

INSEAD

Alumni Association
France

Mentoring Program

INSEAD Alumni Association France

Claude Perol and Antoine Tirard

INSEAD Alumni Association France Career Committee

February 2023

Agenda

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What is mentoring?

Mentoring is a voluntary nonprofit relationship aiming at development of the individual, both professionally and personally, in which two persons – a Mentor and a Mentee – are involved.

The Mentor provides informal guidance to the Mentee to help her/him carry out significant transitions in the level of knowledge, work and way of thinking. The objective is to enable the Mentee to fully apprehend her/his current role, his/her potential and foster personal and professional development.



What mentoring is ***not***:

- A channel for job search
- Business consulting like interaction
- Training or teaching
- Therapy

Why mentoring for INSEAD Alumni?



- In a business environment characterized by multiple challenges and rapid disruptions, managing our career has become far more complex than even before
- We strongly believe that a powerful way to reflect and successfully develop our career comes from mentoring
- Mentoring completes the broad career services offered by the Alumni Association:
 - Career consultation
 - Workshops : job search, career development, leadership development
 - Networking for job search
 - Outplacement seminar
 - Career conferences
- We also believe that mentoring across the INSEAD Alumni network is a great demonstration of solidarity among alumni – a way to “give back” and share experiences.

Mentoring benefits

Benefits for the Mentee

- Gain better understanding of her/his working environment
- Get a different perspective of the business
- Be able to share experiences and get feedback from different perspective
- Enhance capability from knowledge & experience of mentor
- Be provided with a safe “sounding board”
- Be provided with opportunity to discuss career options
- Increase self confidence

Benefits for the Mentor

- Contribute to other success
- Gain access to new perspectives
- Enhance management skills
- Be recognized as a professional developing others

Mentor profile

To become a Mentor, you should...

- Have 8 to 15 years of solid managerial experience
- Be in active work
- Possibly have already mentoring experience

Strengths for mentoring...

- Soft skills : active listening, giving feedback...
- Success stories as “career developer”
- Experience/training in mentoring and/or coaching
- Sector and/or function knowledge
- Special expertise: women career development, digital, entrepreneur...



Mentee profile

- Alumni who are paying members of the INSEAD Association France during the year of mentoring
- Wishing to benefit from the guidance, advice and support from a fellow alumnus/alumna in relation to career related questions or challenges – whether in connection to their current job, or in connection to longer term career direction or choices
- Interested alumni complete a Mentee Application Form providing details about themselves, their career history, their mentoring expectations and description of their “ideal” mentor



Survey results – Wave 6 (2022)

Mentees

- **100%** of mentees would recommend fellow alumni to join program as mentee
- **69%** of mentees say they have reached their objective¹
- **84%** of mentees say they were able to put in practice what was discussed during their mentoring sessions¹
- **84%** of mentees indicate they would like to be a mentor in the future

Mentors

- **97%** of mentors are recommending fellow alumni to join the program as mentees
- **97%** of mentors want to continue to be mentors in 2022
- **78%** of mentors would proactively recommend other alumni to be mentors

Survey respondents: 32 mentees (of 51 total); 35 mentors (of 41 total); survey conducted in January 2023

1. Includes ratings 5 and 4 (on scale 1-5)

Mentees feedback – Wave 6

How **mentees** describe their experience and how the mentoring program had a tangible effect on their role or career



With the mentorship program I managed to develop my last year goals thanks to one on one insightful conversations with an experienced Alumni mentor. — *Valérie Girardot*



The mentoring program unlocked my potential and helped me overcome self-imposed barriers to success. — *Samy-William Ndoko*



Mountain climbing in an unknown mountain, with a great guide with you, helping all the way and ensuring you get where you want to go without getting hurt. — *Nicolas Perrin*



I'm very grateful for the high quality discussions and feedback of my very experienced mentor. She helped to balance my professional and personal priorities and the mid/long-term development opportunities beyond limits. — *Evgenia Ferrero*



A great support base to tackle your career question of the moment and to propel yourself into the future. — *Olga Efremenko*



Very Useful. The power of the INSEAD alumni network at its best! — *Theodore Lagoudakos*

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Mentees feedback – Wave 6

What single most valuable element – or take away – did **mentees** gain from the mentoring program – **Examples**

- “Overcoming the challenges with simplicity. It's a journey through collaboration, and both mentee and mentors' commitment are equally crucial.”
- “To reflect on significant decisions with people outside the organization”
- “Using leverage is related and necessary to effective leadership”
- “My main take away is new paths to explore, I wasn't aware of.”
- “Goal recalibration and calculated decision making.”
- “Perspective and a critical eye on my aspirations and plan, which my mentor's hands-on experience on the topic was instrumental for.”
- “Identify the strengths in my profile.”
- “That it is crucial to take a step back when working on something. It is often during that time that you'll be able to find the proper solution.”
- “I understood that the career plan had to be integrated in a bigger ‘life plan’.”

