

International Cross-Mentoring Program for Women at Board Levels

Board
Leadership
Development
through
Cross-
Mentoring



International
Cross-Mentoring Program

www.cross-mentoring.net

The word Mentor comes from Homer's novel, the Odyssey. While Odysseus was away on the road to the Trojan War, the education of his son Telemachus was entrusted to Mentor, a friend of Odysseus'. The old man acted as a reliable tutor and advisor for the young Telemachus.

Nowadays, the word "Mentoring" refers to a relationship of support, discussion, exchange and learning in which an experienced individual invests his/her wisdom and expertise in the development of another individual who is expected to gain competences and achieve professional objectives. Mentoring is thus a real crucible that fosters personal development. The aim is not to provide Mentees with ready-made solutions, but to help them develop their own resources and solutions in order to tackle the problems they may be faced with, and to help them become the persons they wish to be.



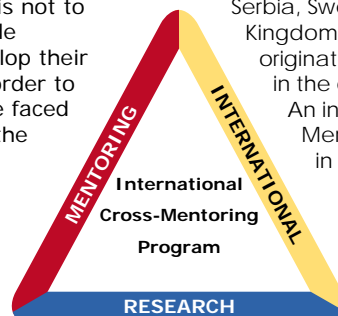
Cross-Mentoring Conference in Luxembourg 2009
From left to right : Ricarda Harris, Cosima Lindemann-Stübbe, Lena Mangell, Rita Knott, Richard Clark, Françoise Hetto-Gaasch, Minister for Equal opportunities, Susanne Habran Jensen, Ana Oliveira Pinto, Kirsten M. Poulsen.

The Program has gone global...

The Cross-Mentoring Program is now set up in 10 European countries: Belgium, Denmark, France, Germany, Luxembourg, Portugal, Serbia, Sweden, Switzerland and the United Kingdom. Mentee and Mentor tandems originate from the same country and meet in the country itself.

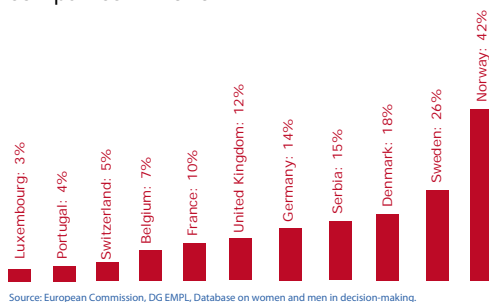
An international conference gathers Mentees and Mentors of all countries in Luxembourg once a year.

The goal of Rita Knott and her partners is to include 15 countries within the program and thus extend it beyond Europe's boundaries.



Why a Cross-Mentoring Program?

"Although the corporate world is increasingly aware that a good gender balance at all levels can be beneficial for business, the rate at which change is being implemented in the boardroom remains painfully slow." This is the result of a study of the European Commission on gender balance amongst board members of the largest publicly listed companies in 2010.



As early as 2005, Rita Knott, then a member of the executive team and Secretary of the Board of Directors of Bank Hapoalim Luxembourg, launched the first Cross-Mentoring Program in Luxembourg. She formed a network where Mentees and Mentors from diverse size and sectors could interact and move towards high level decision-making positions. Since 2008, highly experienced mentoring professionals organise the program in 10 different countries. Starting 2010, a new edition of the International Cross-Mentoring Program has been launched for women at Board Levels.

... and is now focused on research

In close collaboration with the University of Luxembourg (MA in multi-LEARN), the Copenhagen Business School, the Stockholm School of Economics, the European Academy for Women in Politics and Economy, Berlin, and the Migal-Galilee Technology Center, Kiryat-Shmona, Israel the Program objectives are:

- Building up of a mentoring expertise knowledge center
- Appraisal of experience gained within the Program

Who joined already?

