SPONSORSHIP IN PRACTICE FOR CORPORATIONS
PROGRAM GUIDELINES AND BEST PRACTICES
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Pilot Program Executive Summary

Beginning in 2014 Diversity in Practice embarked on a journey to discover what we needed to do to not only retain but advance diverse lawyers in our member organizations. Thus, we created a pilot program designed from the beginning to give us quantitative data, as well as, qualitative data about our Sponsorship Initiative. In September of 2014 we kicked off the Sponsorship Pilot Program which would be one year in duration. We had 14 pairs begin our program and we did the following:

- Surveyed each pair at the beginning, in the middle and at the end;
- Conducted training for both Sponsors and Protégé’s and provided them with beginning suggestions to get connected;
- Provided Discovery evaluation for each Sponsor and Protégé;
- Assigned Point People from each participating organization to assist with the process;
- Conducted focus groups in the middle and at the end of the pilot;
- Created opportunities for Sponsors and Protégé’s to connect through Diversity in Practice Events;
- Created opportunities for Protégé’s and Sponsors to meet with Executive Director individually;
- Created a video Diary of the work we did;

Sponsorship in Practice
Sponsorship in Practice: A Success Story

Celebrated those who participated with a formal gathering in August.

We did this so we can provide you with the tools necessary to build your own program. As you will see in the following pages, we have taken what we learned and incorporated into a tool kit that is more expansive and user friendly. We are rolling this out with not only written tools but members will also have online access to the initial training we do, the program video’s and recommended best practices. The opportunity to participate can begin when your organization is ready and has the time and energy to devote to picking the right pairs.

1While we realize that Sponsorship does not end in one year, it is a commitment by both parties to work on it, through mutual agreement, until it no longer makes sense or it no longer works!

Corporate Members 10/07/15
**Sponsorship Program**

**Official Diversity in Practice Timeline**

**Diversity in Practice Kick-off of Sponsorship Program**

**Wednesday, October 7th, 2015** – Tool Kit available to interested Members

**Monday, October 26th, 2015** – Sponsorship In Person Training* – 8:00 am at FaegreBD
(This session will also be recorded for later online viewing)

**Tuesday, October 27th, 2015** – Protégé In Person Training* – 8:00 a.m at FaegreBD
(This session will also be recorded for later online viewing)

**Point Person(s) Training** – Point People are invited to attend either or both of the Sponsor or Protégé Training sessions listed above. A follow up call scheduled by TCDIP will be scheduled after those trainings. Additional training opportunities are TBD.

The recorded online training videos will be available to participating members starting Friday, November 13, 2015

* Please remember your program can start when your organization is ready. We do not want to restrict you on an annual basis. We do think it is a bonus if you start with others in order to have a small cohort of members to work with you through the initial stages. However, this is not a requirement. Building your internal team is most critical to the success of this initiative.
Sponsorship Pre-work
Required For Successful Program

We found through our research, data collection and focus groups that in order for any Sponsorship program to work the following steps must be taken to lay the foundation for success.

1) **Pick the right pair(s)**

   In order to pick the right pair(s) a lot of work must be done prior to the actual selection; the pairings that worked had been picked with the following in mind:

   a. Prior connection(s) between Sponsor and Protégé, whether working together or experience with the same business units and/or reporting structures.
   b. A realistic working situation; each protégé must either have an opportunity to move into Sponsors working group or department or have had an existing working relationship with the Sponsor.
   c. Key leadership must be involved from the beginning to “bless” the process and assist with picking the Sponsor and Protégé pair(s).
   d. Sponsor picked must have a desire and ability to invest their personal capital on behalf of the protégé, both internally and externally.
   e. Protégé must be picked with the organization success criteria in mind (what it takes to be a successful attorney at the organization).

2) **Pick the right Point Person (people)**

   The Point Person or team are critical to the long term success of the program:

   a. Point Person(s) should be picked because they are willing to be the liaison between Sponsor and Protégé, key leadership (management committee) and when necessary Twin Cities Diversity in Practice,
   b. Point Person(s) need to be good communicators with clear timelines and expectations to all parties.
   c. Point Person(s) will need to create opportunities for management to vet the process and get buy-in from key people.
   d. Point Person(s) need to understand the criteria for success and work together with management to pick the pair(s).
Sponsorship Program Updated Tool Kit

A participating organization should commit to the following with the required pre-work in mind:

**Bringing together key organizational leadership/administrators**

**Clearly defining what a Sponsor and Protégé are and how this differs from a mentor/mentee relationship**

1) **Identify your Sponsorship Program leadership with the following in mind**

   a. ____Identify someone within organizational leadership who will champion the program.
   b. ____Identify key administrators to assist with program implementation (with assistance of *Diversity in Practice* as needed).
   c. ____Identify the Point Person for the program.

