



PROFESSIONAL
WOMEN'S
ASSOCIATION
MILAN

“WOMEN LEADING WOMEN”

PWA Milan Mentoring Program

May-December 2010

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If you are interested in participating as a mentor or mentee in the next round, please refer to PWA's website and newsletter, where information on this and other programs is regularly featured. For specific requests contact the 2011 Mentoring team, **Valerie Ryder**, Mentoring Program Leader and Professional Development Director, or **Lee K. Smith**, Mentoring Program Coordinator, at professional@pwa-milan.org.

Milan, March 2011

We're pleased to present this publication encompassing the work accomplished in the first edition of the PWA Mentoring Program 2010. Our intentions in publishing this document are:

- for women to benefit from and be inspired by reading about the Mentor and Mentee experiences
- to encourage women to come forward and participate in upcoming Mentoring programs
- to inspire organizations to implement similar programs
- to serve as a memento for those women who participated in the PWA Mentoring Program.

As organizers of this program, we received interest for mentoring from a wide range of women, in age groups spanning two decades, with mentees in their 20's to their 40's. We observed a wide range in their levels and work status, from independent professionals, employees and women in transition to those on maternity leave or transferring from corporate to entrepreneurial status and vice-versa. These trends illustrate the need for mentorship at all levels and ages, and transcend the idea that mentoring is only for the select few, but rather show that it is a desirable and useful tool throughout a woman's professional and personal life.

As you browse the publication, we invite you to read through the testimonials from Mentors and Mentees of the program, to get a sense of what they experienced firsthand. We've also included a few articles on the subject of Mentoring, and analysis of the feedback received directly from participants. There are also resources with helpful links about Mentoring that can be useful in the creation of a Mentoring program for your organization or association.

We'd like to thank the many women who were involved in making the PWA Mentoring Program not only possible but a great success. Thanks go to the women who came forth to participate in the program and speak at mentoring events, for donating their time and energy; to Ines O'Donovan, co-manager of the EuropeanPWN Mentoring Group, for providing mentoring resources; as well as to the PWA Board of Directors, dedicated and skilled volunteers who firmly believed in the project and greatly assisted in organizing and promoting the event.

We hope you enjoy reading the following pages and thank you for supporting future Mentoring programs at PWA Milan.

Warmly,

Valerie Ryder

PWA Mentoring Program Leader
and Professional Development Director



Monique Svazlian

PWA Mentoring Program Coordinator



About Valerie Ryder and Monique Svazlian: Executive Coaches, Valerie and Monique are passionate about developing leaders both in the corporate world and in entrepreneurship. They share the common conviction that the most effective way for women to advance professionally is to take advantage of mentoring, coaching, networking and other leadership development resources. Read more about them at www.ryderassociates.com and www.highestpath.com.

PWA Mentoring Program Launch

May 19th, 2010

Mentoring plays a critical role in the advancement of women professionals in all sectors. It provides women role models, it can provide access to important networks and opportunities, and can provide structure for the development of individual skills and leadership abilities.

These are areas that are often cited as key barriers to career advancement for women in Italy, as is the lack of mentoring in general. Only a small portion of the Italian working population has access to this career development tool, mainly selected high-potential employees of international corporations.

PWA has innovatively moved to fill this gap by pioneering network mentoring in Italy, via its free **Women Leading Women program**. The mentoring program is a key component of PWA's updated mission, which is to support the advancement of career-minded women in their professional growth and development through networking, skill-building and mentoring in an international environment.

The **mentoring program launch** was held Wednesday, May 19th, 2010 at the Grand Hotel et de Milan. More than 75 PWA members, guests and press attended the event, where a selection of the mentors, all members of PWA, shared their experiences around mentoring:

- **Isabella Chiodi**, Vice President and member of the Italian Women Leadership Council, IBM
- **Barbara Cominelli**, Planning Director, Tenaris Dalmine
- **Giovanna D'Alessio**, Managing Director, LifeCoachLab and President of the International Coach Federation (*presentation via pre-recorded video*)
- **Francesca Patellani**, Client Partner (Banking Clients) and Inclusion & Diversity Lead, Accenture
- **Lee Smith**, Director, InStoreFactor
- **Nicoletta Zappatini**, Managing Director, Crédit Agricole Corporate and Investment Bank

Working in a variety of fields, the featured mentor speakers shared the common experience of having male mentors; the reason being that there were not enough women in upper level positions to serve as mentors. While it was also acknowledged that **personal chemistry** between mentor and mentee was important to a successful relationship and they had been fortunate enough to have had that with their male mentors, it was noted that it would have been beneficial to have a female mentor.

