

 **AdvanceHE**



Sponsor vs Mentor

Why Race Matters

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About this workshop

- Understand the difference between sponsorship and mentorship
- Consider career enabling activities through the lens of ethnicity
- Understand why a 'colour blind approach to interacting with BME protégés can 'back fire'
- Learn approaches and guidelines for having career enabling conversations about race.

Which of the following **best** reflect the role of the sponsor?

- a) Provide coaching
- b) Speak about you behind closed doors
- c) Are never critical of you
- d) Focus on your development
- e) Pass on political insight
- f) Share your ethnic and racial background
- g) Stand up for you

What is sponsorship?

“Sponsorship is focused on advancement and predicated on power. It involves active support by someone appropriately placed in the organization who has significant influence on decision-making processes or structures and who is advocating for, protecting, and fighting for the career advancement of an individual.”

Source: Ibarra, Carter and Silva, 2010

Sponsors **promote, protect, prepare, and push** their proteges.

Source: <https://www.fastcompany.com/3050430/why-women-need-career-sponsors-more-than-mentors>

Mentorship vs Sponsorship

Mentors

- ✓ Skill you up
- ✓ Talk with you
- ✓ Buff up your confidence
- ✓ Focus is on development
- ✓ Nurture you

Sponsors

- ✓ Move you up
- ✓ Talk about you
- ✓ Buffer you against risk
- ✓ Focus is on leverage
- ✓ Advocate for you

Sponsorship is a career gamechanger

- White professionals are 63% more likely than those of colour to have a sponsor
- Minority employees with sponsors are 65% more likely than their unsponsored peers to be satisfied with their career progression
- A sponsor equates to a statistical career benefit of anything from 22 to 30%.
- There is a protégé effect” of 13% for white leaders (i.e. they are more likely to be satisfied than their rate of advancement than leaders who haven’t invested in ‘up and comers’).
- The protégé effect for sponsors of colour is 30%

Why we need formal SPONSORSHIP schemes



The Toolkit

Introduces insights from behavioural science on the differences being ‘of colour’ may make to your career and experience at work.

Explores the implications of these insights for supporting BME proteges



Building rapport between sponsors and proteges

What is the best strategy for creating rapport with your protégé?

- 1.Colour blind – not mentioning race or ethnicity
- 2.Discussing race openly

Guess who exercise?



Psychological thought experiment

Black and white interaction partners discussing a topic about race. Which of the following white interaction partners will be experienced as more unfriendly and prejudiced by the black interaction partner and neutral observers.

- A. Unconsciously biased
- B. Explicitly biased
- C. Not biased - but does not know it and highly motivated to be non prejudiced

Benefits of Discussing race at an early opportunity



- Facilitates rapport building
- Enables authentic communication
- Development of mutual strategies' to deal with race related barriers
- Promotes mutual understanding
- Reverse mentoring

Transformative conversations: groundrules when talking about race

1. Assume positive intent
2. Engage in dialogue – not debate
3. Demonstrate “cultural humility”
4. Be open, transparent, and willing to admit mistakes
5. Create trusting and safe spaces— where a little bit of discomfort is okay
6. Embrace the power of humble listening
7. Commit to having conversations that matter by speaking up to bridge gender, racial, and ethnic divides

Diversifying Leadership: emerging issues about race

How do I increase my influence in the organisation?

Do I need a sponsor because my manager sees me as difficult?

I don't want to go to the pub/talk about football – what do I do?

How can I be my true authentic self at work when this is not valued?

How come I have been working really hard and some one newer has overtaken me in terms of promotion?

Using the Toolkit

Module 1: Contracting - what is the role and expectations and responsibilities of both sponsor and protégé.

Module 2: Race matters - getting you *and* your protégé ready for conversations about race.

Module 3: Sharing leadership life lines and crucible experiences; what is leadership?

Module 4: Navigating the informal organisation – visibility, political skills and networking.

Module 5: Five year career planning – charting the course – identifying key opportunities for protégé agency and career advocate's advocacy.



Diversifying Leadership 7 – impact of sponsorship

- “*Why I am no longer talking to white people about race*” has become recommended reading by EDI committee
- Mutual exchanges around different equality issues
- More networking contacts and techniques (e.g. Stonewall traffic light approach)
- Recognising personal response to sponsorship and what it means – reservations for some around meritocracy
- Sponsor providing access to key people, leading to a project
- Sponsor has been a gamechanger by advocating, and providing opportunities to raise profile

Creating more inclusive organisations

What one action can you take to help make your institution more inclusive?

Thank you

- Any follow up questions please contact
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