2) **Identify your pair(s) with the following in mind**

   **A Sponsor should be known in the organization to:**

   a. ____Have achieved high status at his or her firm/organization and is credible and successful.
   b. ____Have the power to help advance the Protégé’s career.
   c. ____Have the ability and support of management and willingness to help advance the Protégé’s career.

   A great Sponsor should also possess some of the following additional characteristics (pick at least three):

   - Capable advocate and champion for the Protégé.
   - Has the position and power to create and present opportunities to the Protégé.
   - Ability to provide support for the Protégé and advocate for them when they fail.
   - Has the ability to make the Protégé visible to others in power.
   - Can help the Protégé create meaningful relationships.
   - Gives honest and direct feedback.
   - Committed to the advancement and development of the Protégé.
• Possesses emotional intelligence.
• Recognizes his or her own sponsorship story.
• Is self-aware.
• Has great management and people skills.
• Has the ability to listen and be sensitive to the issues that the Protégé is facing.
• Is aware of his or her own unconscious biases.
• Possesses the ability to be vulnerable, enthusiastic, and deliberate.

A Protégé should be known in the organization to:

a. _____Work hard at work and have a willingness to create a Sponsorship relationship.
b. _____Demonstrates core competencies and good decision making.
c. _____Takes responsibility for his or her own growth.
d. _____Has demonstrated to the organization that they have the ability to make the Sponsor feel as though they are worth his or her effort and time.

A great Protégé also possesses or demonstrates an ability to develop the following additional characteristics:

• Delivers, is proactive and can follow through.
• Possess a unique set of skills and perspective that enhances the Sponsors skills and perspective.
• Understands this is a business relationship designed to benefit both parties.
• Appreciates the risk the sponsor is taking.
• Displays willingness and enthusiasm to learn, be vulnerable, enthusiastic, and deliberate.
• Demonstrates a commitment to the firm or organization.
• Shares successes and challenges.
• Understands how he or she adds value.
• Finds commonalities.
• Shares a common vision of the future direction of himself or herself and the firm with the Sponsor.
• Is self-aware and identifies his or her own strengths and weaknesses through self-reflection and recognizes when the need to ask for help.
• Takes responsibility for his or her own growth.

3) Each Pair also must agree to participate in Sponsor training / Protégé training (in person or online)

   a. The Sponsor must commit to participating in at least two training sessions developed by Diversity in Practice.

      i. _____Initial training session will focus on what Sponsorship is and how you can identify your Sponsorship style.
ii. _____Take Discovery Assessment or similar management assessment tool to determine management and/or leadership style and how it may impact the Sponsor/Protégé relationship

iii. _____Take Implicit Association Test or attend implicit bias training or do reading on the same (see attached resources)

NOTES:
Program Suggested Activities Checklist
(Post initial training):

___ Do activities suggested in initial training:

  Initial Meeting
  Discovery Insights profile
  Read “Forget a Mentor, Find a Sponsor”

___ Set-up regular meetings or check-ins over first four months to ensure buy-in:

  Develop a career plan together (ownership on protégé to communicate his/her desires and be prepared to discuss with input from Sponsor).
  Set-up a specific contact plan with key internal and external individuals.
  Plan activities to increase likelihood of understanding each other (can be informal or formal, internal or external).
  Sponsor and/or protégé to check-in with Point Person and organizational leadership on progress or lack of progress.
  Point people check in weekly or bi-weekly with pair(s) to provide support and feedback.

* What is a Sponsor expected to do?

  1) Establish Realistic Sponsor-Protégé Relationships.
     ____ Listen and understand your Protégé’s career goals.
     ____ Assist in identifying steps to achieving Protégé’s career goals.
     ____ Set and maintain relationship parameters (e.g. responsibilities, roles, goals, priorities, availability and frequency of meetings).
     ____ Understand this is a business relationship designed to benefit both parties.
     ____ Develop a comfortable, honest and direct communication practice with your Protégé.