Some of the speakers were able to serve as mentors within their corporate programs and were asked about the difference between male and female mentees. The consensus was that male mentees were more direct and tended to speak about business and career exclusively whereas female mentees may need some coaxing to initially express their desires and speak about work within the context of their life. Men also were more likely to believe they deserved promotions, while women often exhibited doubt.

Another important issue between mentors and mentees is **confidentiality**. Most corporate mentorship programs have rules of confidentiality so that those involved can trust that what they discuss will be kept in confidence, though if a mentor felt that her mentee was talented she could

be an advocate for her and encourage her managers to make the best use of her strengths or to advance the mentee along her career path.

Having an effective mentor can help **mentees** in **making decisions, acquire leadership skills and learn the unwritten rules** of their corporate culture. While being a mentee can bring clear benefits, all agreed that serving as a **mentor** was beneficial since in teaching one can learn. It also allowed senior executives the opportunity to **be in touch with what was going on** in other parts of the organization and with newer, younger employees.

The Women Leading Women program not only provides **corporate workers** mentoring but is working to address the large need for mentors in the **entrepreneurial community**. Without the benefit of a corporate framework there is a gap in availability of mentor programs for entrepreneurs and this was made evident by the number of independent business professionals who applied to the program.

Regardless of the participants' professions, Women Leading Women provided a needed professional resource for PWA members.

Valerie Ryder & Kristina Tool

Facts and Figures:

- Out of 50 member applicants, 38 requests were accommodated
- Total of 16 mentors and 22 mentees, with 2 mentors having more than 1 mentee
- Main matching criterion: level of correspondence between stated objectives and profiles of mentors and mentees
- Mentoring skill-building 1/2 day workshop organized to train participants
- Pairs met for a minimum of one hour/month for 6 months, June-Dec. 2010
- As a benefit of membership in PWA, the Mentoring program is free

Program Participants

MENTORS	MENTEES
Angela Bianchi	Lucia Dal Molin
Angela Bianchi	Laura Gaillard
Sarah Brady	Silvia Siliprandi
Rosanna Cella	Smith Lee
Isabella Chiodi	Elena Grisi
Barbara Cominelli	Santoro Raffaella
Giovanna D'Alessio	Martaeleonora Paiair
Lucia Fracassi	Hélène Lauzier
Monica Giordani	Cristina Del Rey
Francesca Patellani	Claudia Raibulet
Valerie Ryder	Chiara Cappelletti
Nicoletta Scannavini	Jane Oberwager
Lee Smith	Stella Hodkin
Monique Svazlian	Claudia Benetello
Sara Trivella	Alessia Di Iacovo
Nicoletta Zappatini	Sonia Parise
Avivah Wittenberg-Cox – Group Mentor	Marina Cattaneo
	Gini Dupasquier
	Rita Fintoni Mantovani
	Anna Monesini
	Monique Svazlian
	Aliya Zhunussova



Participant Survey Results

Areas of interest to Mentees

- Networking 16, Job transition 14, Leadership 13
- Career planning 12, Communication 10, Marketing 10, Negotiation 9
- Assertiveness 7, People management 7, Sales 7, Work-life balance 6, Business creation 5

Mentees in program

22 in total:

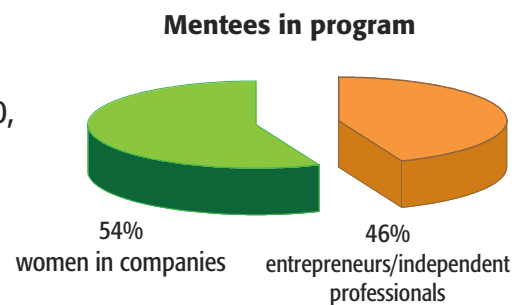
- 16 paired with individual mentors for a period of 6 months
- 6 constituted a mentoring group which met for one morning with a group mentor

Survey responses – mentees

68% responded to the survey (15 out of 22)

93% of respondents had positive feedback (14 out of 15)

Many of the mentees derived benefits above and beyond the professional areas covered above:



Health and well-being

“Gave me tools that proved crucial...for living a healthier and more fulfilling life...”