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Mentees feedback – Wave 6

Which areas/topics/issues did you cover during your mentoring? – Summary

Career Management

- Career goals and ambitions
- Assessment of next steps career and life wise
- Job interviews, search structuration
- Mid-life career choices
- Defining the next cycle of my professional life

Management & Leadership

- Managing my manager
- Team management
- Managing conflicts
- Organizational politics and culture
- Making strategic decisions
- Management in a matrix
- How to approach investors

Self-Awareness & Management

- Reflection on my skills and capabilities
- Knowing my strong and weak points
- Building confidence
- Adopting behavior coherent with my senior position while still being myself
- Preserving my well-being
- Personal positioning

Networking

- Building efficient networks up, down and across
- Network in digital and companies in my targeted industry
- Demystifying the relationships at C level
- Sharing contacts
- Networking

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Mentors feedback – Wave 6

How **mentors** describe their mentor experience



We progressively constructed a relationship based on trust and that's where things started to open up for my mentee. — *Anne Soto-Mayor*



A rewarding exchange and win-win experience with a young graduate.
— *Elena Cernea*



A great experience where you receive – at least -- as much as you give.
— *Patrice Naudy*



It is an honour to have this opportunity. And honour comes with responsibilities!
— *Franck Garcia*



Very interactive and interesting conversations with a highly motivated mentee. — *Eric Hiernaux*



Fulfilling and instructive.
— *Constance Vieco*

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Mentors' roles and accountabilities

Roles

- Assist in developing stretch goals
- Help mentee to express her/his potential
- Communicate perspective and organizational keys
- Challenge to think strategically
- Help mentee to use her/his expertise in identifying alternatives and evaluate career options
- Help mentee explore the consequences of potential decisions
- Ask the tough questions
- Keep mentoring process fluid and flexible to adapt to mentee needs

Accountabilities

- Devote time to regular meetings
- Outline the goal of the program
- Establish ground rules for the mentoring
- Discuss, actively listen and present views
- Provide constructive feedback and critical analysis
- Explore and brainstorm possible actions/solutions
- Encourage and build self-confidence and self esteem

Mentees' roles and accountabilities

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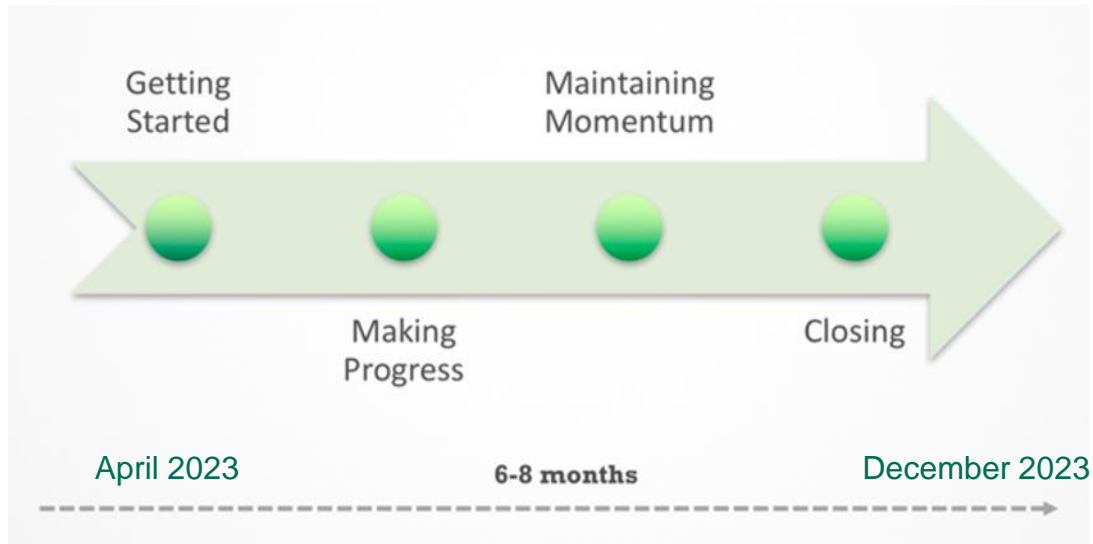
Mentee's Roles and Responsibilities

- Commit to your development
- Reflect on your performance, learning and skills – share openly with your mentor
- Agree development objectives with your mentor
- Schedule meetings
- Come to your meetings prepared with a clear idea of what topics/issues you want to address
- Seek advice, opinion, feedback, and direction from your mentor
- Act on insights, suggestions and feedback
- Try new ideas, approaches and behaviors
- Assess and manage the relationship effectively
- Give feedback to your mentor on what is working or not working in the mentoring relationship

A registration fee of **75€** helps to cover the administration costs of the program

Timeline and next steps

Expected Mentoring Journey Timeline



To contact the program organizers:

- Claude Perol (MBA'82) – Email: claud.perol@wanadoo.fr
- Antoine Tirard (MBA'97D) – Email: antoine@tirard.net

Next Steps

Launching Mentoring Wave 6 –
Key Milestones:

- Message to Alumni – Call for mentors and for mentees – February 2023
- New mentors' selection and mentees validation – March 2023
- Mentor-mentee pairing – End March 2023
- Program start – April 2023

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