

Mentoring Good Practice Guide





Foreword

Welcome to this Good Practice Guide for employers of women in Science, Engineering and Technology (SET). This guide has been produced by the UK Resource Centre for Women in SET.

The Centre will be identifying good practices which are already helping to support women in the most advanced organisations and summarising these in a series of Good Practice Guides. This Guide on mentoring provides employers with the knowledge and expertise to progress towards excellence in this area.

Employers who take up the best practice ideas discussed in this document are likely to find improvements in a range of areas including recruitment and retention of female employees, the transfer of skills from experienced staff to less experienced female employees, improved company reputation, and reduced absenteeism.

In the words of Rt. Honourable Patricia Hewitt, Secretary of State for Trade and Industry and Minister for Women and Equality, “It is absolutely crucial to the UK in terms of skills, innovation and productivity, that women are able to participate and succeed in science, engineering and technology. However, the low representation of women across key disciplines, and at all levels of SET, suggests that there are barriers to their recruitment, retention and progression in both industry and academia which we must look to address.”

Mentoring is a tool which has been proven over and over again to successfully support women with a range of issues including career planning and progression, reducing isolation, networking, work/life balance and to the development of new skills.

The Guide explains what is good practice in mentoring women in SET and, by practical case studies, demonstrates what some employers have already achieved in this arena.

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Employer Liaison Manager
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What is mentoring?

There are numerous definitions and descriptions of mentoring. Most of them contain words such as 'support', 'help', 'learning', 'making transitions' and 'realising potential'. In simple terms, the process of mentoring involves these aspects:

- The role of the mentor is one of support to the mentee or learner.
- The mentor will listen and give advice and guidance, when it is appropriate.
- Mentoring focuses on developing capability by working with the mentee's goals to help them realise their potential.
- The mentee is responsible for their learning and development and setting the direction and goals for the relationship.
- The flow of learning is two-way in a mentoring relationship and the mentor often gains as much as the mentee.

Mentoring is often confused with coaching, as the two developmental tools are very similar and coaching skills can also come into the mentoring relationship. However, coaching is primarily about job performance and developing specific, short-term, work-related skills and abilities.

There are two main mentoring models that are recognised globally:

- Sponsorship Mentoring, which is predominantly recognised in countries such as the US, Australia and Germany and focuses on career sponsorship by the mentor.
- Developmental Mentoring, which places greater emphasis on learning and development and the growth of the mentee, where the mentee or learner takes responsibility for their own learning. Developmental mentoring should also be a mentee-driven relationship. However, in order to gain maximum benefit, the mentee needs to be committed to the mentoring process. This model is favoured generally in Europe.

Issues for women in SET careers

Women in SET face different issues and barriers at different stages in their careers. These can be broadly summarised as:

Starting out – Balancing decisions about developing a personal life and career can be very difficult, particularly when facing issues such as sustaining a publication record or maintaining the Continuing Professional Development requirements of professional institutions. Generally in SET, there is a lack of part-time and flexible working opportunities and mobility for career development. Coping with dual career relationships may also pose problems. This, coupled with gender based issues such as the pay gap and the tendency for women to work twice as hard as their male counterparts to prove themselves in SET organisations can have a serious affect on confidence and motivation. In academia, this difficulty can be compounded by short-term contracts and permanent appointments are often not made until women are in their late twenties/early thirties, when they may think about starting a family.

Mid-Career – Limited opportunities for women to gain sufficient management and knowledge of the broader business issues and lack of organisational strategic planning experience can be a hindrance in some SET industries. Returning to work after a career break, coping with child-care issues, having a skill or knowledge gap in their specialist area and a lack of flexible working opportunities can all impact on this stage of a woman's career progress.

The Glass Ceiling – The barrier to entry into higher management positions is often referred to as the 'Glass Ceiling'. This is caused by discrimination against women in the workplace, the inability of women to penetrate the 'old boy's network' and the tendency of executives to promote others like themselves.