“I learned how to fight the “sabotaging” I perpetrate against myself and my profession...”

“I think I feel more at peace with myself now, as a person and as a professional...”

“I’m now involved in projects I believe in. It’s very refreshing, it’s giving me back all the energy I lost over the past two years...”

“My mentor helped me reduce mental stress and anxiety...”

“My mentor helped me see myself in a different way; focus on goals that will give me real satisfaction and long-term results...”

Friends and allies – more than just a networking connection

“I found an ally...”

“I also gained a friend...”

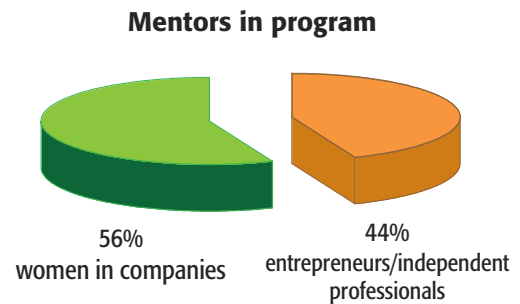
“I made a real contact that I think will last over time...”

“I had a real pleasure to enjoy support and teamwork spirit thanks to my group colleagues. I...got a chance to know my PWA peers better...”

Mentors in program

16 in total:

- 15 paired with individual mentees for a period of 6 months
- 1 served as a one-time group mentor



Survey responses – mentors

62% responded to the survey (10 out of 16)

100% of respondents had positive feedback

A common theme among mentors was the satisfaction they gained from the experience, through contributing to the professional advancement of a more junior mentee. Moreover, a number of mentors commented on new friendships made as well.

Satisfaction and fulfillment

*“It gives me **great pleasure and fulfillment** to see someone blooming and developing as my mentee did...”*

*“**Very good personal and professional experience...**”*

*“I gained the **satisfaction and fulfillment** of being able to help my mentee in her professional advancement...”*

*“It is always **enlightening to help somebody else** in facing her “issues”...”*

*“**Working together with my mentee to identify and achieve the best possible results has been a passion...**”*

Friends and the future

*“I met two **wonderful ladies** and I am sure we **will do something in the future...**”*

*“I also gained a new professional contact, **a young woman who I like and appreciate highly...**”*

*“I like very much the person I worked with and I feel she is **already becoming a friend of mine...**”*

Over $\frac{3}{4}$ of the mentors who responded confirmed that they would serve as mentors again, which just goes to show: *It's well worth it to be a mentor.*

A closer look...

In this section you'll find a glimpse of the "Women Leading Women" mentoring experiences that mentors and mentees are pleased to share.

MENTORS			
AREA OF MENTORSHIP	NAME	PHOTO	QUOTE
CAREER DEVELOPMENT	Sarah Brady		"Our methodology was to map out long term objectives and to identify milestones that would help the mentee reach her destination. We explored conservative and more daring goals as a means of not limiting horizons. We also looked at the big picture, managing personal with professional commitments."
TRANSITION TO MULTINATIONAL	Rosanna Cella		"It is always enlightening to help somebody else in facing her "issues" and also in this case, in spite of having many years of experience exactly in the field which was the one of interest to my Mentee, it pushed me to think more and differently within an area which I thought was my "comfort zone" and actually became less of a comfort and therefore a learning for me as well."
MARKETING & LEADERSHIP	Giovanna D'Alessio		"I was pleased to work with such a receptive mentee. She was eager to learn and I made several challenges that she took graciously. It gives me great pleasure and fulfillment when I see someone bloom and develop as my mentee has in the few months we worked together."
ENTREPRENEURSHIP	Monica Giordani		"This was my first experience with mentoring. It was well-structured and that made the difference! The key points of excellence were: 1) the ability of the organizers to match the mentoring pairs...Cristina and I connected on a deeper and more subtle level and this allowed us to reach extraordinary results in a short time; 2) the public launch event, the training workshop, clearly defined expectations, and tools to develop the mentoring program in the best way possible; 3) the opportunity to extend one's network, to heighten one's visibility, with people who "make the difference"...all of this with professionalism, good humor and a bit of fun!"
CAREER DEVELOPMENT	Valerie Ryder		"I greatly enjoyed mentoring Chiara, as she is a very intelligent, ambitious and willing mentee. It is fulfilling to know that I have impacted her positively, by somehow contributing to her professional advancement and helping her acquire new knowledge and skills. I also gained a new professional contact, a young woman who I like and appreciate highly. "

