



Virginia Bankers Association

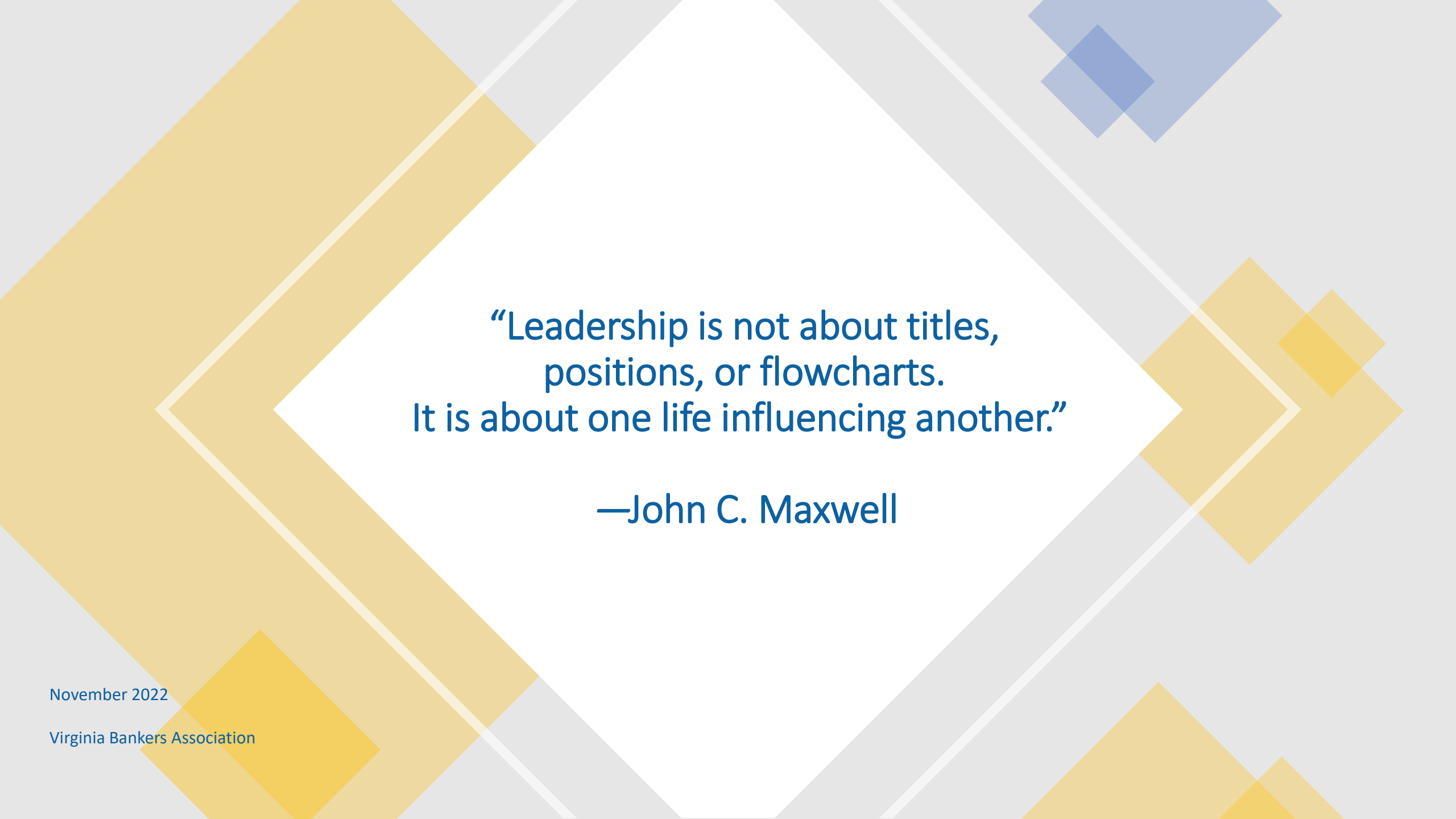
Women's Mentorship Program

Knowledge. Empowerment. Motivation. Connection.