What can mentoring achieve for women in SET?

Mentoring provides a safe, confidential environment for women in SET to explore work, career, and sometimes personal, issues. This gives both parties the opportunity to compare notes and gain reassurance that they share similar experiences. Women in SET who are mentored report increased confidence, self-esteem and motivation. Mentoring can provide a woman with a role model if she is given a more senior female mentor. Mentors are particularly beneficial in situations where women are working in male dominated environments, because they can become isolated and face gender-based barriers to advancement.

Mentoring also benefits the mentors. They develop capabilities in developing others outside of their own department or team and also have the satisfaction of seeing another person develop and grow.

Issues for SET employers

Employers in SET are not only faced by a shortage of individuals with scientific and engineering-based skills, they also have to contend with the difficulties caused by the high leakage of science and engineering graduates to other sectors such as finance and management consultancy. The situation is more acute in relation to female employees as there are fewer entrants to begin with, as SET careers tend to be less attractive to many women. The male dominated culture discourages females and many leave due to the cultural fit and the challenge of managing career and family responsibilities in inflexible working environments.

Why should a SET employer recruit and retain more women?

- Employers need to recruit the best employees in order to maintain their competitive position
- The cost of training employees in SET is high, so employers need to retain as many qualified employees as possible. It takes time to get a new recruit up to speed
- Intellectual capital and corporate knowledge can be lost when a key employee leaves
- If women scientists and engineers are not represented in the product or policy life cycle, organisations may miss out on new markets or the appropriate application of research from a female's perspective.

What can a SET employer gain from mentoring female employees?

- Recruitment and retention of female employees
- Transfer of skills from experienced staff to less experienced female employees
- Empowerment of women as leaders of the future
- Continuous Professional Development (CPD) of female employees, alongside traditional management training, for both mentor and mentee
- Organisational support provided to women returning from maternity leave or a longer career break.
- Commitment of the female employee to the employer
- Reduced absenteeism
- Enhanced team building
- Employer's succession planning and talent management strategies
- Knowledge Management priorities of the organisation, which are a key component of the organisation's competitive advantage
- Change management initiatives, which may be particularly threatening to female employees who may be less able to alter their working patterns
- Improved company reputation.

Why make mentoring formal for women in SET?

A formal, structured mentoring programme, linked into an organisation's Human Resource strategies, will have stated objectives and can be targeted at specific groups of employees such as women. The advantages of having a formal approach as opposed to unstructured, informal, ad-hoc programmes include:

- More benefits for the mentor than an informal scheme. Mentors are trained, supported and receive recognition for their efforts in a formal programme.
- Greater social inclusion and a structure, enabling individuals who might otherwise find it difficult to access "power" networks to overcome barriers to forming a mentoring relationship.
- Greater potential for learning, because informal relationships tend to favour more 'comfortable' relationships, which may not be as stimulating or challenging.

Good practice in a mentoring programme

An effective mentoring programme for women in SET should consist of the following elements:

Influencing stakeholders. Setting up and running any mentoring programme begins by influencing and gaining key stakeholder buy-in to the programme. Senior management support is vital. By exhibiting their commitment and enthusiasm to the initiative, it will influence other organisational members to accept and support the programme in the future.

A clear recruitment strategy. Identifying the mentee target group and needs first and then inviting mentees to participate is the initial stage. Then appropriate mentors can be recruited, ensuring all participants in the programme are sought on a voluntary basis.

Training the participants. Research has demonstrated that relationships are three times more likely to succeed if formal training of mentors and mentees has taken place. As well as mentoring skills development, training provides the opportunity to raise concerns and questions prior to the relationship commencing. As a minimum, this training should encompass the programme purpose, objectives and process, roles and responsibilities of mentor and mentee, contracting and boundaries, skills and techniques (with an opportunity to practise in a safe environment) and the understanding of the life cycle of a relationship.

