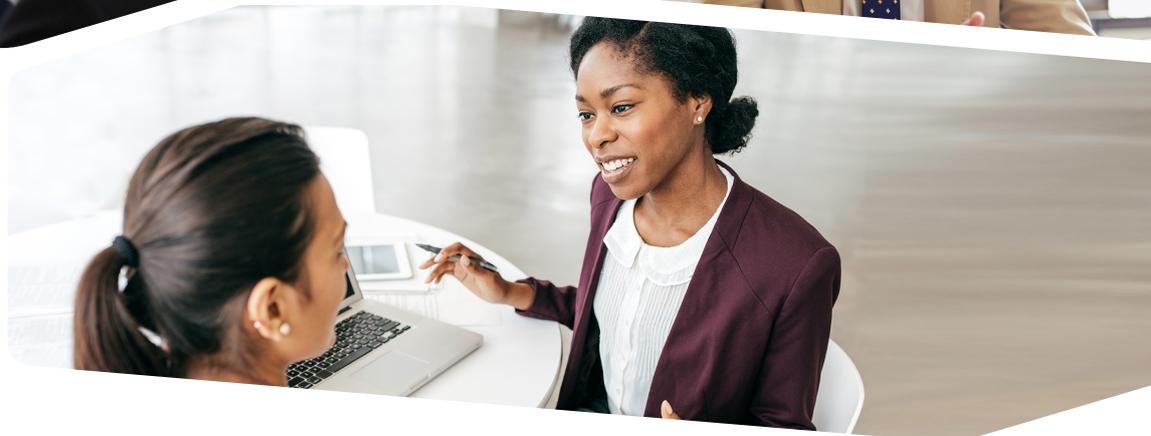




MENTORSHIP PROGRAMME

CHANGE INSPIRE EMPOWER



THE IMPORTANCE AND ROLE OF MENTORING

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. 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. The LEAD Network is focused on developing the next generation of inclusive leaders. One way in which we do 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.

Mentoring is ranked among the top 5 most valued and effective approaches to career development. This is even more so when it comes to career development for women. But mentoring can also be about enabling higher levels of performance and engagement, broadening your perspective and industry knowledge, getting professional guidance, expanding your network and of course supporting career advancement. As a sector network, we are uniquely positioned to provide external, cross-company mentoring through our network of professionals in our Partner companies. 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.

MISSION

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

The LEAD Network is run by and for its members, women and men, and we value every individual for their unique perspective.

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.

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.

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. The participants are then carefully matched. The programme formally launches in January of each year and is for a duration of 10 months, though while at that point the formal support from the LEAD network finishes, many relationships continue for much longer.

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.

The prospective mentors/mentees fill in a 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”). 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.



Peter Bak

*Global Head of Customer Relationship Management,
Schenker*



“The LEAD Network Mentoring Programme brings me the opportunity to share my working and life experiences, something I always like to do within my own business environment as well, working with young people. Also, my mentee shares her view on situations we discuss which helps me again to understand a younger generation better, but we also experience that there’s still a lot a male dominance and changes go slow.”



