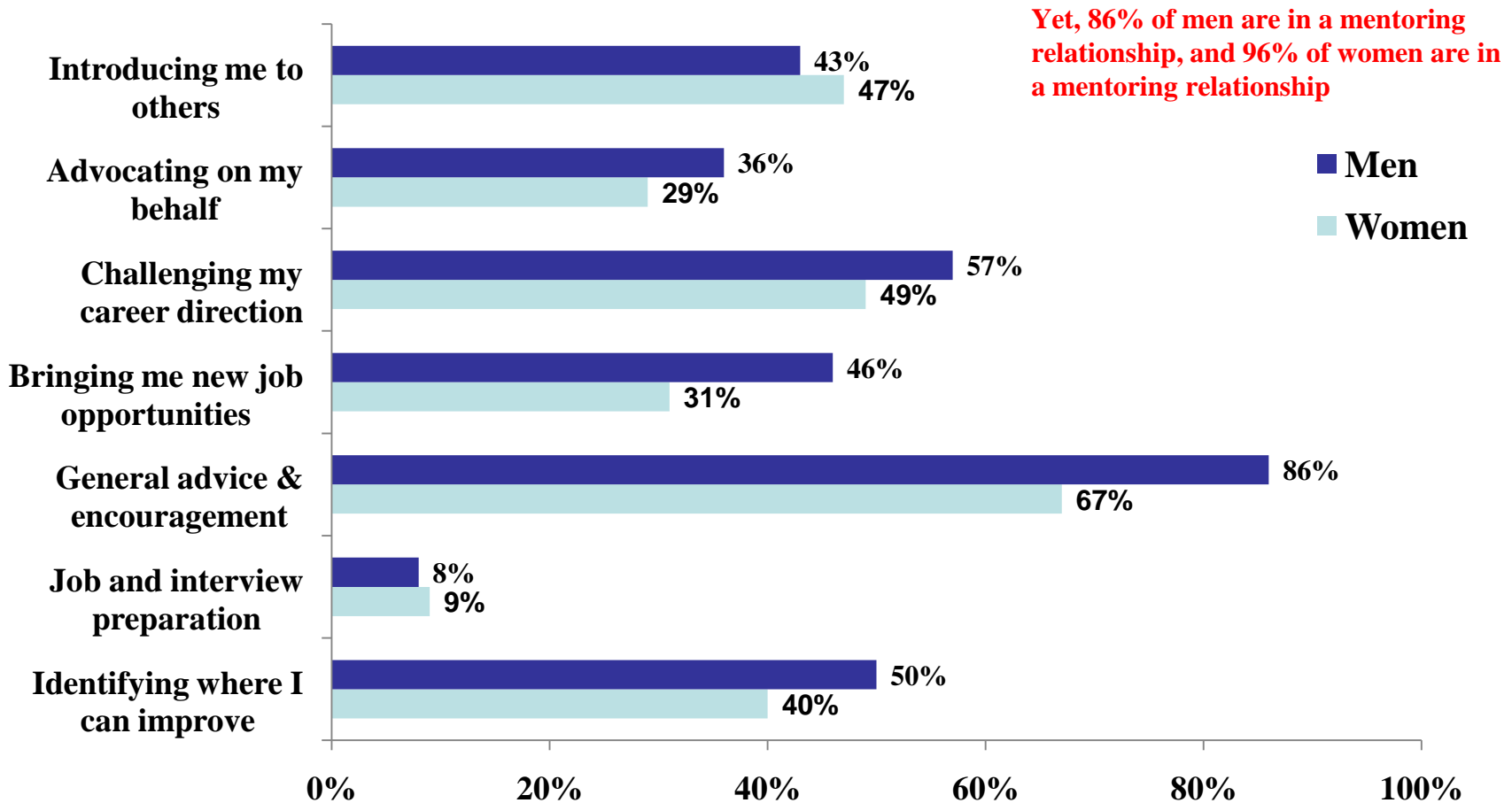
2) More Women Than Men are Proactively Seeking Mentors

	Proactively Seeking Mentors	Proactively Seeking Mentees	Not Proactively Seeking	Proactively Sought Significant Relationship
Men	37%	44%	33%	22%
Women	43%	43%	28%	21%



However, men may be leveraging mentoring relationships more effectively

A mentor been the most helpful in terms of professional advancement:



Implications differ for men and women

MEN

Could improve effectiveness of mentoring relationships through **more frequent communication**

Continue to **recommend mentorship to other men** as a means of personal and career development

