



MENTORSHIP PROGRAMME

CHANGE INSPIRE EMPOWER



MISSION

The mission of the LEAD Network is to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development.

PURPOSE AND VISION

As LEAD Network it is our purpose to partner with, connect, inspire and enable men & women in the European Retail & CPG industry to create a future of inclusion and gender equality at all levels and developing the next generation of inclusive leaders. We have a primary focus on promoting gender equality and strive for the advancement of women of every race, ethnicity, gender identity or expression, sexual orientation, age, educational background, national origin, religion, physical ability and lifestyle. Our vision is of a fair, diverse and vibrant industry where everyone can thrive. For us, this is critical because we believe that diversity and inclusion are fundamental to driving innovation, building strong relationships and delivering the best approaches for consumers.

A key part of doing this is through our LEAD Network Mentorship Programme, which provides a platform for our members to grow and develop with the support of a cross business mentoring programme.

MENTOR

Cristina Braga da Cruz, who was Head of Product Development for Non-Food Brands at Sonae MC and based in Portugal, was matched with a mentee who was a Manager of Trade Assets for South East Europe at Nestle and based in Romania.



"It was my first time mentoring on a multicultural platform. Unexpectedly interesting to learn the challenges managers in multinational corporations face while juggling long-distance markets they can't travel to. Culture & geographical challenges mixed into pandemic lockdown discussions. Strategies that have common ground to women managers regardless of nationality or cultural differences. Happy to learn, inspire and be inspired as LEAD Network mentor in a year that feels like no other."

THE IMPORTANCE AND ROLE OF MENTORING

WHY MENTORING?

- Among the top 5 most valued and effective approaches to career development - even more so when it comes to career development for women.
- Enabling higher levels of performance and engagement
- Broadening your perspective and industry knowledge
- Getting professional guidance
- Expanding your network
- Supporting career advancement
- Opportunity to learn from each other
- Gain a new perspective

As a sector network, we are uniquely positioned to provide external, cross-company mentoring through our network of professionals in our Partner companies. This LEAD Network Mentorship Programme compliments in-house mentoring and is one of our highest rated offerings. The LEAD Network is by the members, for the members and the Mentorship Programme is one way that you as a leader are able to benefit from or give back to other members.

THE POWER OF EXTERNAL MENTORING

While many organizations have their own internal Mentoring programmes, at the LEAD Network, we believe that having an external mentor provides additional benefits to both parties.

1. **External Mentors are neutral confidants** – as the mentor and mentee work in different organisations, there is more room for neutral and objective advice as the mentor isn't vested in the business. This can broaden out the range of advice or options provided. It's a safe environment without any fears of repercussions or consequences.
2. **Fresh advice and broader perspective** – receiving advice from someone outside your organisation will often provide fresh insights, a different view of things and can lead to broadening out our perspective. The external mentor is often unaware of internal politics, practices or norms and is able to challenge company thinking.
3. **Build your Network** – working with a mentor from outside your own organisation provides access to a whole new network. Mentors often help enable new connections and share their own network from which the mentee can benefit. This will naturally go way beyond the mentees own organisation.



MENTEE

Lavinia Reznak, who was Senior Marketing Manager at Barry Callebaut AG, Based in the Netherlands was matched with a mentor who was a Senior Vice President Global Clients, NielsenIQ and based in UK.

“Through the LEAD Network Mentoring Programme I have a great opportunity to not only develop essential skills and tools that support my personal & professional growth, but it also empowers me to foster constructive dialogue around diversity, equity, and inclusion within my organization.”

THE PROGRAMME

The LEAD Network Mentorship Programme is a formal mentoring programme, which offers leaders the opportunity to help mentees grow and develop their career. Here mentors use their experience to help employees of other CPG & Retail companies understand how to increase job performance, enhance leadership skills, provide guidance on career questions and facilitate networking.

How does this work?