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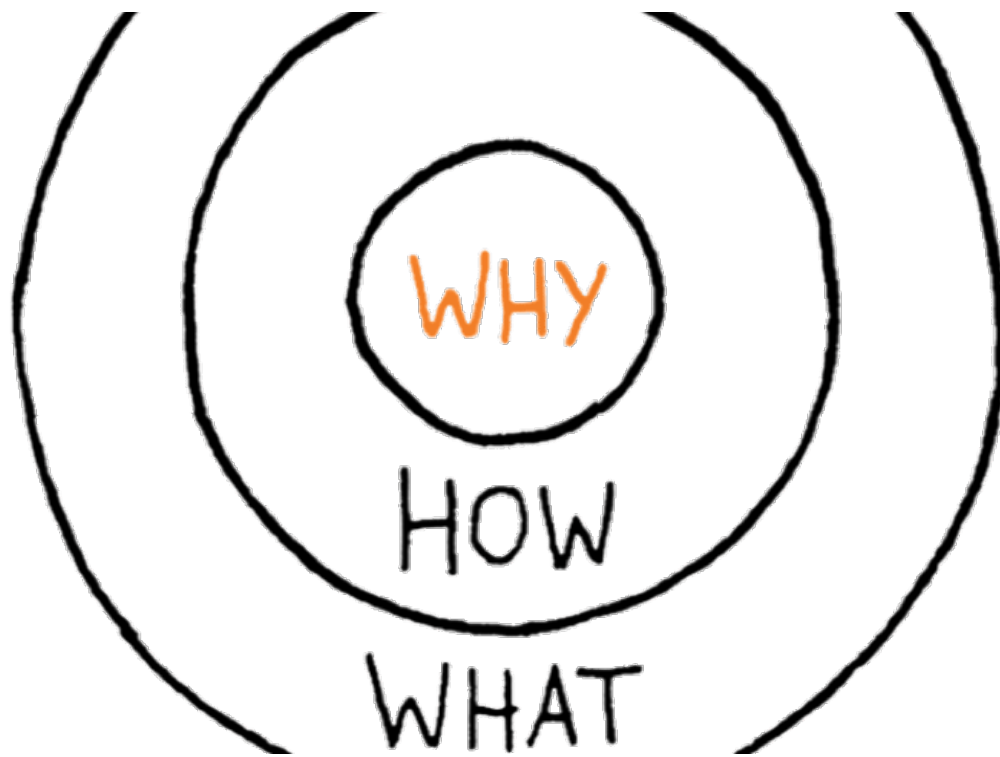


“Leadership is not about titles,
positions, or flowcharts.
It is about one life influencing another.”

—John C. Maxwell

November 2022

Virginia Bankers Association



10%

PERCENTAGE OF INSTITUTIONS THAT SCORE 0 – NO WOMEN IN THEIR SENIOR MANAGEMENT OR ON THEIR BOARD

14%

PERCENTAGE OF INSTITUTIONS RUN BY WOMEN (46 OF 335 INSTITUTIONS)