MENTEES

NAME	PHOTO	QUOTE
Silvia Siliprandi		<p>"I felt it was time to make a step forward. My mentor helped in identifying the area I should focus on. I drew a two-year timeline with specific goals which made me more proactive and aware of corporate life timings and chances for advancement. I also developed a taste for mentoring and I can't help paying twice as much attention to what I hear, from people I admire, and to what I say, to people asking for advice."</p>
Lee Smith		<p>"My mentor really helped me transition from a small business into a high level position in a multinational company. Her advice on negotiation made a significant difference in my starting salary, and I found her insights on integrating and managing stress extremely helpful as I started I my new job. She is a wonderful person and was able to broaden my vision and help me set goals, which has already proven valuable."</p>
Marta Paiar		<p>"Thanks to my mentor's advice, I have been able to improve and tailor my leadership and communication skills toward my boss and my team. Moreover, Giovanna gave me the key to understanding the importance of networking and developing it."</p>
Cristina Del Rey		<p>"The main obstacle I faced was that I had to make a big decision between a "safe" job which was not satisfying any more and a new profession on my own which I feel is much more suitable for my personality. After the conversations with my mentor, I decided to take some courses, read books, etc. related to the new profession I would like to start. She helped me clarify my objectives for the forthcoming years and even my true vocation!"</p>
Chiara Cappelletti		<p>"I had to "slow down": be more patient, think carefully before doing anything that could impact on my work life, change priorities. A very big obstacle for a very focused person like me! With my mentor's help I understood how to pursue my professional aims with a total awareness about how and when to make small steps, every day. The experience has been fundamental for me and my career."</p>

MENTORS			
AREA OF MENTORSHIP	NAME	PHOTO	QUOTE
TRANSITION TO CORPORATE	Nicoletta Scannavini		"Helping people in finding solutions to their problems is an activity I have always loved. Working together with my mentee to identify and achieve the best possible results has been a passion. The main contributions I was able to provide during our meetings were: show how it is possible to overcome obstacles, suggest alternative solutions, and work as door opener when I was in the position of doing so. As my mentee is very smart and skilled, we were proceeding very quickly on the way of achieving some good results... I like very much the person I work with and I feel she is already becoming a friend of mine."
ENTREPRENEURSHIP	Lee Smith		"Aside from finding Stella a delightful person, as we started out, I saw so much in her professionally that she was not emphasizing and "selling" and I really wanted her to realize how much value she had to offer, regardless of the road she chose to take. During the 6 months her goals changed, but we were able to discuss the changes as they unfolded, so it worked out well."
COMMUNICATION & CAREER PLANNING	Monique Svazlian		"As a first time mentor, I very much enjoyed the experience to experiment with combining my coaching skills with mentoring. I found this combination to be very effective for my mentee, who seemed to get a lot out of our meetings. It was a gratifying experience and I would repeat it again if I had the chance."
SALES & NETWORKING	Nicoletta Zappatini		"Very good personal and professional experience as it gave me the possibility to use my background and network for the benefit of another woman on the objectives that we identified at the kickoff meeting."
TRANSITION TO MULTINATIONAL	Avivah Wittenberg-Cox		Founder and Honorary President of the European Professional Women's Network, Avivah Wittenberg-Cox, CEO of the consultancy 20-first, one of the world's leading gender consultancies, took part in PWA Milan's mentoring program with a group session which took place on the morning of June 11, 2010. Six mentees were assigned to Avivah as a Mentor.