The programme is exclusive to LEAD Network members who belong to one of our Partner organisations. The programme is based on a give and get mentality, meaning Partners are expected to submit both mentors and mentees from across their European businesses to participate. For Mentors, we are looking for men or women in senior role within their organisation or significant experience. For Mentees we are looking at mid-level managers with at least 5 years of work experience and with a wish to advance their careers and is open to both women and men interested in the D&I agenda.

MENTEE

Hannah Davies, who was IT Business Engagement Manager at Waitrose & Partners, based in the UK, was matched with a mentor who was a Director with expertise in Digital Transformation from Kalypso and based in UK.

"I have enjoyed the LEAD Mentorship Programme, and I was paired with a fantastic mentor. It is the first time I have had a mentor from outside of my organization. I have seen the benefits of being 100% open without worry of judgment, gaining great external insight and examples, and driving me to take action. I would highly recommend the Programme and genuinely say that it has made a real difference in my personal and professional life."



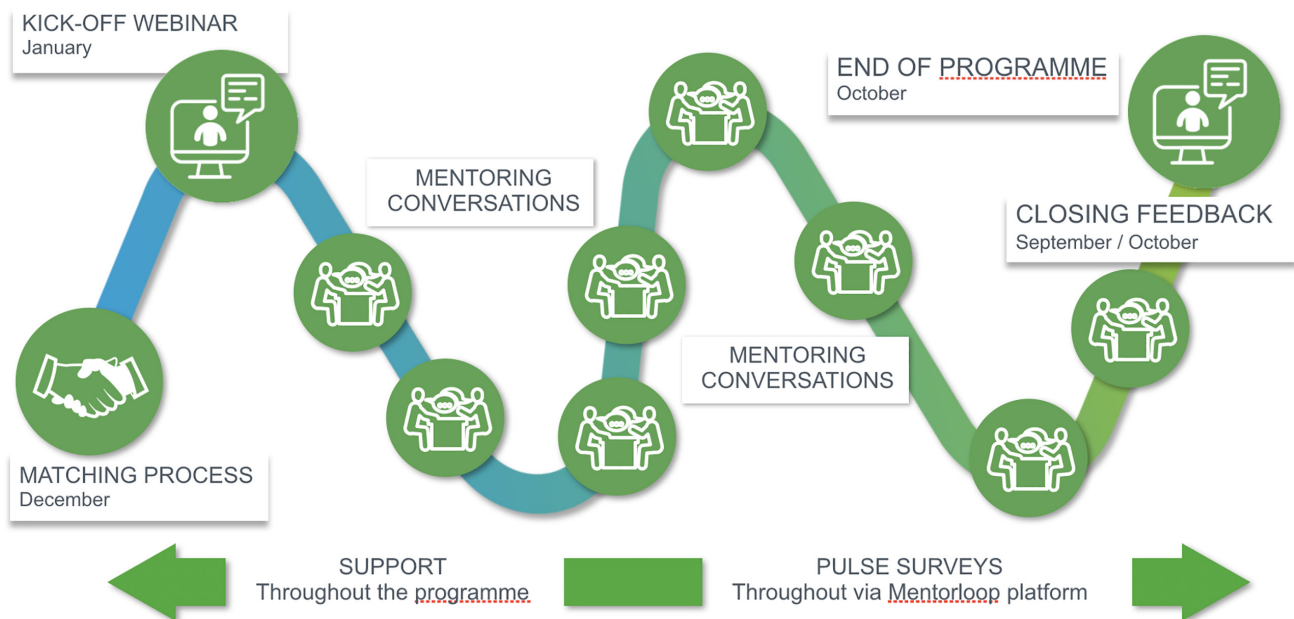
MENTOR

Anuj Sinha, who was Chief Financial Officer at Kimberley Clark and based in the UK, was matched with a mentee who was a Service Delivery Manager – Global IT Finance at Ahold Delhaize.

"The mentorship environment is safe, providing a wonderful experience for growth discussions. It is a learning experience both ways as the mentees are equally talented individuals."