*From Original Sponsorship Tool Kit

Corporate Members 10/07/15
Manage sponsorship pitfalls and risks; such as perceptions of favoritism, unrealistic performance expectations, doubts about competencies, and rumors of the relationship.

Solicit feedback about your Protégé from a broad range of legal department managers, staff and clients.

Recommend Protégé for work that matches their strengths and weaknesses.

2) Schedule regular check-ins to determine successes and challenges early and often.

3) Assist Protégé in navigating the unwritten rules and work with key leaders.

4) Help get Protégé significant and important work.

5) Bring Protégé to events both internally and externally.

6) Use staff and other resources to ensure full support for your high achieving Protégé.

* What is the Protégé expected to do?

1) Contribute to their own success by:
   a. Outperforming on projects and opportunities given.
   b. Establishing open and honest communication with the Sponsor and all those who the Sponsor collaborates with.
   c. Promoting the Sponsor and demonstrating loyalty to the Sponsor’s success.
   d. Creating a distinct personal brand both internally and externally.
   e. Being trustworthy and discreet.

2) Contribute to the success of the Sponsor by:
   a. Being committed to the Sponsor and the Sponsor’s success.
   b. Understanding the goals and objectives of their Sponsor and the organization.
   c. Acting like a leader and stepping forward for leadership opportunities.
   d. Determining your own career plan and what he or she wants to do.
   e. Becoming self-aware.

3) Seek out and accepts critical feedback from the Sponsor.

4) Set goals, and have an idea of what his or her path looks like (has direction).

*From Original Sponsorship Tool Kit
Sponsorship Best Practices

- Get buy-in from Senior Leadership and other key stakeholders before beginning the program (examples: human resources, hiring committee chair, office manager(s), diversity professionals).

- Identify the key champions within the organization who will serve as ambassadors for the program. These champions must be high enough in the organization to advocate for and support the program inside and outside of the management structure.

- Create an internal network of people who are aware of the program at all levels and are willing to support the Sponsor-Protégé pairs chosen.

- Establish realistic goals and objectives for the program based on the unique needs of the organization.

- Review potential Sponsors and Protégés:
  - Ideally, the pairs should have some prior interaction and the pairing should fit within the existing management and evaluation structure. For example:
    1) Someone who can give work or facilitate the giving of work from key individuals and/or;
    2) A Direct Report
  - Determine whether there needs to be movement or reporting changes (where appropriate).

- Pick the pairs and then have each person approached by one or more key individuals in the organization. It is critical that there is support from leadership and that leadership is willing to “make the ask.”

- Once the pairs are determined, there should be a meeting of the Sponsors and the Protégés about what the exact process, expectations and training will be.

- Use the TCDIP Sponsorship Tool Kit to explain the requirements etc. and get buy-in up front for making the process work.

- Follow the implementation outline.

- Participate in (either in person or online) Sponsorship Training offered by Twin Cities Diversity in Practice.
  - Sponsor(s)
  - Protégé(s)
  - Point People
  - Key Stakeholders
Sponsorship Definition

I. What is Sponsorship?

Sponsorship is different from Mentorship in the following ways:

**Functions**

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<tr>
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<td>Career Development</td>
<td>Career Advancement</td>
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<td>Information</td>
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<td>Advice</td>
<td>Clients</td>
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<td>Support, inclusion</td>
<td>Leadership</td>
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<td>Knowledge Transfer</td>
<td>Compensation</td>
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For any lawyer, especially new attorneys

Anyone with more knowledge, experience

Personal, professional development

Inform

Advise, guide

Support, confidence, self-worth

For “proven” lawyers, including senior leaders and department heads

Have power, influence

Career advancement, promotion

Advocate, champion

Present/create opportunities

Protect

Take risks

While this list is not comprehensive it gives you an idea on what are the differences are between Mentoring someone and Sponsoring someone.
SPONSORSHIP PROGRAM

SPONSOR(S): Suggested Expectations and Next Steps
(Post Training)

Set meeting with Protégé to discuss 1 or 2 of the following questions.

1) Discuss your long-term career goals. What do you hope to achieve?

2) What does success look like to you?

3) What do you hope to learn by participating in the Sponsorship Program?

4) If you could change one thing about your organization, what would that be?

5) What is your biggest career-related challenge right now?

