

DEI WORKSHOP

USING SPONSORSHIP PROGRAMS TO BUILD A TALENT PIPELINE

Breakout: Roles / Responsibilities in a Sponsorship Relationship

Why have a sponsorship program?

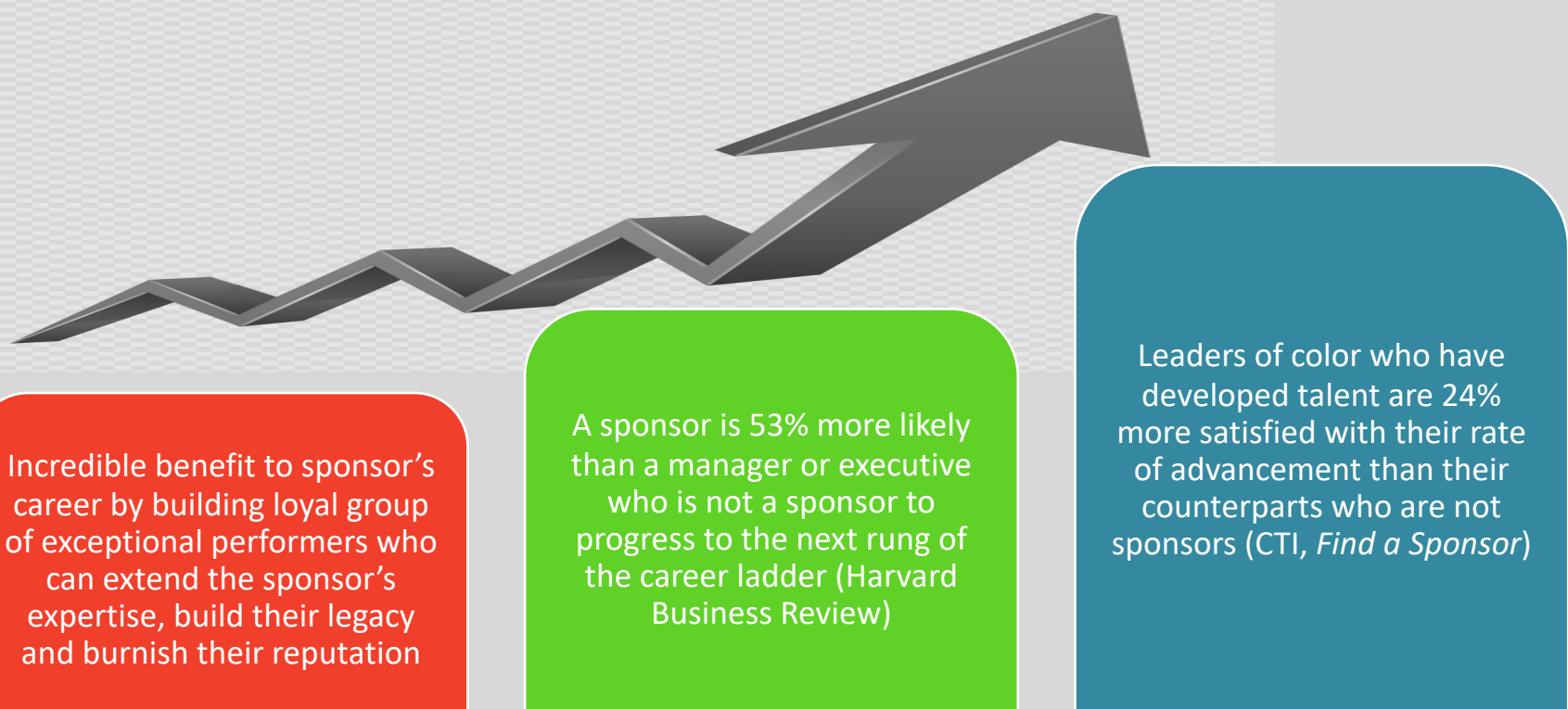
- Benefits to the Company

- ✓ CHROs around the globe cited “our leadership bench is not diverse” as one of the top challenges facing HR in 2020 (Gartner Apr 2021)
- ✓ When at least a third of managers invest in a portfolio of diverse talent that includes at least two individuals who are of a different identity, that company is 45% more likely to see improvement in market share and 70% more likely to capture a new market (Center for Talent Innovation)
- ✓ KornFerry 2015 study of more than 7500 executives in 107 countries: lack of executive sponsorship was found to be chief barrier to successful leadership development efforts.
- ✓ “63% of HR leaders agree that executive sponsorship programs are effective in advancing underrepresented talent, only 28% actively incorporate sponsorship programs as part of their overall talent strategies” (Gartner Feb 2021)
- ✓ One of the most effective ways to ensure underrepresented participants are developed, supported and advanced is to create accountable and authentic relationships (Gartner Apr 2021)
- ✓ Ex, one company observed an 86% improvement in participants’ leadership behaviors at the conclusion of a sponsorship program (Gartner Feb 2021)



Why have a sponsorship program?

Benefits to the Sponsor



Incredible benefit to sponsor's career by building loyal group of exceptional performers who can extend the sponsor's expertise, build their legacy and burnish their reputation

A sponsor is 53% more likely than a manager or executive who is not a sponsor to progress to the next rung of the career ladder (Harvard Business Review)

Leaders of color who have developed talent are 24% more satisfied with their rate of advancement than their counterparts who are not sponsors (CTI, *Find a Sponsor*)

Why have a sponsorship program?