THE PROGRAMME JOURNEY



1. The partners (via the ambassadors) are asked to submit equal numbers of mentors and mentees (total number of places available are published annually in the Partner Benefits brochure).
2. The prospective mentors/mentees fill in an online form about their needs and aspirations, which could be generic ("I need to learn how to get my voice heard") or more specific ("I want to move into a supply chain role").
3. We then embark on the matching process, which carefully considers all the individual profiles and preferences. Each mentor is paired with a mentee from a different company, and the same for each mentee.
4. The LEAD mentorship programme communicates to all mentors and mentees to share their pairings and other useful information to get started.
5. The programme (which runs for ~10 months) launches in January with a webinar where all the participants get to 'meet' each other and find out how the scheme will work. We provide guidance on how to conduct the mentoring relationship together with useful materials such as articles and online resources.
6. LEAD network has invested in the Mentorloop platform which enables easy connection between mentor and mentee but also access to programme leaders and other participants in the platform. This platform is a one stop shop which will not only help manage the process but also give access to resources and even ability to schedule meetings and track goals etc.
7. At the end of the Programme (around the time of the LEAD network conference), our support comes to an end, although individuals are welcome to continue the mentoring if they wish and indeed many relationships continue for much longer. We finish the programme with an opportunity for participants to give us feedback on their experiences.

THE ROLE OF THE MENTOR

Mentoring is a relationship between two people whereby one person shares their knowledge, skills and experience to provide insights, inspiration or even guidance to the mentee to assist them to progress in their own lives and careers.

Mentors may not have expertise in the mentee's field, but they understand how to navigate business in general and draw on their extensive experience and ability to ask questions. Being further removed from the specific field or area can often allow different perspectives which can itself provide huge benefits.

A good Mentor is:

ACCESSIBLE and prepared to offer help as the need arises – within defined and agreed boundaries.

COACH - To help mentees identify and solve problems. You ask open questions that make the other person think. You challenge them to reflect and think about situations from a different perspective. You empower them to find their own answers and solutions to issues, not solve their problems for them. Encourage ownership of their own careers and choices.

ADVISOR/STORYTELLER - To provide appropriate and timely advice and share new paradigms. You pass on your experience, knowledge and expertise in a way that is helpful, clear and empowering. Advice that is actionable and pragmatic. Theory alone isn't always helpful.

Gets **ENERGY** from helping other people succeed in their careers.

GOOD LISTENER - Listen actively. You put them at the centre of the conversation and focus on mentee needs first, rather than your own. Be a sounding board for ideas.

EMPATHETIC and can relate to their feelings or concerns. You genuinely care about your mentee and their success.

MONITORS and REVIEWS the mentee's progress.

REVIEW SELF and mentoring skills to ensure each session is valuable.

GUIDE - To help mentees identify their own challenges and goals, and helping them to find ways of resolving or reaching them.

OBSERVER - Of behaviours, shared through honest and constructive feedback and coaching.

RELIABLE, TRUSTWORTHY

- treat all information shared in a confidential manner. Mentoring works best where there is a high degree of trust and mutual regard. Think about how you can build this as you work together with your mentee.

SHARES their NETWORK and CONNECTIONS. It's unlikely that you'll be able to help your mentee with anything and everything but your network could be a great asset to your mentee in such situations.

SUPPORTIVE - While you provide support and guidance, you don't allow the mentee to become dependent on you.

WHAT MAKES A GOOD MENTEE?

The mentee must be willing to

ACKNOWLEDGE AREAS for DEVELOPMENT

and share those areas.

Ready and willing to **ASK FOR and RECEIVE HELP**

- in the form of guidance and feedback - from a mentor.

You take **RESPONSIBILITY** for your own learning, your career and the mentoring relationship. Advice and guidance are only useful if they turn into action and you are the one responsible for making it happen.

You are **PREPARED** and clear about your **OBJECTIVES** for the overall mentoring relationship and clearly share your objectives for individual sessions. Doing so in advance also gives your mentor an opportunity to prepare.