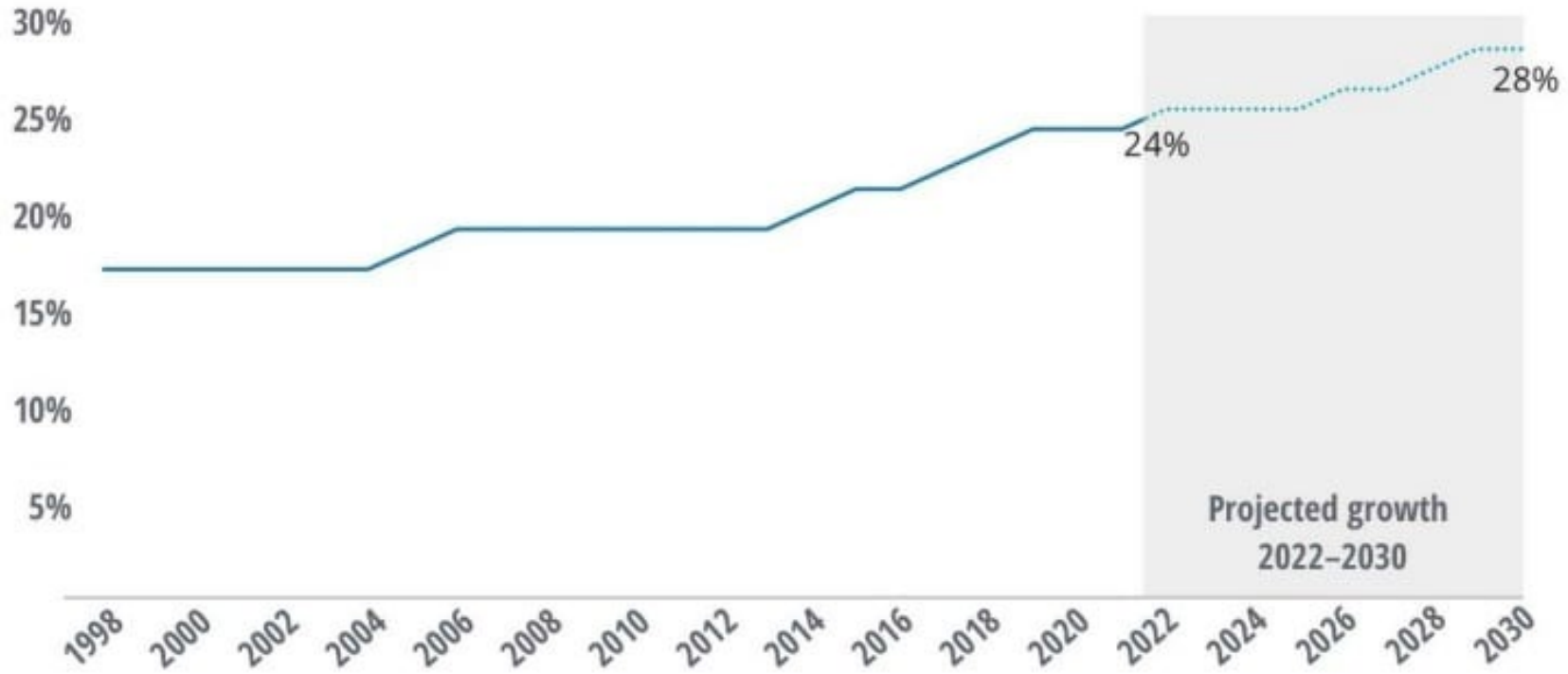
29%

PERCENTAGE OF WOMEN IN SENIOR MANAGEMENT OR BOARD ROLES

FIGURE 1

The projected growth of women in leadership roles in the financial services industry

— Women's share of C-suite and senior leadership roles



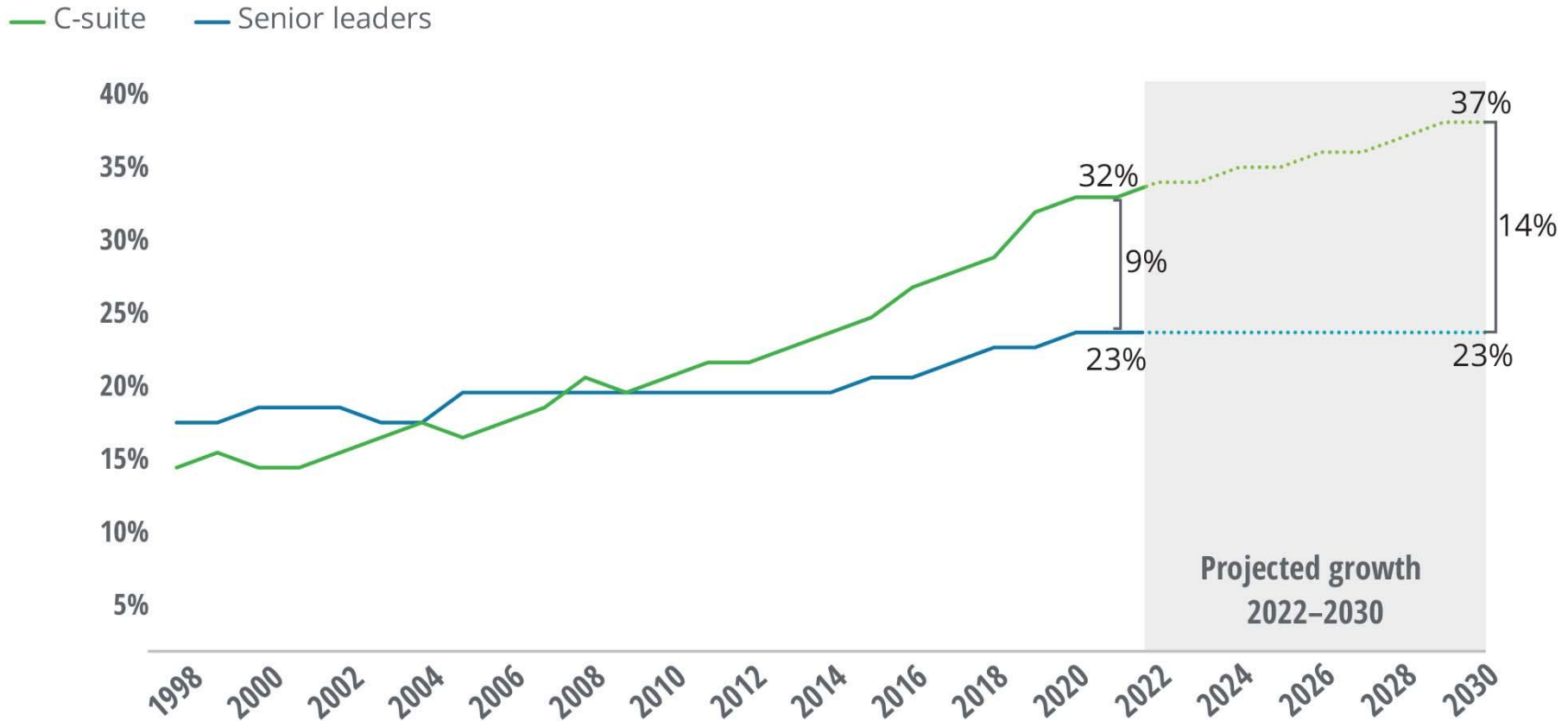
Note: Percentage of women in leadership roles within a select sample of financial services institutions, inclusive of C-suite and senior leaders.