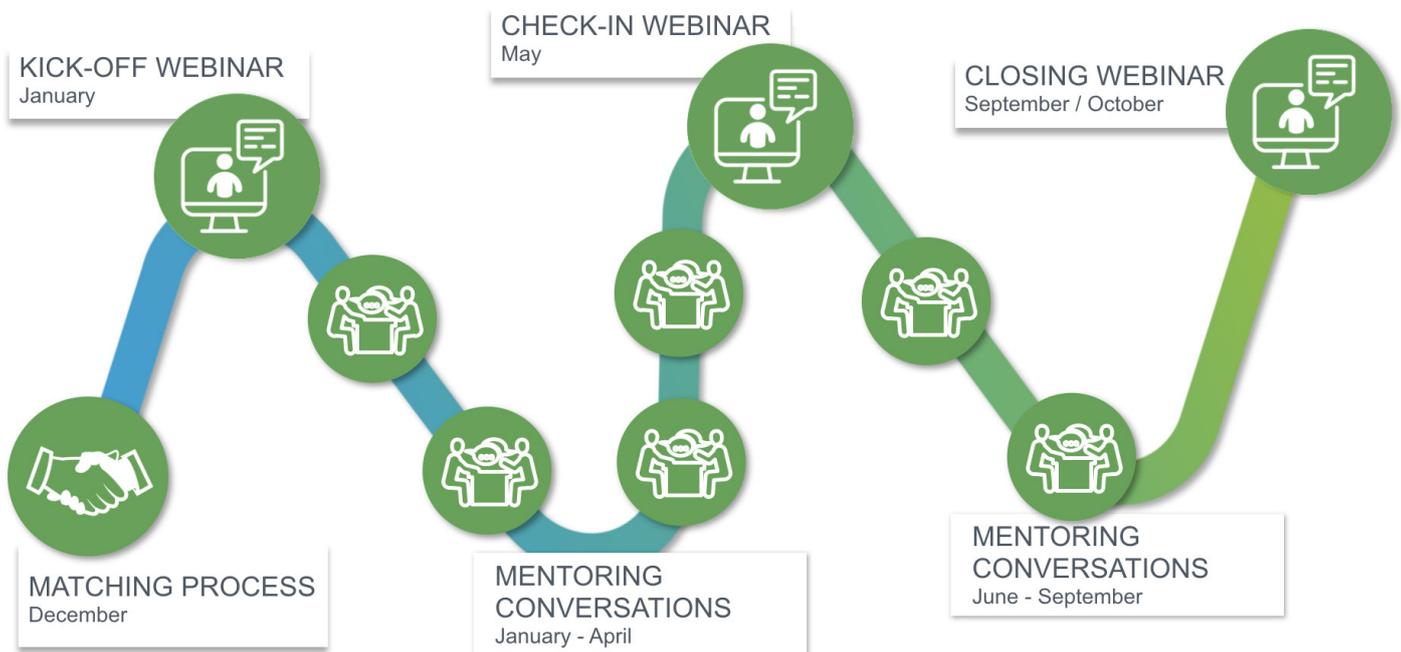
Mentor - Kris Geernaert

*VP People & Culture,
Northern Europe,
Coca-Cola European Partners*



“It was a great experience taking personal interest in seeing a mentee developing the talent and knowledge needed to succeed, having a successful career and contributing to her company and eventually society.”

THE PROGRAMME JOURNEY



The programme launches 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. Programme runs for 10 months, with two more webinars, one at mid-point and one at the end to consolidate learnings, insights and experiences. The webinars are a great way to learn from other mentors / mentees and broaden your network.

At the end of the Programme, our support comes to an end, although individuals are welcome to continue the mentoring if they wish. 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 assist the other person to progress in their own lives and careers. Mentors need to be accessible and prepared to offer help as the need arises – within defined and agreed boundaries.

Mentors are successful people who are willing to share their wisdom and experience to provide insights, inspiration or even guidance to the mentee along their career journey. Mentors can function in a reactive capacity, responding to specific issues as they arise. 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 actually can often allow different perspectives in which provides huge benefits in itself.

Mentoring is much more than 'giving advice' or passing on what your experience was in a particular situation. Mentoring is about motivating and empowering your mentee to identify their own challenges and goals, and helping them to find ways of resolving or reaching them. What's important is that it's not about doing it for them, or expecting them to do it your way, but by understanding and respecting different ways of working. **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.



Cecilie Westh

Managing Director - Nordics at The Nielsen Company



"I think there is not really any magic recipe to get to a senior position. It's a lot to do with hard work and a bit of luck. And you need to be in the right place and know the right people at the right time.