MENTEES

	NAME	PHOTO	QUOTE
	Jane Oberwager		"With Nicoletta we worked on transitioning back into corporate life and finding alternative work arrangements. Nicoletta was a star, she offered invaluable advice that was specific, actionable and based on her experience. I even was offered a position by one of her contacts -- I don't think a mentor can do more than that! But most of all, I feel as if I befriended a smart and successful woman whom I respect and with whom I hope to remain in contact in the future."
	Stella Hodkin		"This was my first experience of mentoring and I have to say I was not disappointed. I would describe the tone of our mentor/mentee relationship as fairly informal. I had two very concrete objectives: on a personal level, my aim was to move from Bologna to Milan, while professionally my aim was to set up a business activity of my own. I found my mentor's insights to be both refreshing and astute at the same time. I feel that in addition to gaining guidance and support during a time of transition in my life, I also gained a friend."
	Claudia Benetello		"As a freelance professional working totally on my own, I sought assistance from a mentor to take my business to the next level. Through the PWA Mentoring Program, Monique helped me gain selfawareness and thus make crucial strategic decisions."
	Sonia Parise		"For each target, we had an informal meeting (lunch together). I spoke honestly about my worries and made sure I had been understood. My Mentor gave me 1) feedback that she understood, 2) her opinion, and 3) tangible instruments (book) to go deeper into the issue. I explained exactly what I learned and expressed my happiness to have improved and developed my skills. One of my specific objectives was Sales Management, i.e. improving my ROI on Sales. I was also able to learn about "negotiation", and improved a lot."
	Gini Dupasquier		"I was looking for advice on how to promote my business. Avivah took time to listen and understand my specific situation and at the end she has been able to give me pragmatic suggestions, which I successfully applied in the following months."
	Anna Monesini		"Avivah gave me good tips and suggestions on how to enrich my business. She told me to publish something in order to become visible, suggesting that I start easy, not inventing anything but using things I already had. I put together my existing material, ran a survey and then found someone who published the results."

IL MONDO

SETTIMANALE ECONOMICO DI RCS PERIODICI - CORRIERE DELLA SERA

1012 23 APRILE 2010

M PROFESSIONI

TALENTO E LEADERSHIP TUTOR CHE FAVORISCONO LA CRESCITA DELLE DONNE NELLA CORSA AL VERTICE AZIENDALE

Selezionare in rosa

Si chiama mentoring, si basa sul tandem capo esperto-manager in ascesa. Lo usano da tempo le multinazionali. Ora Intesa Sanpaolo crea la sua squadra e Unicredit lancia un nuovo progetto

Un rapporto a due fra docente-precettore e allievo-delfino. Come quello fra Mentore e Telemaco, citato da Omero, da cui prende il nome. Il mentoring, nelle aziende, è una tecnica di gestione delle risorse umane. Sulla scia dell'esperienza anglosassone, sta crescendo anche in Italia, dove viene applicata soprattutto per accelerare la carriera delle donne manager. Il metodo si basa sulla relazione tra mentor (superiore per esperienza e peso in azienda, ma non in linea gerarchica, che funge da consigliere e guida) e mentee, giovane manager ad alto potenziale. Lo sviluppo professionale beneficia del trasferimento di esperienze e dello scambio reciproco. Negli Usa esistono esempi famosi, come quello della coppia Warren Buffett-Bill Gates. In Italia, il metodo è stato utilizzato dalle multinazionali straniere. Umberto Paolucci, l'italiano a capo di Microsoft in Europa, ha seguito i percorsi di 25 manager dell'azienda, fra cui l'attuale numero uno spagnolo Maria Garaña Gorcea e la managing director australiana Tracey Fellow. Lad dell'Eni, Paolo Scaroni, racconta che il suo mentor è stato Xavier de Villepin, allora general manager di Sain-Gobain. Questa tecnica viene ora impiegata nelle aziende italiane più attente alla diversity.

VALORIZZARE IL TALENTO

Intesa Sanpaolo, per esempio, ha appena avviato il suo primo progetto di questo genere: otto mentor dovranno seguire due mentee ciascuna, tutte donne esecutive con meno di 45 anni e crescenti ruoli di responsabilità. L'iniziativa è nata all'interno del progetto Gemma,

che ha come obiettivo la valorizzazione del talento femminile ed è coordinato da Alessandra Perrazzelli, responsabile dell'ufficio International affairs e ceo di Eurodesk, la società del gruppo che fa consulenza alle imprese sui programmi comunitari. Perrazzelli è uno dei neo-mentor di Intesa Sanpaolo insieme, tra gli altri, a Marina Tabacco, responsabile della direzione marketing privati, al chief operating officer Pier Luigi Carcuruto e a Bruno Bossina, alla guida della direzione regionale della Lombardia. «I mentor hanno seguito un percorso di formazione, ora sono pronti a supportare le mentee fino a ottobre, poi valuteremo come estendere il programma», afferma Perrazzelli.

