

MENTORSHIP + SPONSORSHIP

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GROWING IN OUR CAREERS



Who has
skyrocketed
your growth?



Advice/perspective



Advice/perspective



Lightbulb moment



Advice/perspective



Lightbulb moment



Challenging feedback



Advice/perspective



Lightbulb moment



Challenging feedback



Threw me in the deep end

“Mentorship” is
often used as a
catch-all term.



MENTORSHIP:

Giving advice, based on
their experience.

Mentorship is great
when you want help
onboarding or
getting unblocked.



**“Advice is just one thing
a mentor gives. There are
residual benefits from visible
proximity and tangential
relationships to be gained.”**

— Kristy Tillman

Strategies for building an effective mentoring relationship

[Hilary Sanfey](#), M.B.B.Ch., M.H.P.E., [Celeste Hollands](#), M.D., [Nancy L. Gantt](#), M.D.  



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Abstract

Mentoring has been recognized as a critical aspect of the professional and/or personal development of the student, resident or faculty member. This career development resource discusses strategies for building effective mentoring relationships and outlines some of the challenges to contemporary mentoring.

Keywords:

[Mentor](#), [Women surgeon](#), [Medical student](#), [Surgical resident](#), [Co-mentoring](#), [Mentoring challenges](#), [Challenges to mentoring](#)

Qualities of a successful mentor relationship:

Honesty

Flexibility

Reciprocity

Active listening

Mutual respect

Personal connection

Shared values

Mentors should **take**
responsibility when they
give advice and credit.

Hilary Sanfey, M.B.B.Ch., M.H.P.E., Celeste Hollands, M.D., Nancy L. Gantt, M.D.

Mentees should find
more than one mentor.

Hilary Sanfey, M.B.B.Ch., M.H.P.E., Celeste Hollands, M.D., Nancy L. Gantt, M.D.

It's okay to **end**
a mentor relationship.

Hilary Sanfey, M.B.B.Ch., M.H.P.E., Celeste Hollands, M.D., Nancy L. Gantt, M.D.

MENTORING

OR COACHING?



MENTORING

OR COACHING?



MENTORING:

perfect for unblocking,
onboarding

COACHING:

best tool for
internal growth



SPONSORSHIP





MENTORSHIP.



SPONSORSHIP. ♡

**“Mentors give perspective,
sponsors give opportunity.”**

— Cate Huston



A sponsor confers a statistical career benefit from 22%–30%

(e.g. getting a stretch assignment, negotiating a pay raise)



FINDING A SPONSOR



FINDING A SPONSOR

1. Do great work

FINDING A SPONSOR

1. Do great work
2. **Find someone who knows your work**

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1. Do great work
2. Find someone who knows your work
3. **Know how you want to grow**

FINDING A SPONSOR

1. Do great work
2. Find someone who knows your work
- 3. Know how you want to grow**

This is the hardest step!