But one thing that has really helped me during my career has been mentoring. I've had a lot of mentors, both males and females, formal and informal, and I have used them in very different ways during my career. They have helped to push me and grow me."



Mentor - Brian Sharp

Chief Revenue Officer | Profit Growth Guru | Large Deal Expert | SaaS Business Builder & Advisor



"This has been one of the best mentoring experiences of my career. As the designated 'mentor' I can say that I am getting as much 'back' as I am putting into the relationship and it has really taken off. One of the coolest parts of the relationship is that I have established a connection with a business leader who shares my passion for transformational ideas and to that end, I seek and regularly gain prescient advice and blinding insights which I incorporate into my own work effort. It is a two way relationship that will stand the test of time."

WHAT MAKES A GOOD MENTOR?

- You get energy from helping other people succeed in their careers, even if that means they may surpass you in their achievements.
- You are reliable, trustworthy and treat all information shared in a confidential manner.
- You put them at the centre of the conversation and focus on their needs first, rather than your own.
- You are a great listener, you listen actively, you summarize back to check your understanding. You put the focus fully on your mentee and understand it's about them, not you.
- You ask open questions that make the other person think. You challenge them to reflect and think about situations from 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.
- You are empathetic and can relate to their feelings or concerns. You genuinely care about your mentee and their success.
- You pass on your experience, knowledge and expertise in a way that is helpful, clear and empowering.
- You provide advice that is actionable and pragmatic. Theory alone isn't always helpful.
- You share your 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.
- While you provide support and guidance, you don't allow the mentee to become dependent on you.



Veronika Pountcheva

Global director corporate responsibility, Senior vice president at METRO AG



“The first type of barriers were inside of me and are very much related to the level of self-confidence I had and the ability to promote what I am doing. Secondly, in retail there are very few female role models and I was looking for a little bit of inspiration - mentoring was not something common. There were specific external barriers too: in retail there are very few women in top managerial positions so being part of that world is a constant challenge.”



Mentor - Maria Pia De Caro

Vice President Home Care Supply Chain, Europe at Unilever



“Mentoring is like reading a beautiful new book aloud, with a lovely story written in those crispy pages. It is like putting an LP on a gramophone, and listening to this pure music that resonates loud and clear. Mentoring is a gift, given and received.”

WHAT MAKES A GOOD MENTEE?

- You must be ready and willing to ask for and receive help - in the form of guidance and feedback - from a mentor. The mentee must be willing to first acknowledge areas for development and then be willing to share those areas.
- 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.
- Apply what you have learnt, reflect and act on feedback.
- Remember to share the outcome from the help your mentor gives and give feedback on how the mentoring is helping you.
- 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.
- 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.



Beverly Peeling

Associate Director Online Digital Strategy at Kimberly-Clark Professional



“With a trusted mentor I have felt the support, and had guiding discussions that have allowed me to talk through my approach, through challenges and how to work through them. This has often validated some decisions and thought processes, and in some instances challenged my thoughts or approach, providing a different perspective and angle.”



Mentee - Fiona Liebehenz

Director International Key Account, Bosch Professional Power Tools



“The programme has been a significant boost to my career development. While I have experience as a mentor and mentee within a company, I have never thought of building such an open, supportive and collaborative relationship with someone outside. As the mentee, I still feel that it is an even distribution of topics and knowledge sharing that stimulates unique discussions and ideas, several of which have been successfully implemented. Starting a year ago, I still feel that there is so much more to discuss and learn and that this relationship will last”.

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



Sarah Streicker

Director, Talent and Organization at Kinship, a division of Mars Petcare



“I was very lucky, because I chose a great company that embraces flexibility. So for example, when I travel home to the United States I don’t necessarily work the whole time, I mix work and vacationing. And that’s been a theme my whole life: you have to find a company that supports you. I was also lucky to have a variety of mentors or sponsors who, when I hit challenges along the way, were there to coach me. Without them I don’t think I would have been as successful.”