Percorso inverso in Unicredit, dove il mentoring, introdotto da quattro anni per i giovani «top talents», da pochi mesi è utilizzato con formale diverse anche nel progetto Women & leadership, diretto da Monica Poggio, head of corporate culture. Con Perrazzelli, la manager è anche tra quelle coinvolte come mentor in un progetto che nell'istituto di piazza Cavour a Milano considerano molto innovativo. Si chiama cross mentoring, ed è gestito da Valore D, l'associazione di grandi imprese che promuove

programmi sulla leadership al femminile. Attualmente in pieno svolgimento. «Si tratta di un sistema che si rifà al FT100 Cross company mentorship program inglese, che viene per la prima volta sperimentato in Italia e nell'Europa del Continente», spiega Barbara Saba, direttore strategico account finance del big della farmaceutica di consumo Johnson & Johnson. Saba ne segue il coordinamento per Valore D insieme a Daniela Scaramuccia di McKinsey. Manager e ceo delle aziende associate a Valore D sono diventate, ma tra loro ci sono anche uomini, mentor di altrettante top manager provenienti dallo stesso pool di società. Così si stanno incontrando, una volta al mese, top manager di Unicredit e di McKin-

UN
ESEMPIO
FAMOSO
È QUELLO FRA
WARREN BUFFETT
E BILL GATES



sey, di Ikea e AstraZeneca di Luxottica e Telecom Italia per parlare di piani di carriera, scelte strategiche, obiettivi da raggiungere. «Le mentee sono tutte donne pronte a salire ai vertici delle proprie aziende», racconta Saba, sottolineando che l'abbinamento tra i due, mentor e mentee, è stato fatto da una società di executive coaching sulla base delle esigenze espresse dalle manager e in modo da incrociare aziende non concorrenti.

FIGURE DI RIFERIMENTO

Ma perché il mentoring sta diventando sempre più appannaggio delle politiche sulla diversity? «Dai dati 2010 del World Economic Forum sul gap fra i generi nel mondo corporate emerge che in Italia mancano le figure di riferimento che interpretino il ruolo di leader donna», risponde Raffaella Cagliano, docente e responsabile del progetto Mip for Women del Politecnico di Milano. Da qui la necessità di mettere in connessione le giovani manager con quelle che hanno già superato difficoltà e raggiunto dei traguardi e che possano