The matching process. This can involve identifying selection criteria and assigning pairs or allowing self-selection for the mentoring pair. It is very important that if either party in a mentoring relationship is uncomfortable with the way it is going, that support is available and a 'no fault' divorce clause can be invoked. Matching can involve using specialised software or a specially designed database.

Supporting the programme. Allowing mentors and mentees to meet in support groups on a regular basis is one way of providing ongoing support to a mentoring programme. An opportunity to discuss concerns, perhaps gain some further knowledge or skills training and to network generally with other participants of the programme is critical. Where the programme involves all women, the networking element is very beneficial to those involved and provides further support to all concerned.

Review and evaluation. Mentoring programmes should be continually assessed to provide formative evaluation, which can be used to review the design and future implementation of the programme. In addition, summative evaluation should be completed at the end of each cycle of the programme. Evaluation should be conducted at programme and relationship level and focus on both process and outputs.

The role of the mentoring co-ordinator

Every mentoring programme needs a key individual to take responsibility for the day-to-day running and operation, whether or not they were responsible for its initial design and implementation. The role of the mentoring co-ordinator or manager is to:

- Support the mentoring relationships once they are established
- Handle difficulties between pairs should they arise
- Rematch and refocus relationships when required
- Ensure appropriate evaluation is completed at the appropriate phase of the relationships
- Communicate and publicise results and feedback.

What the UK Resource Centre for Women in SET offers employers

The UK Resource Centre for Women in SET offers employers, including Professional Institutes, a comprehensive consultancy service in mentoring women in SET. The Centre team has a proven track record of supporting employers in mentoring women from the conception of a programme, right through to its evaluation. The mentoring consultancy service also includes the training of individuals to perform the role of Mentoring Co-ordinator for UK Resource Centre developed programmes or the coaching of key individuals to implement an employer's own organisational programme.

For more information, contact the Employers Team at the UK Resource Centre for Women in SET on 01274 436485, www.setwomensresource.org.uk

MentorSET

MentorSET operates a national programme for women in SET, matching them with female mentors who are external to their organisations. This type of scheme offers distinct advantages, not only to the mentee but also to the mentor and employer. These include:

- A wider pool of possible pairings, improving the chances of finding an effective partnership. Larger employers would find this useful for specialist staff and it is a necessity for many SMEs.
- Both mentee and mentor gain knowledge of different ways of doing things and a better understanding of the trade-offs inherent in their familiar procedures.
- Female mentors and mentees gain access to wider networks and a broader professional knowledge.
- Discussions are franker with a mentor who is guaranteed to have no connection with line management.
- Male colleagues may view participation in an in-house mentoring scheme as a sign of weakness, whereas joining an outside scheme can be invisible to co-workers.

If you have female employees who could benefit from joining MentorSET, please contact: www.mentorset.org.uk

JIVE Partners

Jive Partners operates a national programme for mentoring and networking women and girls in SET. Jive have developed an innovative tiered mentoring model whereby women working in SET occupations at all levels mentor women SET undergraduates and technicians, and these in turn mentor school girls to nurture and encourage their interest in SET careers. This scheme may be of particular interest to employers who are interested in the recruitment and retention of women into the sections.

For more information contact Jacki Mason on 01274 438910, www.letstwist.bradfordcollege.ac.uk and www.jivepartners.org.uk

Ford Motor Company

Ford has been new car market leader for 27 years and number one in the medium commercial vehicle segment with Transit for 38 successive years.

The Professional Women's Network (PWN) of the Ford Motor Company brings together the majority of the women's networks in the organisation, all of which have their own individual mentoring programmes. The Mission of the PWN is to serve as a catalyst and leader for understanding issues and transforming the environment within the company to value diversity and actively engage in attracting, developing, rewarding, retaining and advancing women to help Ford become the world's leading consumer company for automotive products and services. Since 1999, the Mentoring Committee of the PWN has reported many successes, one of the most innovative being "Mentoring Circles". This has involved developing a group mentoring focus to allow for more junior level-senior level interaction in some of their mentoring relationships. A group of four to five mentees and one mentor meet every four to six weeks to discuss leadership behaviours, common issues and resolution strategies, career development and other related subjects.