2019 Programme Participant (anonymous)

“I find being a mentor to an external mentee through LEAD Network highly rewarding and insightful. It helps me be connected to the external world and it is just great having meaningful conversations with strong women across countries and companies!!”

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.

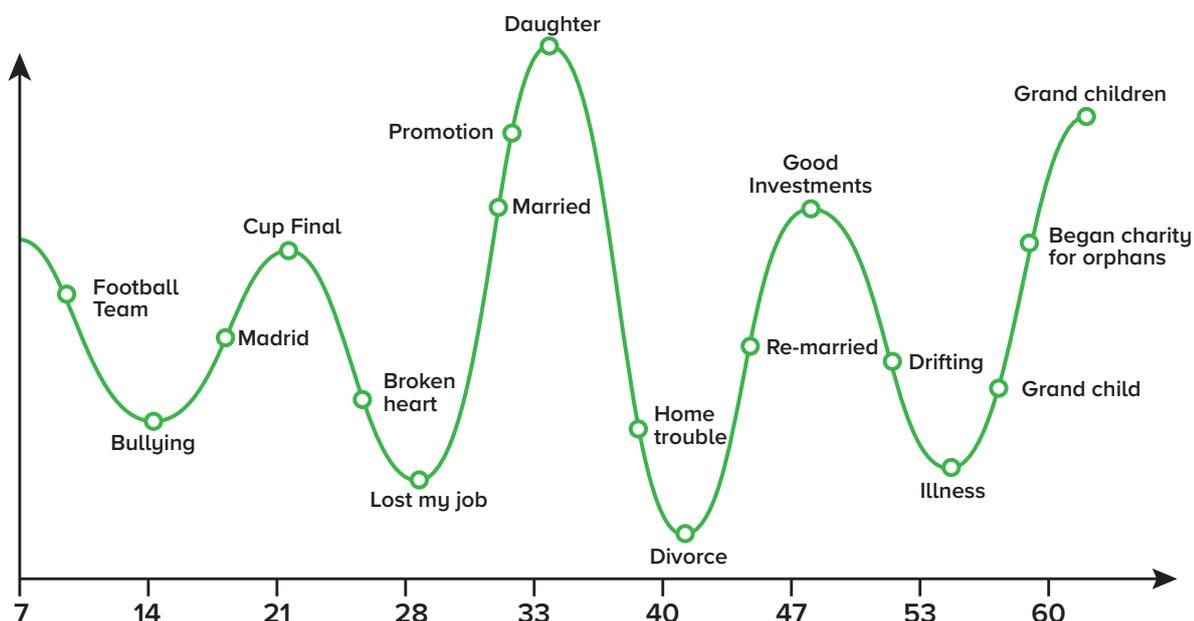
LIFELINE EXERCISE :

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.

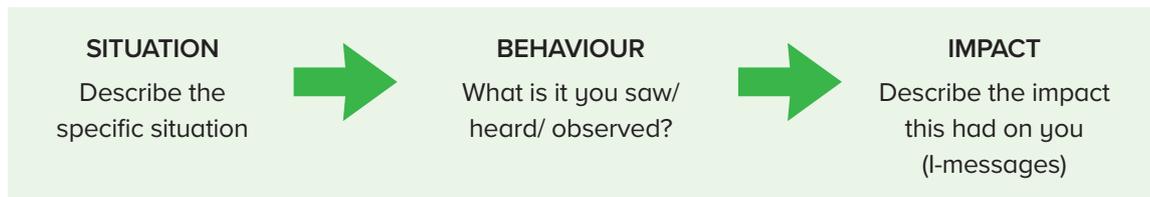
Possible guiding questions:

- 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

LEAD Network Mentorship Programme Overview & Stories

Forbes Magazine Article – 8 tips for amazing mentoring relationships

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

QUESTIONS OR SUPPORT

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



www.lead-eu.net and follow us on  and 

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