Identify a “meaningful” next step.

- Assign Protégé a project.
- Provide honest feedback on a current project or interaction.
- Introduce them to a significant contact.
  (i.e. client, another key partner or member of the organization)

Set clear expectations on what you expect from the Protégé

Review with Protégé Insights Diversity Profile

Check in with Point Person
SPONSORSHIP PROGRAM

PROTÉGÉ(S): Suggested Expectations and Next Steps
(Post Training)

Set meeting with Sponsor who is to discuss 1 or 2 of the following questions with you – come prepared!

1) Discuss your long-term career goals. What do you hope to achieve?
2) What does success look like to you?
3) What do you hope to learn by participating in the Sponsorship Program?
4) If you could change one thing about your organization, what would that be?
5) What is your biggest career-related challenge right now?

Identify a “meaningful” next step.

- Initiate a conversation with Sponsor regarding expectations and parameters.
- Get to know sponsor’s interests, clients and practice.
- Discuss with your Sponsor how you might support them in their own career goals.
- Introduce your sponsor to a significant contact of yours.

Set Clear expectations on what you can expect from your Sponsor

Review with your Sponsor the Insights Discovery Profile

Check in with Administrative Point Person
Critical to the Success of the Program is full engagement from the Point Person or People.

**First Steps:**

Determine who in your organization will champion the program at the right level of the organization.

Set-up meeting or coffee with that person to pitch the program and/or share the tool kit.

Review the TCDIP tool kit once you have interests or suggestions on who should champion the initiative internally.

Reach out to other point people (identified by TCDIP) to discuss issues or concerns they had in setting up their program.

**Next Steps:**

Once you have identified key people internally, assist leadership with follow through and establish contact plan with potential pairs.

Set-up a time for an initial training (whether to attend in person or online).

Create a follow-up plan with both Sponsor and Protégé and assist with possible hiccups in the process.
Contact Information

Please verify the following information:

*First Name: ____________________________

*Last Name: ____________________________

*Email Address: ____________________________

All fields with an asterisk (*) are required.

1. Please rate the following on a scale of 1-5 (1 is strongly disagree; and 5 is strongly agree)

Select one per row.

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<tr>
<td>1. I am generally satisfied with my access to interesting and engaging work opportunities.</td>
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2. Please rate the following on a scale of 1-5 (1 is strongly disagree; and 5 is strongly agree)

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2. I am generally satisfied with the opportunities I have had to advance my legal skills at my current employer.

3. Please rate the following on a scale of 1-5 (1 is strongly disagree; and 5 is strongly agree)

Select one per row.

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3. I can see a long-term career path for myself at my current employer.
4. Please rate the following on a scale of 1-5 (1 is strongly disagree; and 5 is strongly agree)

*Select one per row.*

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<td>4. I have a strong relationship with at least one influential, senior lawyer within my organization.</td>
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5. Please rate the following on a scale of 1-5 (1 is strongly disagree; and 5 is strongly agree)

*Select one per row.*

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<td>5. I am satisfied with the level and amount of client development opportunities I experience within my organization.</td>
<td>O</td>
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<td>6. I have opportunities to interact with prospective and/or current clients (private practice) or business unit leaders (in-house) that are at least as frequent and meaningful as the opportunities offered to my peers in my organization.</td>
<td>O</td>
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7. Please rate the following on a scale of 1-5 (1 is strongly disagree; and 5 is strongly agree)

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<td>7. I am supported by my organization to develop my leadership skills through either internal or external opportunities.</td>
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<td>8. I understand what is expected of me as a &quot;Protégé&quot; in the Twin Cities Diversity in Practice Pilot Sponsorship Program.</td>
<td>O</td>
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<td>9. What opportunities do you hope to have as a participant in the Twin Cities Diversity in Practice Pilot Sponsorship Program? (*Required)</td>
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10. If you have any additional comments regarding the Twin Cities Diversity in Practice Pilot Sponsorship Program, please provide them here.

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**SPONSORSHIP PROGRAM: SPONSOR SURVEY #1**

**Contact Information**

Please verify the following information:

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   I attribute a portion of my success in my career to having a strong relationship with at least one influential, senior lawyer in my organization.