Consider the advantages of **same-gender mentoring relationships**

WOMEN

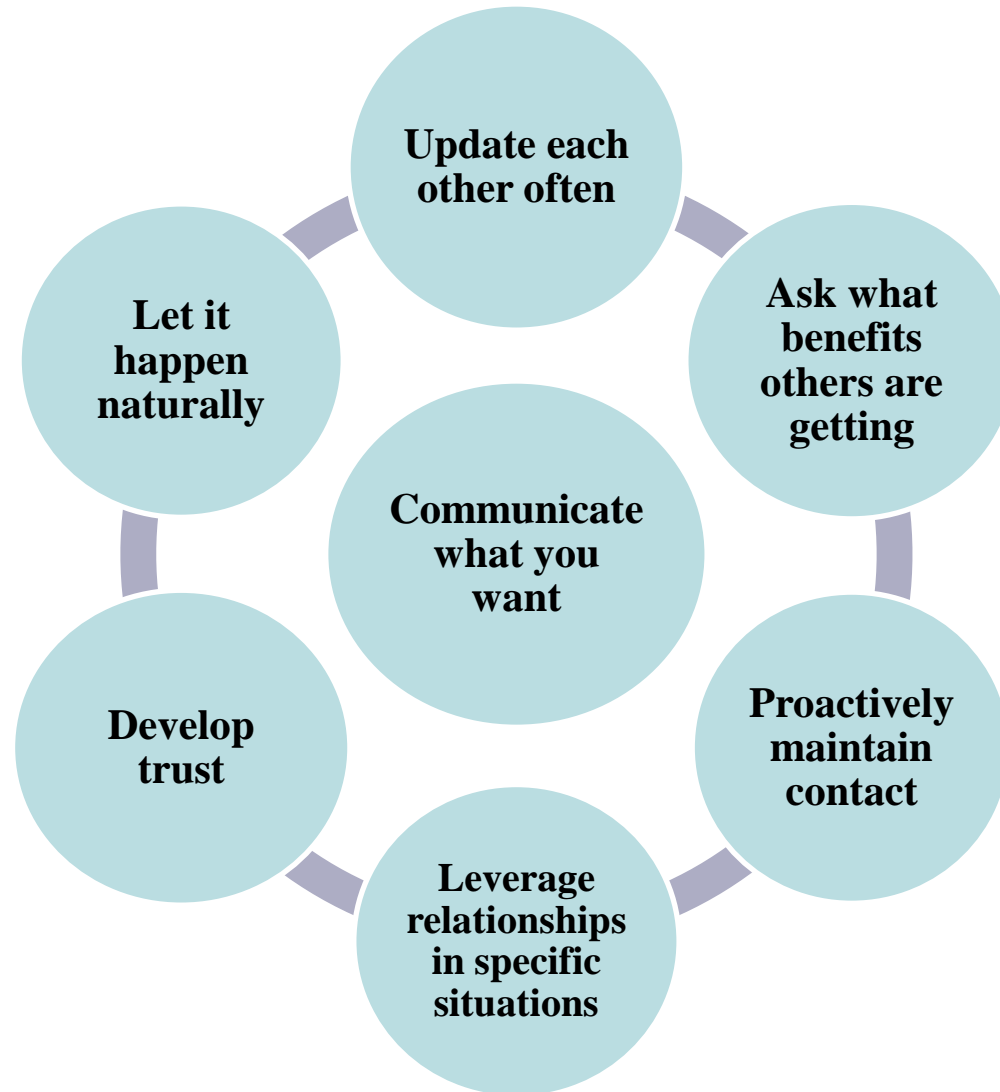
Could improve effectiveness of mentoring relationships through **more direct communication**

Leverage mentoring relationships purposefully to achieve career goals

Consider the advantages of **same-gender mentoring relationships**



Recommendations for Mentoring Best Practices





APPENDIX



Mentorship

1. Basic Respondent Demographics

25%

*1. Please select your age and gender:

	18 - 25	25 - 35	35 - 45	45 - 55	55 - 65	65 - 75	75+
Female	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Male	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Select the highest level of education you have achieved.

- No high school diploma
- High school diploma or equivalent
- Associates degree
- Bachelors degree
- Masters degree or higher

*3. Select the highest level of education that either one of your parents has achieved.

- No high school diploma
- High school diploma or equivalent
- Associates degree
- Bachelor degree
- Masters degree or higher

***4. Where do you live?**

State:

ZIP:

***5. What industry do you currently work in?**

Other (please specify)

***6. What is your current level in the organization?**

- Assistant
- Associate
- Manager
- Senior Manager
- Director
- Vice President/Executive
- C-Level Executive

***7. How long have you been in this role at your current company?**

***8. How many direct reports do you currently have?**

***9. Over the course of your life, have you ever had a mentor or been a mentor?**

For this survey's purposes, a mentor is anyone that gave you guidance, encouraged you to succeed, or served as an advocate or resource for you in a significant way.

