

MENTORING PROGRAM



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Program Overview

What is Mentoring?

Mentoring is a 1 on 1 nurturing relationship where an experienced individual (the mentor) provides guidance, advice and support to a less experienced individual (the mentee).

Mentoring is a longer term relationship based on personal shared experiences, that focuses on overall career and/or personal growth of the mentee.

Goals of Mentoring at OLG

1. Create opportunities for employees to connect with OLG's leaders
2. Create opportunities for leaders to get to know diverse talent across OLG
3. Provide equitable access to networks and professional development opportunities
4. Drive employee engagement and retention

The Relationship

The Mentor

A mentor acts as an advisor to the mentee, providing guidance and feedback, and sharing their experiences and expertise as appropriate. Mentors are also champions and cheerleaders, offering encouragement and support to help mentees move out of their comfort zones so they can expand and grow.

The Mentee

The mentee focuses on their learning objectives and desired outcomes. They should devote time to clarifying their professional goals and identifying strengths and areas for development that may be obstacles to their success.

OLG

OLG's role is to pair mentors and mentees based on desired areas of focus, and to provide tools & resources to support strong mentoring relationships.



Mentoring and OLG's Learning Model

Learning at OLG

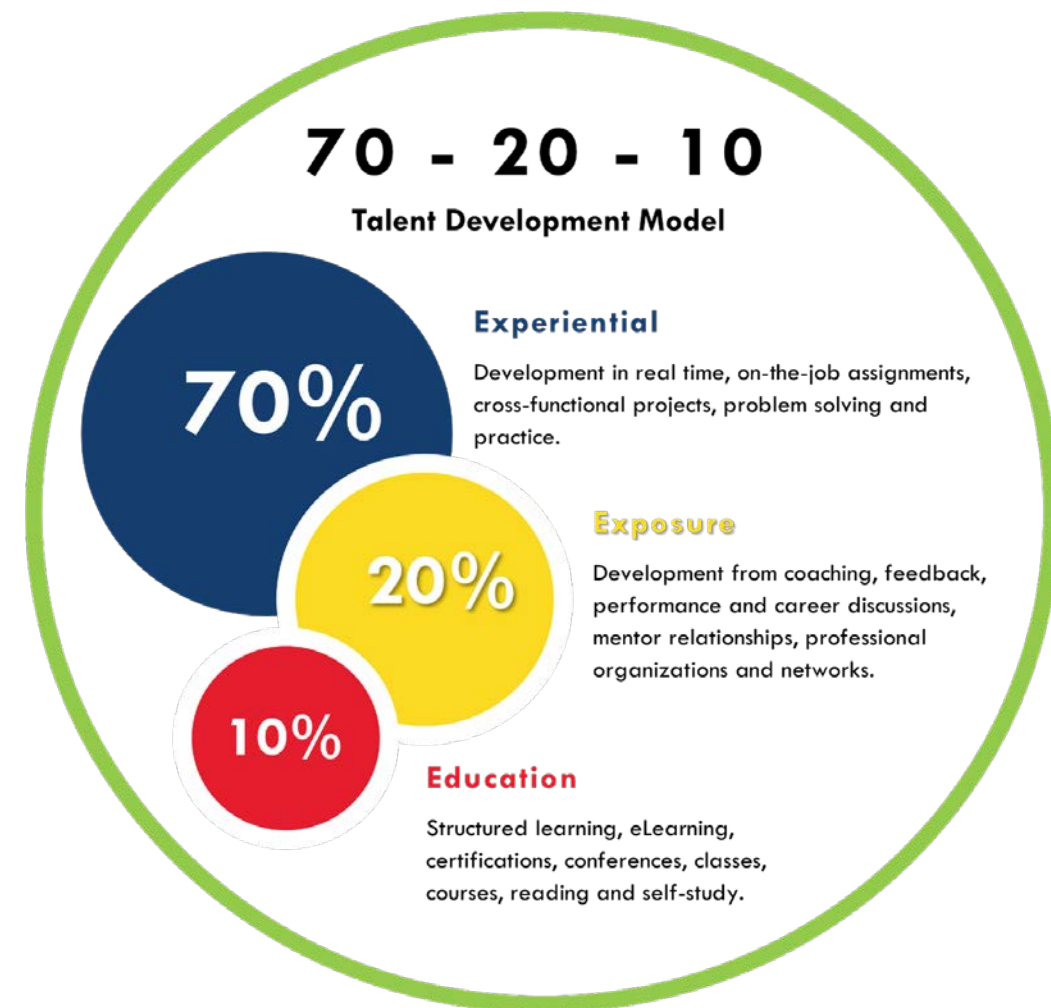
OLG's learning Philosophy is the **70-20-10** approach. Research shows that this philosophy maximizes learning outcomes.

