



GLOBAL WOMEN'S  
LEADERSHIP FORUM®  
STAND UP. STAND OUT. CREATE REAL CHANGE...



Men on Board to Support *Women Leaders* 

 **MOB**®

**Are you on board?**



# Purpose

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Globally, we have a significant business issue. That business issue is **Leadership Inequity**.

The numbers associated with this inequity are staggering, and they are affecting the bottom line of our businesses. Until we are intentional about solving for the inequity, those numbers will not change. At the Global Women's Leadership Forum®, we're looking to provide solutions. That's the purpose of the MOB®.

Through data and dialogue, the MOB® will:

- Enlighten men about the business issue of gender inequity.
- Engage men at middle management level and higher to get involved in the solution of ensuring the best talent for their teams.
- Inspire men (at the level of VP and higher) to sponsor women for the leadership pipeline within their organizations.

Company Benefit:

- Insights into the company and individuals from perspective of the protégé
- Build more capable leaders
- Influence and increase retention of talented women
- Build external network with other MOB® members outside of own industry
- Positive PR for the company

Individual Benefit:

- MOB® member status within company - a leader with passion, foresight and conviction
- Pay it Forward – helps to develop other talented leaders
- Build personal relationships
- Learn from a different perspective and gather new insights

## Stand Up. Stand Out. Create Real Change.

The work of the MOB® spans career stages and details specific ways to activate to build a diverse and inclusive workplace and accelerate the upward mobility of women.

# The Role of a Great Sponsor

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Sponsors are powerful advocates for developing talent. Generally speaking, sponsors are senior leaders who have a tremendous amount of experience and credibility. They can help ensure that their protégés are considered for opportunities to stretch, such as assignments to special projects, visibility to other senior executives and value-added insight on how to navigate an organization.

A great sponsor:

- Serves as advocates and champions for the protégés
- Shares wisdom regarding navigating the matrix of large organizations
- Provides tough, candid feedback on the factors related to perceived potential
- Proactively reinforces the protégés strengths and accomplishments
- Provides support for organizational risk taking on behalf of the protégés
- Discourage views fixated on past performance and unsuccessful smart risk taking
- Encourages objective and actionable feedback on factors that impact perceived potential

## Desired Outcomes for the Sponsor

Great leaders are lifelong learners. Senior leaders who have volunteered to sponsor women are committed to building strong futures and profitable businesses. They recognize that the workforce has changed. They also value building a workforce that mirrors the face of the consumer. They recognize that building personal cultural dexterity will be an important leadership capability. Sponsors will gain new insights about the unique challenges that women and people of color face in building successful careers.





## The Role of a Great Protégé

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Protégés are employees who have been taken on by a senior leader who has a genuine interest in their career potential. Generally speaking, protégés are proven leaders with a track record of getting great results. They have exhibited a strong desire to achieve career advancement within their company. They partner with their Sponsor to develop their careers and gain value-added insights about their leadership styles. Formal and/or informal sponsorships are critical to an employee's success, as many organizations today have relationship driven cultures.

### A Great Protégé:

- Embraces personal ownership for the well-being of the relationship
- Comes prepared; e.g., always follows up on recommended between meeting assignments
- Remains open throughout the relationship to gain the biggest benefit of the learning
- Accepts candid feedback
- Applies the insights gained from conversation and experiences afforded by the sponsor
- Integrates the goals established into the performance appraisal process
- Looks for ways to add new value to the company as a result of their expanded leadership capabilities
- Sets goals that are realistic and achievable
- Willing and able to support the business goals of the sponsor by providing insight and perspective

### Desired Outcomes for the Protégé

- Greater understanding of the needs of different business units/divisions/departments
- Insight into leadership strengths and how they add value to the organization
- Broader perspective on the capabilities, experiences, relationships and competencies required to serve the organization as a senior leader
- Awareness of how diversity of thought and work style impact relationships in the workplace
- Exposure to other senior leaders outside your area of expertise
- Opportunity to demonstrate new skills, insights, competencies and ideas.

# Sponsorship – Frequently Asked Questions

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Q: What is the difference between a mentor and a sponsor?

- Mentors play an important role in a leader's development and career journey. Formal and informal mentors provide valuable insight, feedback and career coaching and can serve from any level within the organization. It is fairly easy to obtain a mentor, it just takes someone who is willing share what they know. Mentors are often more experienced which, in-turn, helps them provide priceless advice.

- Sponsors are powerful advocates for developing talent. Generally speaking, sponsors are senior executives who have a tremendous amount of experience and credibility. They can help ensure that their protégés are given opportunities to stretch, such as assignments to special task forces, visibility to other senior executives and value-added insight on how to navigate an organization.

Q: Why do employees need sponsorship?

It is important that all managers be able to fully represent the people who report to them. The talent management process provides the opportunity for conversations that create opportunities for advancement, as well as the opportunity to obtain cross organization candid feedback relating to tangible and intangible qualities of talent. Because it is possible for an unconscious bias to play more in the favor of employees who reflect the majority population, it is important that women and people of color also have additional champions who are providing the vocal advocacy and who can support the immediate manager in providing the tough feedback on the intangibles.

Q: How would you describe the sponsor/protégé relationship?

Like any other relationship, this relationship requires trust, open communication, accountability and a willingness to demonstrate vulnerability. These individuals will get to know each other very well as they explore what it means to be an effective leader. Beyond the relationship, it is a transactional partnership. Both the sponsor and the protégé agree upfront to do the things that will make the other person better. They will meet regularly to closely examine the agreed upon outcomes and success measures.

Q: How does the sponsor benefit from this initiative?

Great leaders are lifelong learners. The senior leaders who have volunteered to participate in sponsorship are committed to building future leaders. They recognize that the workforce has changed. They also value building a workforce that mirrors the face of the consumer. They recognize that building personal cultural dexterity will be an important leadership capability. Sponsors will gain new insights about the unique challenges that women and people of color face in building successful careers within their organizations.



## Sponsorship – Frequently Asked Questions *continued*

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Q: Who decides who gets a sponsor?

In companies with Talent Management teams or Succession Management, there is usually a more formal approach to sponsorship with process and protocols established. In companies without these models, a sponsor may spontaneously approach a protégé and offer to provide them the advocacy they need to get ahead.

In both systems however, there still needs to be some formality created relative to understanding expectations and defining success upfront.

Q: How long does the relationship last?

Success must be defined up front in order to determine the timing. It could be several months, more often lasting at least one year and many times it can be a long term relationship that moves wherever the sponsor and protégé are.

Q: How is success defined for the sponsor and the protégé?

For both, success is a result of the movement of the protégé – into an expanded role, taking on a new project, a lateral move into another department for increased experience and exposure, or a promotion.

- For the sponsor, success can also be the new insights and information that the protégé can provide as part of their role and position in the company. The sponsor can ask the protégé to keep eyes and ears open and share their views on not only how the sponsor is viewed by the protégé's peers and colleagues, but also by other officers in the company. This is another avenue for the sponsor/officer to understand his own strengths and opportunities.

- For the protégé, success can be exposure to other officers and other parts of the business. It is also receiving candid feedback on how she shows up in the organization and new insights into what her strengths and opportunities are – as perceived by others.



Global Women's Leadership Forum® advocates for diversity of thought. We enable the sharing of knowledge, experience, wisdom, best practices and successes of effective Business Resource Groups to increase their contribution to the leadership pipeline.