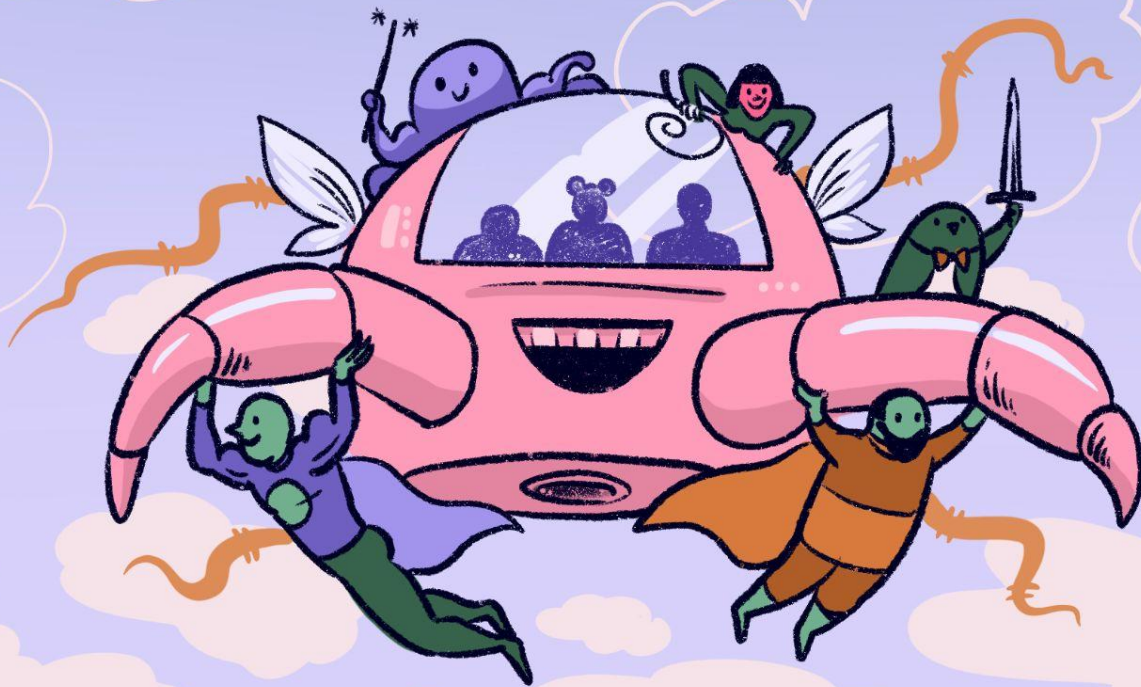
FINDING A SPONSOR

1. Do great work
2. Find someone who knows your work
3. Know how you want to grow
4. **Keep them updated**

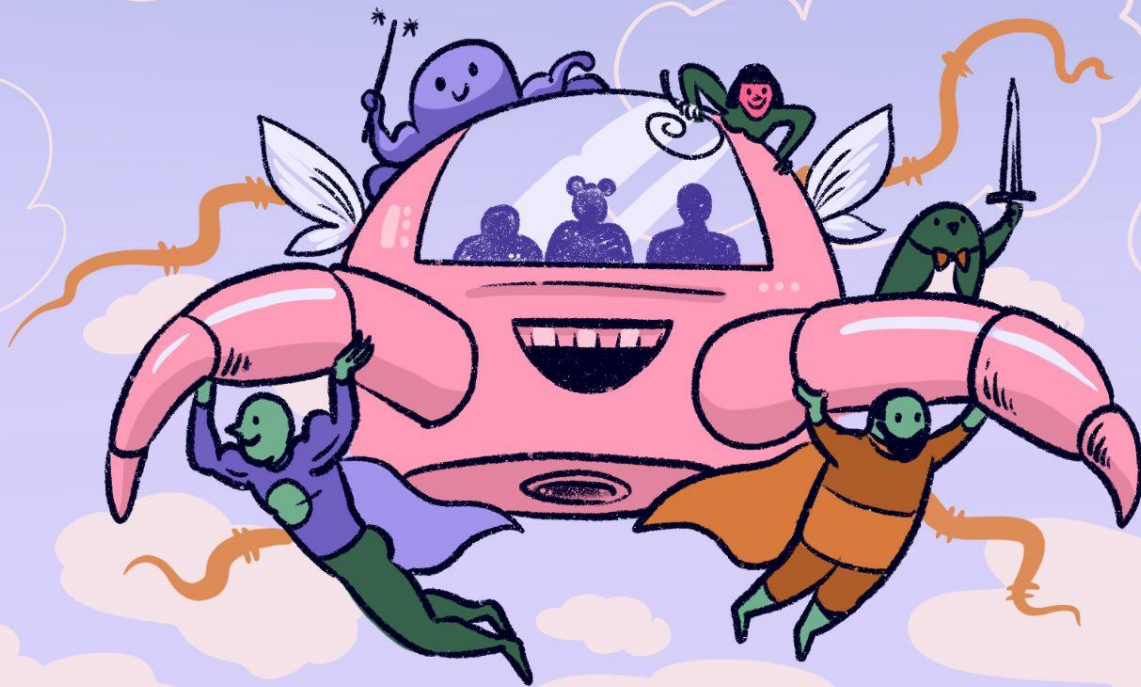
FINDING A SPONSOR



Multiple sponsors?