Mentoring Circles offer an alternative approach to one to one mentoring, but does not replace it. This programme was developed by the Women in Finance Group and later rolled out to the IT organisation in 2002.

Mentoring circles provide:

- An opportunity to build relationships and network with other female employees in the organisation
- Introduce the dimension of peer mentoring
- A learning environment where information and experiences are shared in a confidential setting
- A place where personal and professional relationships can develop.



IBM

IBM is the world's leading information technology company, with over 90 years of leadership in helping innovate. IBM helps client, Business Partners and developers in a wide range of industries.

IBM is fully committed to mentoring as a means of assisting and supporting employees in the on-going development of their careers and skills and to provide a relaxed forum within which to discuss topics of importance to the mentee. Mentoring is actively encouraged at all levels in the company. IBM supports both formal and informal mentoring relationships, within and outside the company.

Sue McDougall, Contracts and Negotiations Executive - IBM Europe North Region and Chair for both IBM's European and UK Women's Leadership Councils actively supports and encourages mentoring and is an ardent believer in its continual benefits.

"For me as a mentor I have an opportunity to mentor a variety of people from all parts of the business and at all stages of their career. I value the relationship as much as I believe my mentees do. As well as allowing me to share experiences I greatly value the learning points as a mentor - several of which you simply don't get to in a normal employee/manager relationship. There is nothing more thrilling than sharing in the successful development of a mentee and working together to address both areas of opportunity and any obstacles or issues."

IBM additionally employs a variety of less obvious mentoring approaches, for example:

Our networking groups are encouraged to unite like-minded people to support each other within their work environment. "Women in Blue" supports the community of women across the UK giving "women-to-women" support focusing on specific topics, such as confidence, and helps provide education designed for this purpose.

The objective in reverse mentoring is to increase awareness of an individual's management of diverse resources (specifically women) to allow the mentee to become a better change agent and to help the mentee initiate concrete actions helping the advancement of women / lowering the barriers to advancement of women.

Our IBM Maternity Buddy Scheme is an informal arrangement that benefits women who are about to go on maternity leave and planning to return to IBM. Mothers-to-be will be matched with a 'buddy' volunteer mother with similar business needs having experienced returning to work after maternity leave. The knowledge share, advice and support helps to supplement the formal line management and HR relationships.

Natascha Logan, who was about to go on maternity leave, was put in contact with Gaynor Cooke who successfully manages a role where she is one half of a job share.

"It can be rather daunting returning to the corporate world when you have spent the last 6-12 months managing your home life and adjusting to your new baby," says Natascha. "Adding a work/life balance to this new personal setup can seem overwhelming. As a project-based employee, I had to find a new project and one that would take me on a part-time basis. This felt like starting a new job at a new company, so the buddy support was invaluable in helping to re-acquaint myself."

Gaynor says: "As a buddy mentor, I found it satisfying to be able to share what I've learned about work, family and IBM. It's easy to underestimate the benefit of experience and what we learn without even realising it. I consider it is making a difference to IBM if I can help in the process of someone returning to work, and remaining in work," says Gaynor.

IBM Mentor Place creates a one-on-one mentor programme for IBM volunteers using an email-based mentoring (e-mentoring) with students aged 7-18. They share experiences; they will work together on academic activities; discuss careers and the issues facing young people and cover training.

IBM Mentoring Cafes are held at internal events and conferences, allowing Professionals from all levels to be available to answer questions and to offer advice to anyone interested in some no-strings-attached mentoring.

In conclusion IBM believes it is critical to make the company an employer of choice and to ensure all employees develop both themselves and their careers to their maximum potential and inclination. Mentoring will continue to be a vital ingredient and is itself under continual reinvention.