According to this model:

- 70% of what learners retain is related to hands-on experience,
- **20% is attributed to social learning such as mentoring**, and
- 10% is traditional instruction

OLG's mentoring program falls under the "**Exposure**" learning method.

Participating in mentorship is just another great way for OLGers to grow and develop themselves and their careers.



Benefits of Mentoring

Mentoring is a small word that can have a big impact.

Equity, Diversity and Inclusion Benefits:

- Reduces barriers for advancement for historically marginalized groups
- Reduces biases
- Creates opportunity for exposure and access to build relationships and networks

Organizational Benefits:

- Promotes a development culture
- Creates a more equitable and inclusive workplace
- Increases knowledge sharing, driving performance and expanding networks across the business

Personal Benefits:

- Higher engagement
- Decreased stress
- Increase sense of belonging
- Motivation and confidence
- Career satisfaction
- Improve performance
- Increase skill



Mentoring Phase III



1 on 1 Mentoring

Speed
Mentoring &
Other Events

Mentor
Group Share
&
Teams Channel

Resources
&
Support

Application & Selection

Applications

- Accepting applications for both Mentors and Mentees from Sept 25 through Oct 20
- **Mentees** - Max job grade 25. Must be permanent employees with minimum of delivers rating, no current performance issues and minimum of 6 months service
- **Mentors** – Must be job grade 24 or higher level, minimum of delivers ratings and no current performance issues

4 Week
Application
Period

Mentees
Require a
Development
Plan

All Applicants
Complete
Demographics
in Workday



Pairing Methodology

Data Based Matching

We are using data to match mentors and mentees as much as possible. Limit the Bias! Mentees identify competencies they are looking to develop and mentors match their strengths in the same areas. Pairs are suggested based on the best match! Competency themes include:

- Leadership and Professional Competencies

Other Preferences

Without specific direction we will try and mix generations and gender to expand learning from different perspectives. Mentees can however identify other preference which will also guide pairings:

- Desire to be match based on similar demographic
- Match within your division

Selection Committee

The selection committee will finalize pairings after the recommended matches are made based on DATA!

Selection Committee members will consist of: Volunteer from each Employee Resource Group, HR Business Partners, Equity, Diversity and Inclusion Team members and Program Team members



New Sponsorship

Bringing your mentorship to the next level through sponsorship!

Mentorship vs Sponsorship

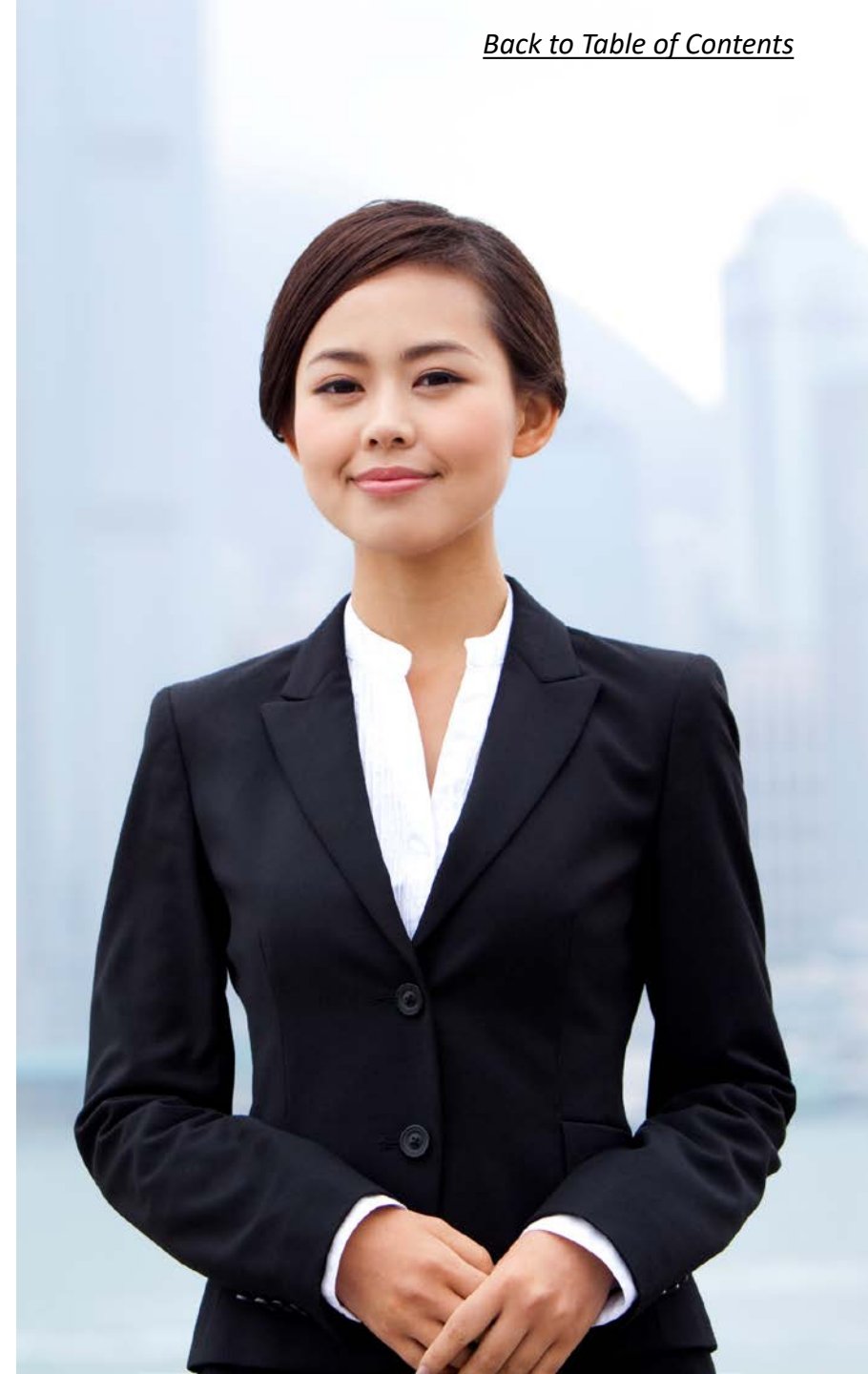
'Mentorship focuses on help that a mentor can provide directly, such as guidance, advice, feedback on skills, and coaching.