BUILDING YOUR MANAGER VOLTRON



BUILDING YOUR MANAGER VOLTRON

Be on the lookout for people who:

- will push you out of your **comfort zone**
- have different levels of **experience** than you (both more experience, and less experience)
- have experience in a different **industry**
- are **good** at the things that you're **terrible** at

bit.ly/wherewithall-voltron

MANAGER VOLTRON

Pushes me out of my comfort zone	Has more experience than I do	Routinely delegates stretch projects	Other:	Works in a different field/discipline
Has excellent communication skills	Has power and wants to help me grow	Navigates politics well	Gives me helpful feedback	Other:
Other:	Is a great coach	YOU	Has a completely different leadership style	Has a skill set I want to learn



BEING A
SPONSOR

Members of
minoritised groups are
over-mentored, and
under-sponsored

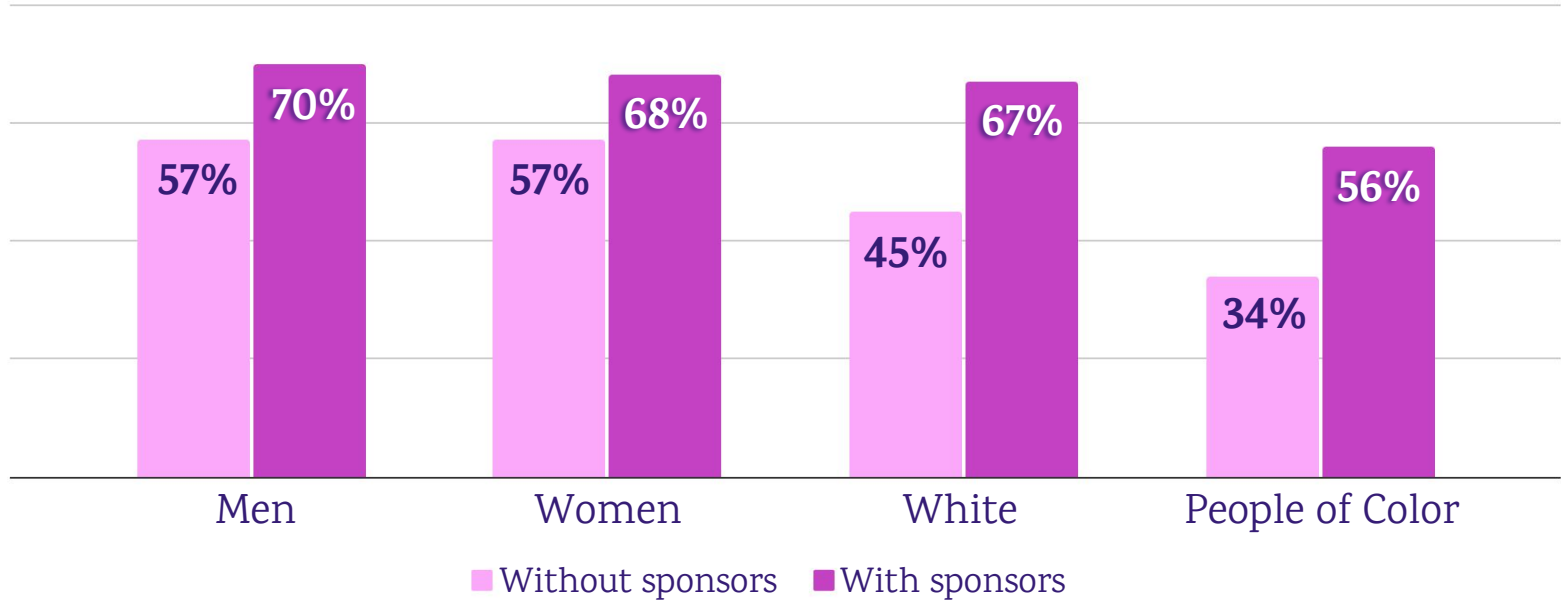
Think about the people you:

- Recently asked for advice
- Referred to work at your org
- Gifted a good book to
- Recently promoted, or suggested should work on a big project

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Employees in large companies who are satisfied with their rates of advancement



Sylvia Ann Hewlett with Kerrie Peraino, Laura Sherbin, and Karen Sumberg: The Sponsor Effect: Breaking through the Last Glass Ceiling (Cambridge: Harvard Business Review, 2010); Sylvia Ann Hewlett, Maggie Jackson, and Ellis Case, with Courtney Emerson, Vaulting the Color Bar: How Sponsorship Levers Multicultural Professionals into Leadership (New York: Center for Talent Innovation, 2012).

With a sponsor, women in science, engineering, and technology fields are:

- **70%** more likely to have their ideas endorsed
- **119%** more likely to see them developed
- **200%** more likely to see them implemented

Examples of sponsorship:

- **Share feedback with their manager** to support their next promotion or raise
- **Shout out** their work in public settings
- **Recommend** them for highly visible projects
- **Recommend** them for company blog posts, talks at company meetings, open source work

Great teammates
lift the skills, expertise,
and names of those
around them.