You are **RESPECTFUL** of your mentor's time and treat what they share with the same confidentiality they show you.

You **LISTEN** openly and with intent. Ask questions. Expect to get candid feedback from your mentor. Listen to your mentor's advice, not because they are always right, but because they will most likely have more experiences of being wrong. They can help you learn from their mistakes as well as their successes.

APPLY what you have learnt, **REFLECT** and **ACT** on feedback. Be open for experimenting with different behavioural styles and evaluate the results of these 'experiments'. Remember to share the outcome from the help your mentor gives and give **FEEDBACK** on how the mentoring is helping you.

Stay **FOCUSSED** on the goals you have agreed.

You also **ASK** about what you can give back to the mentor.
Make sure it's a balanced relationship.

DON'T insist on special favours that the mentor hasn't already offered. You don't want to put your mentor into a difficult situation.

DON'T assume the relationship continues for ever, make sure you check in regularly to see if you are both still happy with how things are progressing and provide feedback in a constructive manner to allow you both to adjust your style. Be prepared that your mentoring relationship may come to an end when you both feel that it has served its purpose.

DIFFERENCE BETWEEN MENTORING & COACHING

People often throw coaching and mentoring into the same bucket of activities, however they are quite different in nature. Here a few of the key differences:

COACHING

SHORTER TERM PROCESS

- Formal and structured approach
- Focus on asking questions & enabling people find their own answers through reflection
- Giving advice is not proven best practice

MENTORING

LONGER TERM PROCESS

- Informal & more fluid approach
- Focus on giving advice, sharing experiences, providing answers, sharing insights, access to networks
- Asking coaching questions can be a part of a mentoring session

MENTEE

Sandra Vera-Cruz, who was a General Manager at The Coca-Cola Company based in Portugal, was matched with a mentor who was a Managing Director of CHEP in Italy

“The LEAD Network Mentorship Programme helped me learn from outside my company how specific opportunities are addressed and how to bring that learning to my role. It also helped me to have an external person to be my soundboard. It was great, and I keep in touch with my mentor regularly”



MENTEE

Vân Nguyen, who was a Manager for Business Development at EY based in the Netherlands, was matched with a mentor who was a Strategic Planner at Nestle and based in Switzerland.

“Having a mentor from a different company and different generation, really helped me to reflect on certain challenges I had. My mentor always saw things from another angle, and through our discussions, he shed light on matters for me. My mentor gave excellent tips and feedback based on years of professional experience. As he was an outsider to my organization, it gave him a fresh pair of eyes and a more objective view.”



BUILDING A MENTORING RELATIONSHIP

Spend time getting to know each other and building trust – small talk is encouraged!

After initial introductions and sharing of profiles, here are some questions to help set the scope and help build the relationship between mentor and mentee

MENTORS ASK

- What is the current context? (roles at work, challenges, private etc)
- What really matters to you?
- What are your overall objectives?
 - What skills / capabilities are you looking to develop?
 - What insights do you expect to gain?
- What are your expectations of yourself?
- What are your expectations of me?
- What do you value in a working relationship?
- What challenges might we face together?
- How should we address these challenges if they arise?
- What does success look like?

MENTEES ASK

- What do you think of my development goals?
- What are your expectations of me?
- What do you value in a working relationship?
- How do you see our relationship working?
- How should we address any challenges we might face together?

Also agree on practicalities such as frequency and duration of meetings, contact details etc. If helpful, use the mentoring contract (between mentor and mentee) to help set this up and also define and state the agreed objectives and goals. Use the Mentorloop platform to help track goals and progress.

TIPS FOR MENTORS

At the start of the relationship:

- Get to know each other
- Share career story
- Negotiate expectations
- Support mentee in defining development goals (addressed through mentoring)
- Encourage mentees to explore their strengths and weaknesses – dig deep
- Ask for examples of feedback or things that have gone well/not so well

During mentoring:

- Explore others that could help them develop
- Show mentee how to learn from people and situations
- See section on how to be a good mentor!