DOVE SI STUDIA

ANCHE LE IMPRENDITRICI VOGLIONO IL PRECETTORE

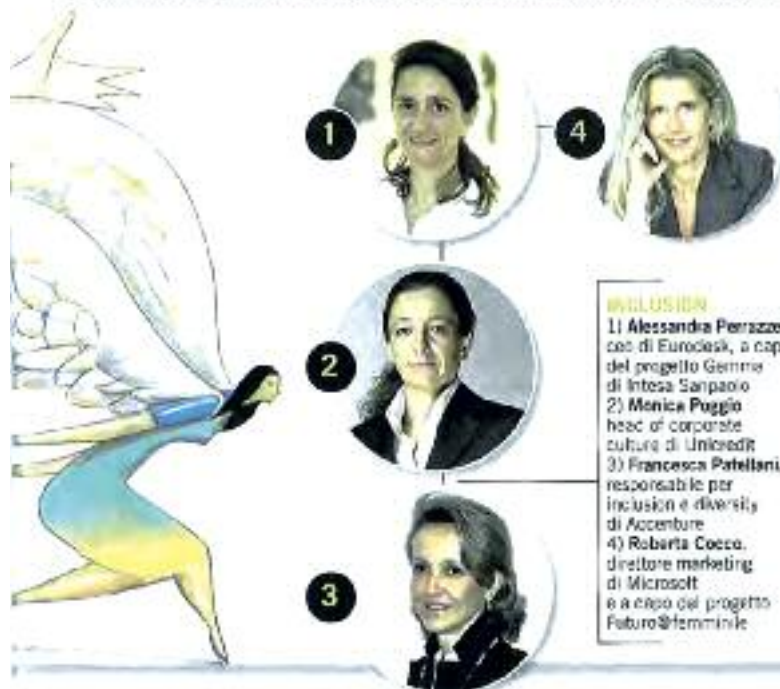
Il mentoring si studia, anche per l'impegno dei network professionali femminili. Chiudono a metà aprile le iscrizioni per partecipare al primo programma della **Pwa (Professional women association di Milano)**. «Visto il successo che ha avuto negli altri Paesi, abbiamo deciso di importarlo anche in Italia», racconta la responsabile del corso **Valerie Ryder**, coach professionista. Tra le future mentor che hanno già aderito al programma ci sono **Barbara Cominelli**, direttore strategia & marketing di Tenaris Dalmine, **Rosanna Cella**, global leadership development director di Nokia e **Avivah Wittenberg-Cox**, fondatrice della European Pwa e ceo di 20-first, società di consulenza focalizzata sull'equilibrio professionale fra i generi. «L'importante, per chi voglia diventare mentee, è specificare il problema in modo tale che, fin da subito, sia definito l'obiettivo», spiega Ryder. «Che si tratti di un semplice aumento di stipendio oppure della strategia da seguire per raggiungere un incremento del budget. Coinvolte per sei mesi saranno 20-30 manager. Lancio dell'iniziativa a maggio. Partirà invece alla fine di aprile il primo programma fatto on line di mentoring rivolto alle donne imprenditrici dalla società di consulenza bolognese Metha Sistemi, insieme alle principali associazioni di categoria dell'Emilia-Romagna, dalla Confartigianato a Confcommercio. In connessione 20 mentee, giovani imprenditrici e dieci mentor titolari d'impresa di successo. A fine aprile l'incontro dal vivo e, dopo la stretta di mano alla propria mentor, per 12 mesi la relazione diventerà on line: attraverso una piattaforma web di blog, chat, wiki, videoconferenze, forum.

essere esempi e modelli cui guardare, così che l'esperienza possa essere condivisa. È per questo che il mentoring sta diventando nelle imprese uno dei più utilizzati tra gli strumenti di crescita delle carriere femminili. Secondo una ricerca della società di consulenza Accenture, a livello internazionale lo utilizza il 48% delle aziende e il 22% ha intenzione di aumentarne l'uso nel corso

dell'anno. Tra di esse, la stessa Accenture. «Abbiamo pensato a un'iniziativa speciale per le donne che sarà operativa entro il 2010», anticipa **Francesca Pirellani**, responsabile per inclusion e diversity della società. «Sarà una forma di supporto per le donne nei momenti di difficile bilanciamento tra vita privata e professionale».

In Microsoft, del mentoring per valorizzare il talento rosa si occupa **Roberta Cocco**, direttore del marketing e responsabile del progetto Futuro@femminile. La manager, a sua volta, è mentor di cinque giovani: «Stiamo avviando una sperimentazione su un gruppo di giovani talents femminili. Proponiamo loro una formazione specifica accompagnata dal supporto di una manager senior». Sulla stessa linea è Ibm, che vanta un programma specifico, il Women leadership council mentorship, con donne executive, tra cui il direttore dell'ufficio legale **Cristina Cabello** e il responsabile di marketing e comunicazione **Chiara Grosselli**, quali mentore di giovani top talent. Mentre in McKinsey e Johnson & Johnson è ormai prassi consolidata che appena si raggiunge il livello di executive si entra in collegamento con una propria mentor internazionale. Con lei le giovani manager faranno il punto sull'andamento della propria carriera, in videoconferenza, almeno una volta al mese.

Elena Basilisco



INCLUSION

- 1) **Alessandra Perazzelli**, ceo di Eurodesk, a capo del progetto Gemme di Intesa Sanpaolo
- 2) **Monica Poggio**, head of corporate culture di Uniredit
- 3) **Francesca Pirellani**, responsabile per inclusion e diversity di Accenture
- 4) **Roberta Cocco**, direttore marketing di Microsoft e a capo del progetto Futuro@femminile

What Is Mentoring All About?