Institution of Civil Engineers

Julie Summers, Arup
Mentor



Aime Harrison
Mentee

In May 2003 ICEFLOE, the Equal Opportunities Forum of the Institution of Civil Engineers (ICE), launched its mentoring programme for women members in conjunction with Jive Partners. This innovative programme is designed to help increase the representation of women civil engineers and sets out to tackle three main issues:

- Supporting women through their Chartered status
- Dealing with work life balance issues around raising a family and working as a civil engineer and
- Breaking through the 'glass ceiling' in their careers.

Caroline Cleland, Chair of ICEfloe, will launch the second phase of the programme in November 2004, in which some of the existing programme mentees will be taking their experience through to mentor other women. Caroline says: "ICE has demonstrated that mentoring is an effective tool in supporting women to realise their potential in a particularly demanding industry. It is vital to build the confidence and careers of those who have met the challenges and mentoring is a key way of doing this."

Julia Summers is employed by Arup and is on secondment to Warwickshire County Council. She is a mentor to Aime Harrison, who is currently in her last year of a PhD in Geotechnical Engineering.

Julia found the mentoring training day provided by Jive Partners helpful, particularly around the areas of boundary setting and contracting in the relationship, although in practice she and

Aime have enjoyed quite an informal mentoring relationship. Julia says: "The case studies and role-playing exercises were excellent preparation for 'real mentoring' and I have also benefited from the regular networking/training events organised for the programme."

The relationship has been a mixture of face-to-face mentoring, E-mentoring and telephone mentoring.

The frequency of contacts have depended very much on Aime's needs at that time. Julia has really felt she has helped her mentee and has got a buzz out of supporting Aime in developing her focus and relationships.

Aime was delighted to be matched with Julia because she was not expecting to have a mentor who had completed her PhD and was working in the type of role that Aime is aspiring to. Julia has given Aime a lot of practical support in their mentoring relationship particularly around dealing with work relationships and managing her thesis. Aime comments, "Julia suggests positive actions to help me reach my goals and helps me to keep everything in perspective."



Lend Lease

On a worldwide basis, the Lend Lease Group is an integrated real estate funds management and services business, comprising asset and funds management, property development, project and construction management, and facilities and estates management.

Sue Shufflebotham, Lend Lease

Mentor



Diana Ivanov, Lend Lease

Mentee

Two mentoring programmes have been developed at Lend Lease, by the company's Human Resources Department and its diversity action group Horizons, in conjunction with Jive Partners.

One programme focuses on career development for women in construction, engineering and operational roles and uses women role model mentors. The other programme is aimed at women identified as Hi Potential and Hi Impact candidates. Their mentors are mainly male and operating at senior management level. The objective is to develop a mentee's strategic and business awareness to facilitate her move into more senior roles within the business.

Clare Hardwidge, Human Resources Manager, for Lend Lease, says: "Mentoring is a valuable tool in achieving the company's aims in career development and performance management, plus recruitment and retention of employees. It forms part of our HR strategy in equipping our female employees with the skills they need to meet our business objectives."

Pharmaceutical microbiologist Sue Shufflebotham is an Associate Director for Bovis Lend Lease Pharmaceutical. She is

mentor to Diana Ivanov, a Commercial Manager with a Civil Engineering background.

Diana feels she has excellent rapport with Sue and regularly shares work and career issues with her. She has found Sue to be very proactive as a mentor and enthusiastic about investing in the relationship – both critical elements in building trust levels and developing their learning relationship.

Sue acknowledges that Diana brings challenging problems to her. "I have really benefited from the relationship, as it has made me build on my reflective processes in order to support Diana." Sue enjoys being part of the network of women that have now formed around the mentoring programme. Her comments on the mentoring training day organised with Jive: "Absolutely tremendous and such a confidence boost to start the relationship off".



MENWU - North West Universities Mentoring Scheme

The North West Universities Mentoring Scheme (MENWU) was launched in October 2003. It is a cross-mentoring scheme between eight universities, based on the very successful pilot scheme set up by the Bolton Institute in 1999-2000 as part of the UK Athena Project.

