

INSEAD

Alumni Association  
France

# Mentoring Program

INSEAD Alumni Association France

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INSEAD Alumni Association France Career Committee

February 2022

# Agenda

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2. Why mentoring for INSEAD Alumni?
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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 5 (2021-2022)

## Mentees

- **100%** of mentees would recommend fellow alumni to join program as mentee
- **87%** of mentees say they have reached their objective<sup>1</sup>
- **87%** of mentees say they were able to put in practice what was discussed during their mentoring sessions<sup>1</sup>
- **87%** of mentees indicate they would like to be a mentor in the future

## Mentors

- **94%** of mentors are recommending fellow alumni to join the program as mentees
- **91%** of mentors want to continue to be mentors in 2022
- **73%** of mentors would proactively recommend other alumni to be mentors

Survey respondents: 31 mentees (of 43 total); 34 mentors (of 43 total); survey conducted in December 2021-January 2022

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



# Mentees feedback – Wave 5

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



A memorable experience for a lifetime. My mentor truly cared about me personally and challenged me when appropriate. He pushed me to become the best version of myself as an entrepreneur while using my moral compass. — *Ramzi Saade*



When I joined the program, I was unclear about my future career focus. My mentor helped me to increase my level of awareness and take the right decision for me at this stage. — *Meryem Belqziz*



A personal journey to understand ourselves and make our professional desires match our strength and values. — *Marianna Belotti*



An experience to see through the fog generated by the day to day and develop a clearer path. — *Arnaud Bertrand*



It was a great human experience with inspiring learnings. — *Maohua Wang*



Support in taking a step back, consider the professional options and share practical advice and feedback. — *Anne Philipona-Hintzy*

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# Mentees feedback – Wave 5

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

- “That the answer is in oneself but a sounding board helps make it surface.”
- “To set reachable milestones.”
- “Putting problems into their context.”
- “I learnt the importance of understanding and mapping power dynamics in a new professional environment.”
- “To adapt to the period and context and not rush to an impulsive decision.”
- “Saying no and closing doors rapidly helps opening new ones and should be done more often.”
- “The importance of getting different types of opinion from people you trust.”
- “To take stock of life achievements, personal motivation and strengths to project myself.”
- “I learnt not to compromise with what really matters to me.”

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# Mentees feedback – Wave 5

## 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 5

## How **mentors** describe their mentor experience



Fantastic opportunity to support people in their growth and connect beyond industry sectors. — *Sandra Bour Schaeffer*



From nudge to booster – for sure an accelerator in a development journey. — *Marc Francois-Brazier*



A truly value-added service for Alumni within a safe and trusted environment. — *Paul Las van Bennekom*



A very enriching experience with great learnings for all involved. — *Océane Staib*



Using my experience to help a fellow alumni whilst developing my competences and making new friends. — *Paul-Olivier Raynaud-Lacroze*



Enriching for both and a unique opportunity to share in depth reflection. — *Frédéric Pechoux*

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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

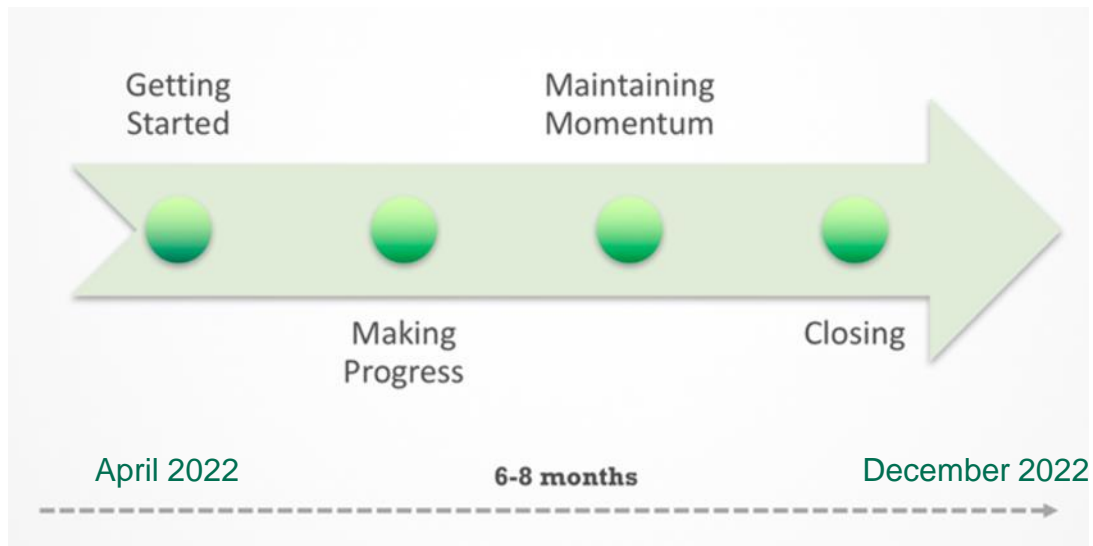
## Mentee's Roles and Responsibilities

- 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: [claudio.perol@wanadoo.fr](mailto:claudio.perol@wanadoo.fr)
- Antoine Tirard (MBA'97D) – Email: [antoine@tirard.net](mailto:antoine@tirard.net)

## Next Steps

Launching Mentoring Wave 6 –  
Key Milestones:

- Message to Alumni – Call for mentors and for mentees – February 2022
- New mentors' selection and mentees validation – March 2022
- Mentor-mentee pairing – End March 2022
- Program start – April 2022

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