Source: Deloitte Center for Financial Services analysis of Boardex LLC data.

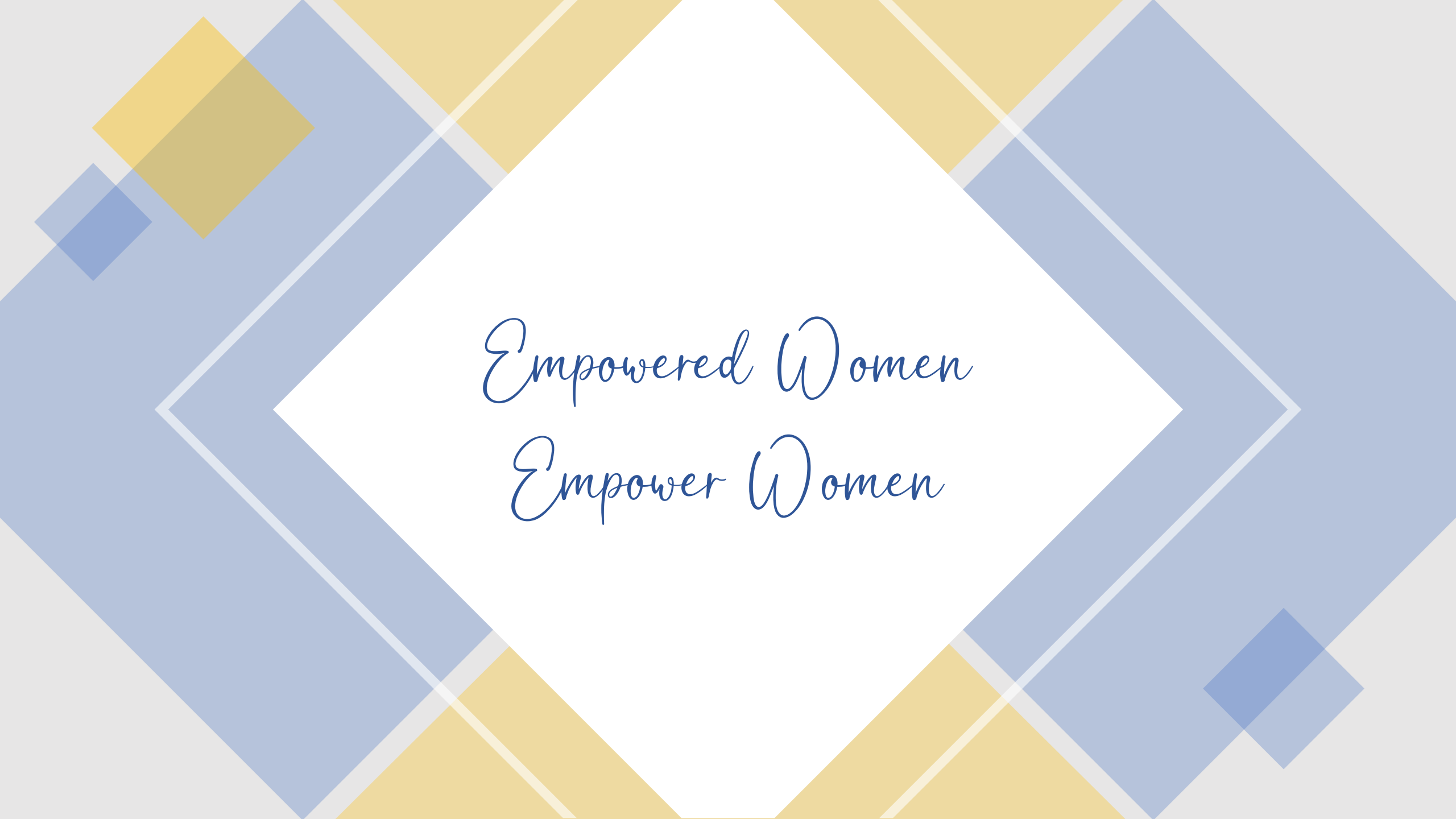
Deloitte Insights | deloitte.com/insights