Benefits to the Participant

75% of participants agree that their sponsors have helped their professional development and growth as a leader (Gartner Feb 2021)

Participants who have “highly authentic relationships with their sponsors are 55% more likely to say their sponsors helped them grow as a leader and 13% more likely to be a top enterprise contributor with higher performance” (Gartner Feb 2021)

“Sponsors, not mentors, put you on the path to power and influence by affecting three things: pay raises, high-profile assignments, and promotions” (CTI, *Find a Sponsor*)

85% of mothers employed full-time who have sponsors stay in the game, compared to 58% without sponsors (CTI, *Find a Sponsor*)

Sponsored diverse employees are 65% more likely to feel satisfied with their rate of advancement than their unsponsored cohorts (CTI, *Find a Sponsor*)

A junior manager with a sponsor is 21% more likely than one without a sponsor to progress to the next rung of the career ladder (Harvard Business Review)

Mentorship v. Sponsorship: what type of program do you want?

Both mentors and sponsors play an important role in a person's development



It's important to assess a person's development goals to understand which type of relationship would best help them meet those goals

While there is some overlap in the roles, there are significant differences



51% of HIPOs have a mentor, only 19% have a sponsor (Gartner Feb 2021)

Why does that matter?

"Where a mentor might help you envision your next position, a sponsor will lever open that position for you. . .

Sponsors not only counsel the participants, they promote, protect, prepare and push them." (Sylvia Ann Hewitt)

Mentors v. Sponsors: Key Differences



Mentor (talks “with” mentee)	Sponsor (talks “about” participant)
Role: experienced person at any level	Role: senior leader
Goal: provides valuable advice, guidance and support; works with the mentee	Goal: uses influence to impact career; engages others on participant’s behalf; advocacy
One-way street; expects little in return	Two-way street; expects stellar performance and loyalty
Does not need the mentee	Needs the participant to build their bench strength and complement their expertise
A gift of time and energy	An alliance; an investment
Has an interest in the mentee’s career	Has a stake in the participant’s career
Helps assess pros/cons of working on certain projects or new opportunities	Encourages participant to take risks and has his/her back; provides air cover
Serves as a confidant and sounding board	Willing to take a bet on the participant and connect his/her reputation to the participant
Shares experiences and knowledge	Uses power/experiences to provide stretch opportunities and advocate for promotions
Engages collaboratively, encourages, builds confidence and self-esteem	Gives honest, critical feedback on skill gaps

Has anyone ever been a participant or sponsor?

Yes

No

Different roles/responsibilities of the Participant and the Sponsor



PARTICIPANT	SPONSOR
Drives the relationship; proactive	Believes in the participant and their success
Stellar performance; contributes 110%; consistently delivers in exceptional ways	Takes time to develop trusting relationship, to learn participant's strengths and weakness as well as their short and long-term goals
Leads with a "yes"	Puts his/her reputation and professional branding behind the participant; goes out on a limb for the participant; advocates for promotions
Loyal to the sponsor and the organization	Provides air cover, allowing the participant to take risks
Trustworthy, discreet and reliable	Makes connections to senior leaders, customers, and clients
Covers the sponsor's back and makes the sponsor look good	Uses power to advocate for the participant's work and promotes visibility of the participant
Seeks stretch assignments and ways to be visible	Uses power/influence to provide stretch opportunities
Continually asks for honest and critical feedback; takes learning into their own hands	Gives honest, critical feedback on skill gaps (even when not solicited)
Takes appropriate risks	Helps grow the participant's leadership presence
Authentic and transparent; shares challenges they face and feedback they have received	Gives advice and guidance (similar to a mentor)
Helps their sponsor share their successes; arms sponsor with evidence to make their case	Champions their participant and talks about the participant's successes in leadership circles
Assumes responsibility and is accountable	Expands participant's perception of what they can achieve
Become a sponsor yourself! Developing talent is a demonstration of leadership and agility	Assists participant in creating and implementing a development plan (including defined career goals)

Set Expectations for the Relationship



❖ Sponsor relationship works best when it helps both parties

- A mutually beneficial alliance
- A two-way street

❖ For the relationship to be successful, “sponsors and [participants] must establish a positive and open working relationship” (Gartner Feb 2021)

- One of the most effective ways to ensure underrepresented participants are developed, supported and advanced is to create accountable and authentic relationships (Gartner Apr 2021)
- Participants who have “highly authentic relationships with their sponsors are 55% more likely to say their sponsors helped them grow as a leader and 13% more likely to be a top enterprise contributor with higher performance” (Gartner Feb 2021)
 - Authentic relationships are trusting, enable vulnerability, are supportive, and allow ability “to be oneself” (Gartner Apr 2021)

❖ At the outset, it is important to set expectations for the relationship and periodically revisit those expectations

- How often will you meet?
- Who is initiating the meetings / who is setting the agenda? (ideally, the participant will drive these two items)
- What information is to be kept confidential and what information can be shared?
- Discuss communication styles
- Identify pet peeves
- Expected length of the relationship
- Identify the participant’s initial goals, what he/she wants to get out of the relationship / what does success look like?
 - What does the sponsor want to get out of the relationship? How can the participant help the sponsor?
- How will you measure progress toward the identified goals?
- Identify the role of the manager in supporting this relationship
- What will the sponsor do if the participant is not meeting expectations and vice versa?
- What if the relationship is not a good fit?



Guiding Principles to make the relationship work



Participant	Sponsor
You Get What You Put In	Use Your Influence
Own Your Ambition	Be A Consistent Champion
Be Accountable	Create Opportunities and Make Introductions
Solicit and Accept Feedback	Deliver Positive Feedback and Constructive Criticism
Be Bold	Be Committed and Available