At the end of the experience::

- Ask what still needs to be accomplished
- Have a formal ending to the mentorship
- Share all positives and areas for development you have observed
- Suggest 1-3 skills mentees may like to develop
- Seek feedback on your impact

SUGGESTED BLUE PRINT FOR A SESSION

CHECK-IN

How are you?

OBJECTIVES

What are you hoping for this session?

What would a good outcome look like?

POSSIBILITIES

What options do you see?

If there were no limits, what would you do?

Mentor sharing own experiences

ACTIONS

What actions will you take now?

CHECK-OUT

What did we do well?

How do you feel?

USEFUL MODELS AND THEORIES TO APPLY DURING THE PROCESS

In this chapter we collected some models, as a source of inspiration. These tools might be useful to apply during a mentoring programme. Some of them are very basic, you might know them already.

Personality tests such as:

- Reflector Big Five

<https://www.hucama.com/reflector-big-five-personality-test/>

- Meyers Brics Type Indicator (MBTI)

[https://www.themyersbriggs.com/en-US/Products-and-Services/Myers-Briggs,](https://www.themyersbriggs.com/en-US/Products-and-Services/Myers-Briggs)

- DISC

<https://discpersonalitytesting.com/free-disc-test/ink>

if the mentor is a certified user, has access and is willing to offer this to the mentee. The results of any personality reports might serve as a good starting point for a career discussion and to challenge objectives.

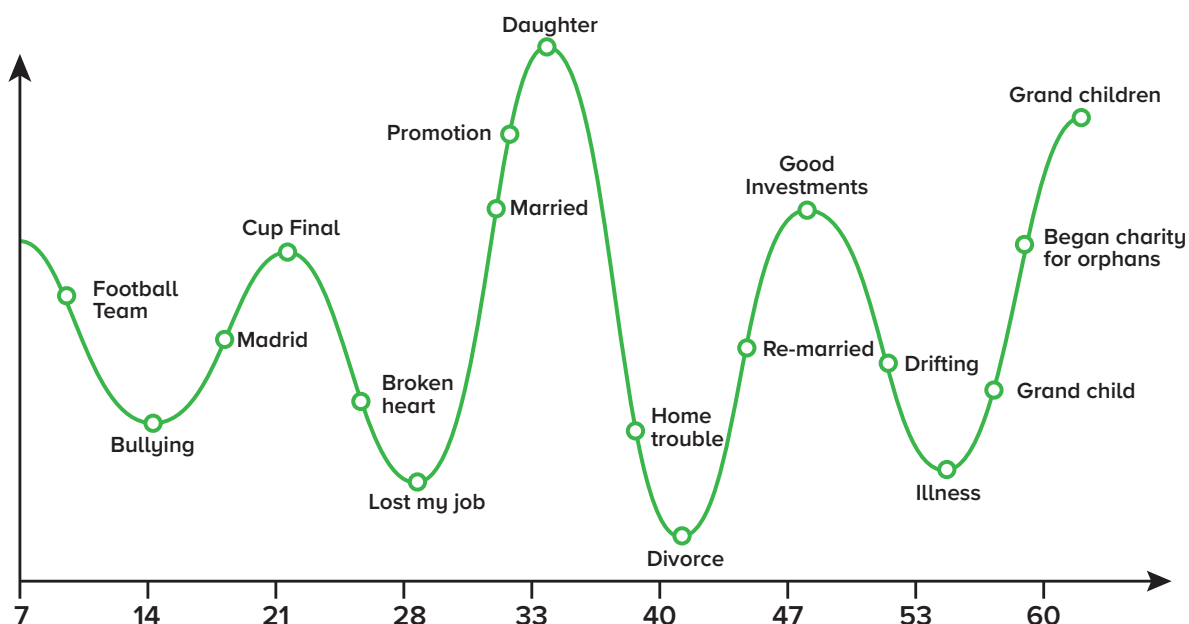
LIFELINE EXERCISE :

Mentor shares his/ her lifeline and the mentee is asked to reflect and write down personal highs/ lows in business and private life in one line. That is the long version. A short version would be to list highs and lows. This exercise is useful to get to know each other and to build upon during the mentoring when it comes to patterns of behaviours, career discussion and objectives for the mentee.