2. Please rate the following on a scale of 1-5 (1 is strongly disagree; and 5 is strongly agree)

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   I have found career satisfaction in mentoring and supporting junior lawyers within my organization.
3. Please rate the following on a scale of 1-5 (1 is strongly disagree; and 5 is strongly agree)

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<td>3. I am supported by my organization to develop my leadership skills through either internal or external opportunities.</td>
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<td>4. I am responsible for advancing diversity and inclusion in my organization.</td>
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<td>5. I understand what is expected of me as a “Sponsor” in the Twin Cities Diversity in Practice Pilot Sponsorship Program.</td>
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<td>6. I expect I will benefit from having a “Protégé” through this Program.</td>
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7. What opportunities do you hope to have as a participant in the Twin Cities Diversity in Practice Pilot Sponsorship Program? (*Required)

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8. If you have any additional comments regarding the Twin Cities Diversity in Practice Pilot Sponsorship Program, please provide them here.

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SPONSORSHIP PROGRAM
Sponsor & Protégé Focus Group Questions

1. What have you learned from the program so far (either from the kick-off training or from meeting with your Sponsor or Protégé)?

2. What has surprised you?

3. If you could give your Sponsor (or Protégé) one piece of advice in order for both of you to get more out of this experience, what would it be?

4. What has been the most successful aspect of your Sponsorship relationship so far?

5. How do you think your Sponsor (or Protégé) would describe their experience in working with you as a Protégé (or Sponsor)?

6. What is one thing you are going to do to advance your sponsorship relationship as a result of today’s discussion? How can Twin Cities Diversity in Practice or your organization support you in that goal?
Give your Leaders, Salespeople and teams the information and the tools they need to actually understand each other. Here's what our recent clients had to say about Insights Discovery.

"In fact, we did see an immediate change in how our managers communicated with each other. We have enjoyed the results so much we plan to drive the program deeper into the organization..." Steve Gullickson, President of MGK

Insights Discovery for Sales, Leadership and Teams
Private and public programs
3-6 hours, colorful tools
printed Discovery profiles
$195 per person + facilitation

"[The] presentation raised our level of awareness about how we communicate, lead and interpret the world. Definitely worthwhile and a lot of information to absorb, reflect on and put into practice." Daron Shepard, CEO Chair, Vistage

"The session was engaging and informative and I have been able to get feedback from my people that it is helping them understand themselves better, manage relationships better, and work in more effective teams." David Lewis, CEO of DemandGen

Nearly 3 million people have experienced Insights Discovery. To schedule a program tailored to your business, call Kenzie Schwefel at 800-688-5850, or email kenzie@discoveryyourself.com
Many employees are encouraged to "just be yourself," only to find their authenticity — and their career ambitions — constrained by unwritten office rules about appearance, speech, and behavior. Professionals of color, women, and LGBTs find there is a much narrower band of acceptance, and the constraints bite harder than wearing more polished outfits, getting a decent haircut, or even de-emphasizing an accent. Because senior leaders are overwhelmingly "pale and male" — professionals of color hold only 11% of executive positions in corporate America, women currently make up just 5% of Fortune 500 CEOs, and there are even fewer openly gay chief executives — they often feel they have to scrub themselves of the ethnic, religious, racial, socioeconomic, and educational identifiers that make them who they really are.

As I explain in my new book, *Executive Presence: The Missing Link between Merit and Success*, performance, hard work, and sponsors may get top talent recognized and promoted, but "leadership potential" alone isn't enough to boost even the most qualified men and women into top jobs and prime opportunities. Moving up in an organization depends on looking and acting like a leader, on being perceived as having "executive presence" (EP). According to research from the Center for Talent Innovation (CTI), EP constitutes 26% of what senior leaders say it takes to get to the next promotion. But what if conforming to your organization's definition of EP clashes with your sense of self?

CTI research found that 41% of professionals of color felt they needed to compromise their authenticity in order to conform to EP standards at their company. Respondents of Asian descent were afflicted the most — particularly Asian men. Among women of color, Hispanics were the likeliest to say they’d sacrificed authenticity in order to conform. And, according to CTI’s recent research into women in science, engineering, and technology, women in these male-dominated industries feel they have to change the way they communicate, dress, and behave in meetings to survive in a testosterone-suffused environment. Some 41% of LGBT respondents are not out at work, and 23% of men and 15% of women believe that passing — pretending to be in a heterosexual relationship; changing their mannerisms, voice or clothing; or hiding LGBT friendships — has helped their career.