- Yes
- No



Mentorship

2. Mentorship Experience



***1. In which areas of your life have you had mentors? (Select all that apply)**

- Academic
- Spiritual
- Personal
- Professional
- Other (please specify)

***2. Are the mentors different for each area or do you have mentors who can advise you in more than one area?**

- Different for each area
- Mentors who can advise me in more than one area
- I'm not sure

***3. In your mentoring relationships, is gender a factor?**

- Yes, I usually prefer a mentor/mentee of my own gender
- Yes, I usually prefer a mentor/mentee of the opposite gender
- Gender is irrelevant
- I don't have mentor relationships

***4. Do you proactively seek out and cultivate mentorship opportunities?**

- Yes, I often try to find people that I can mentor

***4. Do you proactively seek out and cultivate mentorship opportunities?**

- Yes, I often try to find people that I can mentor
- Yes, I try to find mentors to guide me
- No

5. If you do not proactively seek out mentoring relationships, what is the primary reason you do not?

- Mentoring has not been helpful to me
- I haven't found anyone whom I would want as a mentor
- I haven't found anyone who I would want to mentor
- I don't have time
- I think it should happen naturally
- Other (please specify)

***6. Do you participate in formal or organized professional mentorship program(s)?**

- Yes
- No
- I have not had the opportunity

7. If you are in formal programs, are you a mentor, mentee or both?

- Mentor (I advise and guide others)
- Mentee (I am advised and guided by others)
- Both

***8. Do you mentor someone outside of a formal mentorship program at your workplace?**

- Yes
- No

***6. Do you participate in formal or organized professional mentorship program(s)?**

- Yes
- No
- I have not had the opportunity

7. If you are in formal programs, are you a mentor, mentee or both?

- Mentor (I advise and guide others)
- Mentee (I am advised and guided by others)
- Both

***8. Do you mentor someone outside of a formal mentorship program at your workplace?**

- Yes
- No

***9. In your current job role, are you evaluated on the development of junior talent at your organization?**

- Yes
- No
- Not Applicable

***10. Do you mentor someone outside of your workplace?**

- Yes
- No



Mentorship

3. Mentorship Dimensions



*1. Considering your most significant mentoring relationship, how often on average did you or do you interact with your mentor or mentee?

	Daily	Weekly	2 Times a Month	Monthly	4 Times a Year	2 Times a Year	Once a Year	Never
Email	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Phone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In Person Meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conferences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*2. In this significant relationship, were you the mentor or were you mentored by another?

- I was the mentor
- Someone was my mentor

*3. Did you proactively seek out this specific relationship?

- Yes, I sought out the relationship
- No, the person sought me out
- No, it just happened

*4. Was the mentor or mentee your same gender?

- Yes, we were of the same gender
- No, we were of opposite genders

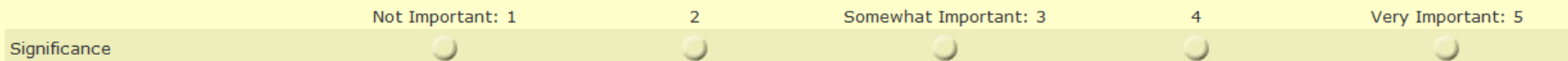
***5. Was your mentor also your boss?**

- Yes
- No
- Not Applicable - I was the mentor

***6. How important has mentorship been in achieving goals in your career?**



***7. How important has mentorship been in obtaining a promotion?**



***8. How many professional mentors do you currently have?**

- None
- 1-3
- 4-6
- 7-9
- 10 or more

***9. How many people do you mentor on a regular basis?**

- None
- 1-3
- 4-6
- 7-9
- 10 or more



Mentorship

4. Significance of Mentorship



***1. Where has a mentor been the most helpful to you in terms of your professional advancement?**

- Advocacy - Advocating on my behalf
- Career Advancement - Bringing new career opportunities to my attention
- Career Direction - Challenging my assumptions about my career direction
- General Advice & Encouragement - Providing advice, encouragement, & support
- Identifying my areas in need of improvement
- Job Applications - Performing mock-interviews, resume reviews, etc.
- Networking - Introducing me to others
- Not Applicable - I've never had a mentor
- Other (please specify)

***2. Do you recommend mentorship to others as a means of achieving career goals?**

- Yes
- No

Please elaborate on why or why not.



***2. Do you recommend mentorship to others as a means of achieving career goals?**

Yes

No

Please elaborate on why or why not.

3. What do you suggest as best practices for a great mentoring relationship?

4. If you are interested in having a follow-up conversation to discuss mentorship, please provide us with your information.

Name

Email

Phone