Bolton Institute (lead)

The University of Liverpool

The University of Lancaster

The University of Central Lancashire

The University of Salford

Liverpool John Moores University

The University of Manchester (incorporating UMIST and the Victoria University of Manchester)

Web: www.bolton.ac.uk/menwu

Marion Birch, Project Manager, says, "MENWU aims to increase the personal skills of women and provide them with the confidence to take on more prominent roles within their university's management structure, where they can have an impact on their institution's policies and procedures."

The objective is to provide women within the Science, Engineering and Technology (SET) sectors with support and encouragement by assigning them mentors from another university. The use of external rather than internal mentors is seen as a key advantage of the MENWU scheme, particularly in relation to confidentiality. Furthermore, it provides a valuable networking opportunity for all the participants.

Several factors are taken into consideration when matching mentors and mentees. However, the most important criterion is the compatibility of the mentee's career aspirations with the career history of the mentor.

Denise Rennie, who is currently on secondment to the Food Standards Agency from the University of Salford, is mentor to Nicola Lowe, a Senior Lecturer in the Department of Biological Sciences at the University of Central Lancashire. Denise says, "The Mentors' Workshop held in April 2004 was extremely useful and enjoyable. Meeting other prospective mentors from North West Universities and exploring our common experiences

generated feelings of camaraderie rarely evident in male dominated University Departments. It also made me realise that I too could gain from mentoring practice, given the need to reflect on my own professional development to inform our discussions."

Denise has met Nicky twice since June and feels they are developing a positive relationship. "The guidance materials provided through the scheme have proved particularly useful, enabling us to prepare for meetings and ensure structured discussion of issues, albeit in an informal atmosphere. Nicky's personal and professional circumstances are similar to my situation of ten years ago. I feel we have been well matched to provide what I hope will be beneficial outcomes for Nicky and what I am already recognising as useful reinforcement for myself."

Nicola feels she has already benefited greatly from the relationship and agrees the matching has been excellent: "Denise is supporting me with the transition process from team player to team leader within a research environment. She has helped me with my strategies in managing people and the different roles I am being asked to play as a programme leader."



Pfizer

Pfizer is a research-based global pharmaceutical company. Pfizer discovers, develops, manufactures and markets leading prescription medicines for humans and animals, as well as many of the world's best-known consumer products.

Catalyst is the new mentoring programme for Pfizer's Global Research and Development Division. The Site Head fully supports the programme and says, "This programme really does open up new opportunities for learning. At all the sites where it has been run so far, it has exceeded the expectations of everyone who took part." As the Chair of the Mentoring Committee points out, "Anyone can be a mentor. For example, someone who has experience operating at a global or cross-departmental level could really help another colleague who needs to start working with another site or area. Or a new mother returning to work might benefit from sharing the experience of someone else who has managed to get the work-life balance right and face some of the issues and feelings that come with it." The objective of Catalyst is to help people develop and grow, both personally and professionally. Mentor and mentee meet once a month for 90 minutes over the course of one year, with feedback and support throughout the programme. In the first meeting a set of goals is established, based on development rather than performance. Mentors benefit as much as mentees, as they gain a greater appreciation of the challenges and opportunities faced by other colleagues as well as improving their own coaching skills. Mentors also gain insight into organisational issues through the eyes of the mentee and the process encourages a greater understanding of the value of diversity.

A cross-section of mentors and mentees are recruited at various positions and levels. Mentors need at least one year at Pfizer and should be considered to have good coaching skills. Mentees also need to have worked at Pfizer for at least one year and their supervisor must endorse their participation. Mentors and mentees enter their personal profile on the Catalyst website. Mentees initiate web searches for potential mentors and if they find a match they interview them. Complete confidentiality is maintained and formal processes are followed to foster communication and help to structure the initial meetings. Training is also provided to get the mentoring relationship off to a good start. There is also additional support from the Mentoring Council, Human Resources and senior management sponsors.