Participating Organizations in the Cross-Mentoring Programs for Women in Leading Positions :

- in Luxembourg, from 2005 to 2010

Alter Domus, Anglo-American, ArcelorMittal, Bank Hapoalim, BDO-Compagnie Fiduciaire, Brasserie Béierhaascht, Compass, Crédit Agricole, Deloitte, Deutsche Bank, DuPont, European Investment Bank, Fortis Insurance, Goodyear, I.E.E., ING, PricewaterhouseCoopers, Revue, Skandinaviska Enskilda Banken, Soludec, Villeroy & Boch and VOXmobile

How is the Program organized?

The Program is developed over one year with about 10 companies and about 25 participating tandems per country.

Each company participates with an equal number of Mentees and Mentors (if available). Mentees are female and situated at one or two career steps below board levels, and Mentors are either female or male and coming from board levels. The participating organizations identify women with board level potential and ready to be in board positions. The company representatives meet and select appropriate Mentors for their Mentees based on a questionnaire completed by the Mentees where they identify the areas they would like to further develop.

Program Setting - Time Investment

Level 1:

Mentees schedule meetings with Mentors throughout one year, 6 to 10 individual sessions of 1 to 1 1/2 hours.

Level 2:

Four to five reflection workshops for Mentees. Kick-off of the Program is done during the 1st Reflection Workshop.

Level 3:

Mentees and/or Mentors receive 4 1/2 hours of professional coaching sessions to support the mentoring process, or to deal more in-depth with particular issues.

Women in Leadership: A European Business Imperative

Catalyst and The Conference Board Europe interviewed 500 senior women from corporations and professional firms across Europe⁴⁵. When asked about barriers to the advancement of women, two thirds highlighted stereotypes and preconceptions of women's roles and abilities as the most important obstacle they faced, closely followed by a lack of suitable female role models, a lack of relevant management experience, family commitments, and a lack of mentoring opportunities.

Catalyst and the Conference Board Europe, 2002.
<http://www.catalyst.org/publication/92/women-in-leadership-a-european-business-imperative>

Advantages of the Program

At the end of each Program, a survey is carried out with the Mentees and Mentors by the universities in order to assess the results of the steps undertaken and the progress achieved. A center of knowledge is thus built up and made available to the participating companies.

Judging from the main accomplishments of past experiences, there are large numbers of benefits for all participants.

Benefits for Participating Companies

- Enhances participants' board membership skills
- Retains and develops female and senior management and board members
- Implements a Mentoring culture within the board level
- Creates outstanding network and benchmarking opportunities on senior executive and board levels
- Enables companies to implement a common female Board Development Program internationally

Benefits for Mentees

- Fostering of professional and personal development for female executive and board members
- Development of effective communication at board level
- Improves board level leadership capability
- Exchange of knowledge and experience
- Extension of networks
- Exposure to other corporate cultures and structures

Benefits for Mentors

- Gaining insights into the ambitions, talents and perceptions of women in senior executive and board roles
- Gaining new experiences in different sectors and cultures
- Developing additional professional knowledge at Board level
- Acquiring new networking opportunities through the Mentor Master Class

The Cross-Mentoring Program for Women at Board Levels is very attractive for companies and public administrations of many countries, as it is easy to set up and it allows a well-structured long term follow-up.

Moreover, the Program enables the companies to implement a Board Development Program internationally.

Key Points of the International Cross-Mentoring Program

Goal

- Focus on Board development
- Better balance between women and men in top positions, improves financial performance for organizations

Benefits for the organizations

- Creates outstanding network
- Implements/increases a mentoring culture at Board levels within the organizations as a cost efficient development tool
- Develops incentive for high potentials and top performers

Structure

- Mentee-Mentor tandems at Board levels of different organizations, sectors, cultures and gender
- One-year Program with monthly mentoring meetings, supported by four to five reflection workshops and by 4 ½ hours of professional coaching sessions for the tandems
- Master class for Mentors
- Program organized individually in ten countries at the same time
- Annual International Conference in Luxembourg for Mentees and Mentors of all countries
- Research and development assured by five universities and business schools

International Cross-Mentoring Business Partners



International
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www.cross-mentoring.net

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