We are excited about the success of PWA's mentoring program and would like to share not only our enthusiasm with you, but also some important information on mentoring in general.

So what *is* mentoring, after all?

Mentoring is a voluntary, not-for-profit relationship between two individuals who each take a defined role: The **Mentor** is a person with relevant knowledge and experience, while the **mentee** is a person who wants to learn from the mentor for her personal and professional development. The basic concept and process of mentoring is simple and straightforward: *Mentoring is a relationship that is created to share knowledge and experience for learning in a purposeful way.*

To share knowledge and experience refers to the fact that age and seniority are no longer the decisive factors for choosing a mentor with the experience required to face today's challenges. The traditional form of mentoring, characterized by a "wise elder mentoring the protégé(e)", has given way to new, more egalitarian forms of mentoring. In the PWA Mentoring Program, there is no minimum age or seniority requirement for mentors.

For learning in a purposeful way is where the key strength of the mentoring process lies. The relationship is based on learning – and effective learning needs a clear purpose to prevent mentoring from becoming just another opportunity to talk with a friend. In our Mentoring Program, each mentee clearly specifies her objectives upfront.

Mentoring vs. Coaching

There is a common misconception floating around: that mentoring can provide the same benefits as coaching, and vice versa. Mentoring has sometimes even been referred to as "poor man's coaching".

The two indeed have a number of areas in which they overlap. Both mentor and coach need to share their knowledge in a way conducive to learning. Moreover, both mentee and coachee are responsible for their *own* learning. Mentoring and coaching are about bringing out the very best in people by listening, asking questions and providing feedback. They are both developmental relationships.

In truth, mentoring and coaching require different skills and knowledge. Mentoring and coaching differ in that a coach needs to be an expert in the areas and skills required to foster her client's development, while a mentor has specific knowledge or a particular experience the mentee is looking for.

The mentor and coach have different roles in the learning process. A coach is responsible for the challenge of stimulating and guiding the coachee to reach a higher level of her potential. In short, a coach applies coaching skills in order to help others to learn rather than to teach them. A mentor, as role model, shares relevant experiences, and leaves it to the mentee to apply the knowledge in a way that best suits her purpose.

Valerie Ryder & Monique Svazlian

Some of the information contained in this article has been loosely excerpted from the book "Women@Work No.7: Mentoring - A Powerful Tool for Women", edited by Therese Torris and published by the EuropeanPWN. It is available for purchase via Amazon at www.EuropeanPWN.net.

Mentoring Resources

Creating Successful Mentoring Programs: A Catalyst Guide

www.catalyst.org/publication/70/creating-successful-mentoring-programs-a-catalyst-guide

This downloadable study provides all the necessary information needed to create a formal mentoring program that works. Packed with more practical tips and up-to-date practices, this guide contains added evidence that mentoring is critical to career advancement.

Mentoring – A Powerful Tool For Women

Order at **Amazon**

Edited and co-authored by Theresa Torris. No. 7 in the **Women@Work series** published by **EuropeanPWN** (www.europeanpwn.net). This guidebook is organized into three functional sections: Mentoring and Its Benefits for Women, Inspiring Mentoring Programmes, and How to Set Up a Mentoring Programme and How to Participate Successfully.

Mentoring – A Powerful Tool For Women presents some of the most innovative and successful mentoring programmes currently in deployment in Europe. These programmes, which involved men and women in Amsterdam, Geneva, London, Madrid, Nice and Paris, were designed to foster the professional progress of women. Their founders experimented with every possible mentoring method available and created their own unique approaches. Here they share their first-hand experience, providing valuable insights, lessons learned and valuable guidelines. Women@Work No. 7 aims to inspire mentees and mentors, as well as co-ordinators of mentoring programmes and managers of corporate talent, to take advantage of the powerful tool of mentoring and make it their own.

Vault Career Intelligence - www.vault.com

A number of interesting and informative articles on mentoring can be found in the Career Advice section of this invaluable website, such as: "All About Mentoring" and "Finding a Mentor" (category: workplace issues); "7 Steps to a Great Mentorship" (category: career advancement); and "Finding a Mentor and Being One" (category: job search).



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