Pfizer have found that mentoring helps mentors to:

- Refine coaching skills
- Develop a deeper appreciation of issues when initiating change

- Assist the business with enhancing the talent pool
- Enhance leadership skills.

And mentoring helps mentees to:

- Develop a better understanding of critical success factors at Pfizer
- Gain greater access to a diverse range of perspectives in a 'safe' environment
- Build and enhance leadership competencies
- Become more business literate.

At the request of Pfizer, individuals have not been named in this case study.



Simons Group

Simons Group is a construction, property and design business that employs some 800 people and works for blue-chip retail, commercial and industrial clients in the UK and Europe.

June Harvey
Mentee



Barbara Cotton, Boots plc
Mentor

The Simons Group took a bold step when it decided to set up a mentoring scheme for technical and professional women, as part of its innovative 50:50 Vision programme. Rather than identifying mentors within Simons, the Lincoln based construction, design and property development group invited women from some of its blue chip retail clients to take part in the mentoring project, which has been developed in conjunction with Jive Partners. Five mentoring pairs have been working together since April 2004, and both sides are already seeing the benefit of a broader view. Paul Hodgkinson, Simons Group Chairman, has publicly stated his commitment to attracting and keeping more women in the business at all levels and sees mentoring as a key element. He also believes strongly in strong communication up and down the supply chain and says, "Our clients all want better projects, delivered on time and to budget, with positive relationships and effective team working. At Simons, we think that the chances of achieving these aims will increase if there are more women in project teams. Quite simply, we need to attract and keep the right people for the right job, with the right balance of skills and competencies."

Barbara Cotton is Head of Non-Retail Purchasing at Boots plc. A

biochemist by background, she is mentor to June Harvey, a Senior Contracts Manager at Simons. Barbara viewed the mentoring training day as a good balance of theory and role playing and was stimulated by the different insights and contributions of the women attending. "My mentoring relationship with June has demonstrated my own development from a line manager who coaches regularly, into the role of a mentor and the experience of a more win/win relationship which is found in mentoring. It is a mentee driven partnership, with June clearly managing the relationship, but I have gained a great deal of learning and challenge from it so far. Our match is intellectually, corporately and socially well suited, with a great deal of energy and humour involved!"

June has found she has many things in common with her mentor, but the support Barbara has given her with her MBA studies, based on Barbara's own experience, has been invaluable. "Barbara understands just what I am facing, not only with my MBA studies, but also issues in business. She challenges my thinking and by her skilful questioning makes me consider issues more objectively and from different perspectives. Barbara has also introduced some practical new management tools and thinking to my repertoire."



Information on the UK Resource Centre for Women in SET

The mission of the UK Resource Centre is to establish a dynamic centre that provides accessible, high quality information and advisory services to industry, academia, professional institutes, education and research councils within the SET and built environment professions, whilst supporting women entering and progressing SET careers.

The UK Resource Centre for Women in Science, Engineering and Technology (SET) is a partnership of four organisations: Bradford College, Sheffield Hallam University, Cambridge University and the Open University, working on behalf of the DTI.

One of its primary aims is to provide information, support and advice to employers who seek to improve the recruitment, retention and promotion of women in SET and to raise their profile.

Information and support ranges from:

- Good practice guides
- Employer networking opportunities
- Cultural benchmarking (gender specific)
- Women returners schemes
- Expert and role model databases
- Mentoring scheme support
- Recognition scheme for good practice employers
- Employer advice and consultancy

Resource Centre Contact Details:

Web: www.setwomenresource.org.uk

Email: setwomenresource@bilk.ac.uk

Helpline: 01274 436485

**For specific information on mentoring contact:
Rachel Tobbell (National Mentoring Co-ordinator)**

**For specific information on employer activity contact:
Annemieke Silk (Employer Liaison Manager)**

This guide was written on behalf of the UK Resource Centre for Women in SET by Lis Merrick, Coach Mentoring Ltd.





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If you have any enquiries please call our UK Resource Centre Helpline:

01274 436485