FIGURE 3

Without additional programs to attract and retain women in *senior leadership roles* —one to three levels below top management—the gap between women in the C-suite and senior leadership will likely expand



Source: Deloitte Center for Financial Services analysis of Boardex LLC data.



*Empowered Women
Empower Women*

How you ever been a mentor or mentee?

Introduction to the Mentorship Program

Core principles of a Mentoring Relationship

- What makes a good mentor?
- What makes a good mentee?

Stages of the Mentoring Relationship

Why participate in mentorship?

Offer high-performing women support in their current roles, and for future opportunities.

Create a platform for women to network across different business areas, gaining exposure into diverse operations of the bank.

Encourage increased communication within the bank.

Break down any silos which exist and gives people the opportunity to rise above any perceived barriers.

Provide leadership development to both mentors and mentees through the opportunity to mutually share knowledge and experiences.

Further advance the inclusion of women at more senior levels of the bank.

What it's not...

It's not about direct sponsorship, nor is it about taking the manager's role in their development.

Mentoring is not about doing the work for the mentee or giving them the answer.

Core Principals in Mentoring Relationships

A solid mentoring relationship is built on the foundation of trust and mutual respect (confidentiality.)

It is career focused yet personal.

Like all relationships, it is affected by what each participant brings to the relationship.

Openness, self-awareness, and a belief in the value of mentoring are important qualities for both mentors and mentees to possess.

There are strategies that both mentors and mentees can employ to ensure that they get the most out of a mentoring relationship.

What makes a good mentor?

A good mentor believes in the value of mentoring and sharing their knowledge and expertise with others. In addition, a good mentor will:

- Leave the mentee feeling as though they have been heard
- Is present in the moment, giving the mentee undivided attention
- Interact with the mentee in a way which makes them want to be better
- Makes the mentee feel secure enough to take risks
- Deliver difficult messages in a constructive way
- Give the mentee the confidence to rise above their inner doubts and fears
- Allow the mentee to share their insecurities and ask questions
- Support the mentee's attempts to set stretch goals for herself
- Find ways for the mentee to successfully navigate any cultural challenges
- Understand when best to include the input of others to assist the mentee with her goals
- Present opportunities and highlights challenges that the mentee may not have seen on her own

What makes a good mentee?