Sponsorship entails externally facing support, such as advocacy, visibility, promotion, and connections. Seeing sponsorship as a three-way relationship between sponsors, an individual, and an audience clarifies the difference between it and mentorship.'

The difference sponsorship can make?

- Career sponsorship can help break down barriers to advancement for women and minorities which tend to be structural and rooted in unconscious bias
- Sponsorship is intentional and uses social capital to lift up those who might otherwise go unnoticed
- Sponsorship isn't favoritism or politics. On the contrary, it ensures individuals get what they've worked for and deserve
- Sponsorship alone is not enough to address deep seated challenges with systemic racism, but it is a personal action that all of us can take to make the world a more equitable place

Source – Harvard Business Review – Don't just Mentor Women and People of Colour. Sponsor Them
<https://hbr.org/2021/06/dont-just-mentor-women-and-people-of-color-sponsor-them>
<https://www.keepingupwiththebulls.com/want-to-advance-your-career-get-a-sponsor/>



Ways to Sponsor

Sponsoring others can take many forms. Some ways to sponsor include:

Amplifying

Sharing an individuals accomplishments with others in an attempt to create or increase a positive impression of them

Example: Being aware of an individuals accomplishments and talking about them to others

Impact: When a sponsor shares an individuals achievements, they sidestep the individual having to self-promote and also remove the potential downsides of self-promotion. This is particularly important for individuals who tend to be more modest and humble. In addition, coming from a sponsor with influence, the impact could be greater than self-promotion

Connecting

Creating or enhancing positive impressions of an individual and increase their visibility

Example: Introducing an individual to senior leaders or inviting them to exclusive events or meetings

Impact: When a sponsor connects an individual they create a positive impression through association. A halo effect! This could include actively facilitating new relationships for the individual, giving them access to people they may otherwise not be able to meet

Boosting

Increase others' expectations of an individuals potential and readiness for advancement

Example: Formally nominating an individual for specific opportunities, writing a letter or recommendation etc.

Impact: When sponsors boost an individual they stake some portion of their own reputation on advocating about the individuals future success. Boosting can hold weight because the sponsor can appear to be a more objective opinion about how the individual will perform

Defending

Reverse or neutralize uncertainty or negative perceptions of an individual

Example: Challenging others' negative perceptions of an individual

Impact: This can be one of the most effective sponsorship tactics and can also be the most costly for sponsors as it involves challenging attitudes and beliefs of others. Defending is critical for women and members of historically marginalized communities, because of the often biased ways in which they are viewed

Amplifying

Boosting

Connecting

Defending

Sponsorship and Phase III



How does Sponsorship fit into Phase III?

- There is no requirement to sponsor an employee as a part of Mentorship at OLG
- Our goal is to bring awareness to the benefits of sponsorship and the different ways individuals can be sponsored
- Ultimately, we hope to increase the amount of sponsorship and advocacy from men and women in positions of authority, to provide equal opportunity for promotion, advancement and career progression for OLGers

How does Sponsorship work?

- For sponsorship to be effective it must be authentic
- Frequently sponsorship happens organically but leaders can take intentional steps to find individuals they'd like to sponsor
- A leader can sponsor their mentor or someone else in the organization

What should a leader look for in an individual to sponsor?

- Strong performance (this is table stakes!)
- Trustworthiness
- Someone who admires the company and believes in the mission
- A team player
- Also, you could look for someone from historically marginalized groups who may not have the same exposure or opportunities as others

Timeline for Mentoring Phase III

