

THE CROSS-MENTORING PROGRAMME 2007

A strategy for the professional promotion for women in leading positions

1. Introduction

1.1. What is Mentoring?

Mentoring is a process where a person, the mentor, shares her/his own experience and knowledge in view of developing potential capacities and competences of the mentee, the woman to be promoted.

1.2. Why Mentoring ?

Mentoring for women is a means to break up rigid structures and to start to go new, more flexible ways, to integrate all participants according to their qualifications. Mentoring is not at all a new concept, it is just new in its application to female promotion.

Mentoring as a human resource development strategy and individual promotion tool should therefore contribute to a direct promotion of women. A personalized promotion, as it is possible through a mentoring program can highlight competences of female employees, promote human resources in a more easy way and thus obtain better working results. Therefore mentoring programs bear advantages for all participating partners: for the promoted mentees, the direct hierarchical superiors, the companies and the male or female mentors. Within the companies, the mentoring programmes very often support the internal communication and ease the flow of experiences and company cultures.

In a Cross-Mentoring Project, where mentors and mentees come from different companies and where each corporation participates with the same number of mentors and mentees, the participants exchange experiences between the different corporate cultures, too.

The particular goals are:

- To increase the percentage of women in leading positions
- To foster the personal development of the participating female mentees
- To exchange knowledge and experience
- To improve leadership capacities
- To get to know another corporate culture and other structures
- To create benchmarking between the participating companies
- To extent networks.

2. The actual Mentoring Programme in Luxembourg

2.1. Until January 2007, the mentee defined on the basis of the attached check-list (see below) the areas in which she wants to be promoted and wherein she is prepared to go new ways.

2.2. The matching with the suitable mentor was done by the Project Team Members of the eleven participating organizations from November 2006 to January 2007.

2.3. Starting January 29th, 2007 the mentee planned and initiated about 10 meetings during one year with her mentor (for example common lunches) to discuss her questions. Furthermore, five reflection units have taken place between January 2007 and January 2008, whereof two are only for the mentees and three are partly with mentees and mentors together.

2.4. At the end of the programme in January 2007, a satisfaction survey of mentees and mentors has been conducted and the results (on a no-name basis) have been reported to the companies and the Ministry of Equal Opportunities in Luxembourg.

3. The participating organizations

- Alter Domus Luxembourg
- Arcelor Mittal Luxembourg
- Bank Hapoalim (Switzerland) Ltd. Luxembourg Branch
- Crédit Agricole Luxembourg
- DuPont de Nemours (Luxembourg) s.à.r.l. and DuPont Teijin Films Luxembourg S.A.
- European Investment Bank Luxembourg
- Fortis Assurances Luxembourg
- Goodyear Luxembourg Tires
- IEE S.A.
- PricewaterhouseCoopers Luxembourg
- Villeroy & Boch Luxembourg

4. The organizing team

- Christel Klapper, Individual- und Organisationsberatung
- Rita Knott, Coaching Mentoring Consulting

5. Three individual coaching session with a professional coach

To support the development of the mentoring process, every mentee or the tandem together took a total of three individual coaching sessions with a professional coach.

6. The supporting institution

- Ministry of Equal Opportunities Luxembourg

CHECK-LIST FOR MENTEES PARTICIPATING IN THE CROSS-MENTORING PROGRAMME 2007

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1 .Possible areas to be promoted

(Please tick all points where promotion is of interest)

Strength to perform

- To develop quicker in comparison to the peer group
- To extraordinarily perform in comparison to the peer group
- To have a high level of maturity in the accomplishment of difficult tasks and complex challenges
- To be able to understand complex pattern
- To be flexible and able to adapt in different situations
- To lead opinion
- To give direction through clearly formulated messages
- To be of personal strength in difficult situations
- Other: _____

Potential for development

- To show ability for promotion through Self PR
- To initiate proposal for vacant complex or voluminous tasks through hierarchical nomination or job rotation on the same level
- To be transferred to a different product or specification field
- To accomplish change and benefit of it
- Other: _____

Client focus

- To establish optimal client relationship
- To combine the goals of the company with the client's wishes
- To identify opportunities of improvement and to implement them
- To meet internal and external clients with competence and openness
- Other: _____

Team Work

- To develop continuously the cooperation within the team
- To develop cooperation with other business areas
- To support participation in decisions concerning other team members
- To share information
- To intermedate in conflict situations
- Other: _____

Innovation

- To foresee consequences of own actions
- To be result orientated
- To use innovation and changes as an opportunity for the company and herself to initiate, monitor and organize changes
- To adapt quickly and in a flexible way to changing situations
- To show openness towards new ideas, structures and experiences
- To design actively the working environment and to bring in creative ideas and proposals
- To challenge habits
- Other: _____

Performance

- To welcome major challenges
- To show extraordinary commitment
- To have high expectations towards herself and others
- To show clearly outstanding performance
- To apply consciously "best-practice" possibilities
- Other: _____

Confidence

- To enable others to act independently
- To give feed-back
- To request feed-back and to reflect own behaviour
- To fulfil promises
- Other: _____

Miscellaneous

- To better establish Work-Life Balance
- To build up a long term career plan
- To increase authority
- To increase networking
- To better understand gender behaviour
- Other: _____