It's about being focused on the things that are important to you and leveraging the skills of someone else to help you achieve the things you are passionate about. In addition, a good mentee will:

- ❑ Accept full responsibility for her career goals, and sees the input as guidance in her development plan
- ❑ Be prepared to listen and accepts constructive feedback
- ❑ Contribute to the relationship by openly sharing her own situation and ideas
- ❑ Take the lead in the relationship by setting specific objectives, and following an agenda
- ❑ Be intentional about the reasons for the relationship
- ❑ Takes the risk of exploring new ideas and approaches by her mentor
- ❑ Communicate effectively with her mentor
- ❑ Follow through on the advice that she receives
- ❑ Find different ways to meet with the mentor to ensure that interactions are easy
- ❑ Support the mentor in small but meaningful ways

Stages of a Mentoring Relationship

A mentoring relationship may appear to be simply a situation in which a mentor and a mentee meet and discuss issues about the mentee, but there are three recognizable stages which define a successful mentoring relationship. These stages are:

1. Building the Relationship and Setting Goals

The mentor and mentee get to know each other, create a platform for a trusting relationship and establish goals for the program

2. Achieving Goals and Deepening Relationship

Guidance, advice, and support are offered so goals are realized in a safe environment

3. Ending the Formal Mentoring Relationship

The formal relationship has come to a conclusion; their connection remains, but focused efforts end

Guidelines for both the mentor and mentee:

- Be prepared to talk about yourself, and give a professional review of your background, your current position and work, and your future goals:
 - **Past:** This may start with a general background such as where you grew up and how you found your way to the bank.
 - **Present:** Describe your current job title and responsibilities and review your leadership strengths and development needs. Share your current challenges and objectives.
 - **Future:** Describe how you want your career to evolve in the coming years. What you want to have happen, and how you anticipate achieving your goals.
- Describe your experience, if any, as a mentor and mentee. Points to consider are:
 - What has been your experience with mentoring throughout your career?
 - What have been the successful elements of the mentorship relationship and how did it help you personally?
 - Do you currently have any mentors, and what role are they playing in your development?
- Consider sharing a safe glimpse into your personal side
 - Typical topics include your family situation, causes you support, and the things important in your life.

Set Clear Goals

- Beyond getting to know one another, it's important that the initial meeting address the goals you want to work towards during your partnership. The mentee should come prepared with what they want from the relationship, being open to shaping goals differently based on the mentor's advice and assistance.
- Setting developmental goals that are feasible, measurable, written and balanced is a challenging task. Business goals are easier to come by. However, when it comes to personal development, the task can be daunting. Consider if you are setting goals which can be defined as SMART:

S	Specific: state exactly what you want to accomplish
M	Measurable: how you measure and evaluate the extent to which the goal has been met
A	Achievable: stretch and challenging goals within the ability to achieve outcome
R	Relevant: tie the goal into key responsibilities and growth opportunities
T	Timely: set target dates to guide the goal to successful and timely completion, including deadlines, dates and frequency



Determine How Will You Evaluate Progress

Both the mentor and mentee should determine what a successful outcome will look like for the relationship, and how you intend on working together. Answers to questions like how will you meet, when/how long will the interactions be, and how often will provide clarity.

Pointers to consider:

- The mentee is responsible to arrange and manage the meetings
- Do not leave a meeting without the next meeting agreed to – a regular known time is often the easiest to schedule
- Regular, scheduled contact is critical – effective mentoring can occur in as little as one to two contact hours per month

Achieving Goals and Deepening the Relationship

Productive and transformative conversations happen when we are free to share openly. Mentorship should be a safe space, defined by intentional behaviors. Some of the areas which will help the relationship deepen, and contribute towards goal achievement are:

- **Mutual Sharing:** Sharing from experience is a powerful way to uncover lessons learned and to pass on these learnings to others. Instead of telling others, recount your story.
- **Be Authentic:** Dialogue happens when we share and disclose information about ourselves – this builds authentic relationships.
- **Listen to Understand:** The relationship flourishes if the mentor and mentee feel heard and respected. Listen to each story, and suspend judgement so you can understand how each of you interpret the situation.
- **Show your Commitment:** Share concerns and thoughts openly even if the conversation is difficult. Change only occurs if the mentor and mentee is committed to challenging the areas which are normally left unmentioned.
- **Act with Trust and Confidentiality:** The only stories you should share are your own. This fosters confidentiality and with this commitment and trust. Trust is developed when we share with one another, and it is strengthened with time and mutual sharing.

Ending the Formal Mentorship Relationship

- Closure is a time to celebrate the relationship and reflect on the achievements.
- Rather than allowing it to disintegrate from a lack of attention, formally ending the relationship allows you to transition to a new arrangement.
- Whatever this looks like spend time celebrating, expressing your gratitude, and reviewing what you achieved together.

Good luck as you begin this journey together!