Walling off parts of your life can cost you not only personally but also professionally. Ray, an African-American accountant, didn’t feel comfortable sharing his strong ties to his church and community because he feared it would undermine the impression that he was like everyone else at his firm. Because of his decision to “hide,” he says, he found himself excluded from high-profile teams and projects, even though he had twice the experience of some of his colleagues. “It’s a case of the invisible man,” he explains. “The less you get to be yourself, the less likely others are to remember you for high-visibility assignments and the less visible you will indeed become.”

This vicious circle has serious ramifications for engagement and retention. More than half of closeted LGBT workers we surveyed told us they feel stalled in their careers, compared with 36% of gay employees who are out at work. They’re more disengaged, too: They were 73% more likely than their out counterparts to say...
they intended to leave their firm within three years.

If you want to be perceived as leadership material, do you suppress your difference or embrace it? Is assimilation a smart career strategy or a sellout, a compromise to your authenticity or just a compromise?

In deciphering the “hows” and “whys” as well as the “dos and “don’ts” of lifting up your authenticity in the workplace, consider how the landscape for multicultural professionals is shifting. As our economy grows ever more globalized and competition for market share intensifies, companies are under ever-greater pressure to innovate — both to retain market share and to capture new markets in emerging economies and underserved markets. New CTI research reveals that your inherent difference can make you a valuable asset to teams — and leaders — who can benefit from the unique perspective that difference confers.

The CTI research shows that an inherently diverse team — one that includes members who are female, nonwhite or of non-European origin, or LGBT — boosts the team’s innovative potential by providing critical insights into the unmet needs and wants of overlooked or underserved end users like themselves. For example, at Standard Chartered in India, one female executive drove the transformation of two bank branches in Kolkata and New Delhi into all-women branches, a move which increased net sales at these branches by an impressive 127% and 75%, respectively, from 2009 to 2010. (This compared with a paltry 48% average among the bank’s other 90-plus Indian branches.) Additionally, at Morgan Stanley, one openly gay financial advisor spearheaded an accreditation campaign in domestic-partner estate planning that won the firm some $120 million in client assets because affluent members of the LGBT community preferred to work with financial advisors who understood their unique predicament.

Ultimately, the authenticity conundrum can be solved by enabling others to recognize the value that your difference brings: Leveraging your unique understanding and vital insight can help solve intractable problems or realize unfulfilled market potential. In today’s hypercompetitive world, the organization absolutely needs you to bring your whole self to work. By proving that diversity can pay big dividends, you can also demonstrate why it’s okay to “just be yourself.”

More blog posts by Sylvia Ann Hewlett
More on: Diversity, Managing yourself
TCDIP Sponsorship in Practice Video:  
http://diversityinpractice.org/programsinitiatives/sponsorship-program/

Book: *Forget a Mentor, Find a Sponsor* by: Sylvia Ann Hewlett

Harvard Business Review:  *Forget a Mentor, Find a Sponsor: The New Way to Fast-Track Your Career*

Harvard Business Review:  *Contextual Intelligence* by Tarun Khanna (9/14 issue)


*Proven Strategies for Addressing Unconscious Bias in the Workplace*  
Diversity Best Practices – CDO Insights August 2008 (Volume 2 Issue 5)

Amy Cuddy’s Ted Talk, *Your Body Language Shapes Who You Are*:  
http://www.youtube.com/watch?v=Ks-_Mh1QhMc


Brene Brown’s Ted Talk, *The Power of Vulnerability*:  
http://www.youtube.com/watch?v=iCvmzF7o

Harvard Business Review:  *Educate Everyone About Second-Generation Gender Bias*


Forbes, *Hidden Bias Prevents Gender Equality in the C-Suite*:  

The recommended pre-reading, *Proven Strategies for Addressing Unconscious Bias in the Workplace*:  


Jerry Kang on Implicit Bias:
http://tedxtalks.ted.com/video/Immaculate-perception-Jerry-Kan;search%3Atag%3A%22TEDxSanDiego%22

Harvard Implicit Bias test:
https://implicit.harvard.edu/implicit/takeatest.html
Please review the following two tests:
1. Skin-tone IAT
2. Gender-Career IAT

NPR interview with Joan C. Williams that wrote *What Works for Woman at Work*:
http://www.mprnews.org/story/2014/02/03/daily-circuit-women-workplace?from=dc
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APPENDIX

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