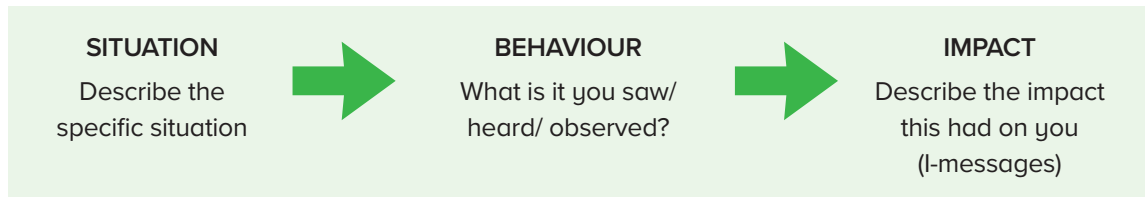
Possible guiding questions:

- What can you observe in the past?
- What are the common factors around the highs and lows?
- What have you learnt?

LIFE LINE EXAMPLE



SBI FEEDBACK-MODEL :



GIVING

- Check your inner state
- Ask for permission
- Keep eye contact
- Speak for your self
- Give concrete examples
- Don't attack
- Don't speculate
- Don't generalize

RECEIVING

- Ask yourself if this is the right moment for you
- Listen actively
- Do not justify yourself
- Establish understanding for the view of the feedback giver
- Say thank you
- Decide on what action if any

Source: From *Feedback That Works: How to Build and Deliver Your Message*, ©2000 Center for Creative Leadership

The Situation, behaviour , Impact (SBI) Feedback tool helps individuals to comment on specific situations and behaviours to outline the impact that these behaviours have on others.

ICEBERG - MODEL

It provides a way to understand the behaviour of individuals and teams, as well as culture within a team or organisation. The iceberg-Model helps individuals to expand their perception of a situation in order to see the whole system. It is designed to help people to step back and identify the patterns and factors that underline an event or causing a behaviour. It is useful to detect the underlying values, and beliefs that drive actions and sometimes lead to conflict.



USEFUL RESOURCES

LEAD Network Publication: **Life Lessons** - Thirty-five female members of LEAD Network talk honestly and openly about how they achieved career success, how they overcame barriers along the way, and what advice they would give to their younger selves today. A great resource to be inspired or share with a mentee.

Journey of a LEAD Network Mentor - by Mick Broekhof, Cofounder of the LEAD Network

<https://www.lead-eu.net/mentorship-april>

LEAD Network Mentorship Programme Overview & Stories

<https://www.lead-eu.net/mentorship-programme>

Forbes Magazine Article – 8 tips for amazing mentoring relationships

<https://www.forbes.com/sites/laurencebradford/2018/01/31/8-tips-for-an-amazing-mentor-relationship/?sh=4619de6521e2>

Forbes Magazine Article – Do you need an inhouse or external mentor?

<https://www.forbes.com/sites/85broads/2014/07/21/do-you-need-an-in-house-or-an-external-mentor/?sh=776a4bf3268d>

LEAD Network Strengths and Motivators Career Tool – a useful resource to work through what roles and tasks motivate you and where you may want to focus and also includes many references to other useful resources

<https://www.lead-eu.net/wp-content/downloads/STRENGTHS-and-MOTIVATORS-CAREER-TOOL.pdf>

QUESTIONS OR SUPPORT

In case of questions or if you need support throughout the LEAD Network Mentorship Program, please contact: mentorship@lead-eu.net

or reach out via the mentorloop platform



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