



# Network Mentor Programme

AN ALL-IRELAND CROSS-COMPANY, CROSS-SECTORAL MENTORING INITIATIVE



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Shaping and Inspiring  
Business Leaders



# IMI Network Mentor Programme

Mentoring is a critical leadership development opportunity and a key element of any human capital strategy designed to attract, retain, develop and maximise an organisation's key talent capability.

This cross-company and cross-sector mentoring programme, in association with 30% Club Ireland, benefits mentors, mentees and their organisations. Although particularly supportive of women, all genders are welcome and encouraged to participate.



## Benefits to a Mentee

### Opportunity to Develop and Practice a more Personal Style of Leadership

- The mentoring process can help mentees increase awareness of personal biases, assumptions and areas for improvement.
- Mentees will gain access to experience; the mentors have developed their own careers and can share how they sought opportunities and overcame challenges, thus fast tracking the mentee's progress.

### Enhanced Career Development

- Becoming a mentee can bring a renewed enthusiasm and satisfaction for their role and help them achieve their professional goals.
- Participation enhances the mentee's confidence in dealing with challenges and provides support during times of change and transition.



## Benefits to a Mentor

### Broadened Perspectives

- The mentee's perspective may be very different to that of a mentor. Discussions may provide opportunities to see through different eyes and cause mentors to re-evaluate and behaviours.
- It can also help boost the mentor's own motivation and job satisfaction.

### Increased Peer Recognition

- Through participation in the process, mentors can also develop their own interpersonal skills and increase their visibility and reputation within and beyond their own organisation.
- Mentoring provides an opportunity to demonstrate leadership by committing to developing people.



## Benefits to the Organisation

### Expanded Networks

- The mentoring programme builds relationships within a wider pool of people across various organisations and helps expand the organisation's professional networks.

### Talent Management

- The programme supports the organisation's talent management plan to attract, retain and develop leaders along with building mentoring capabilities.

# Key Information

## Key Programme Objectives

- To deliver a cross-company, cross-sector mentor network that will complement existing programmes in the Irish market and within individual organisations.
- To bring together experienced leaders and high potential individuals – focused on professional and personal development.
- To enhance leadership capability in your talent pool.

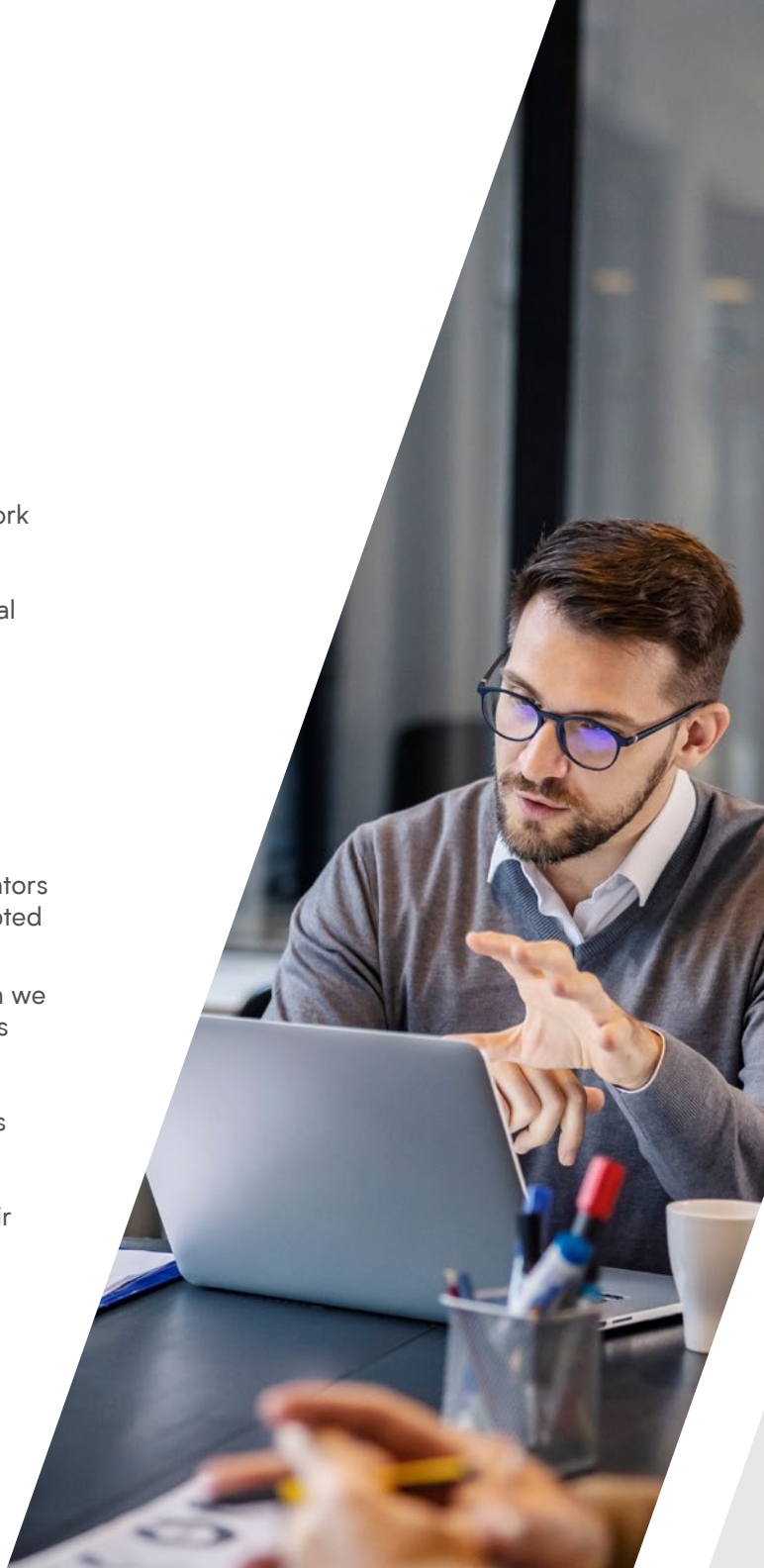
## Robust and effective matching process

Participating organisations should nominate at least 2 mentors and 2 mentees (one cohort), up to 3 cohorts can be accepted per organisation (additional fees apply).

\*At least 50% of mentees must be women, and in addition we encourage you to nominate as many women as possible as mentors.

**Mentees:** High potential individuals your organisation feels would benefit from this unique opportunity.

**Mentors:** Senior executives with strategic remit within their organisation.



"The IMI / 30% Club mentoring programme is celebrating 10 years and continues to be Ireland's leading cross sector mentoring programme. The benefits of engaging in mentoring for both the mentee and the mentor are profound. Leaders tell us how engaging with high potential individuals brings them a different perspective and both parties benefit from taking the time to share experience and thoughts. We have seen many great leaders emerge from this cross-sector programme."

Elizabeth Sheehan,  
Country Lead  
30% Club Ireland



# How does the Network Mentor Programme Work?

## Participant Selection

The mentor to mentee ratio is one-to-one and there must be equal numbers within each layer of the mentoring programme. Our recommendation is that mentors and mentees volunteer to take part in the programme and are then selected by their organisation based on internal criteria. It is critical that all mentors and mentees are committed to the programme and are prepared to make the time to meet with their selected mentor/mentee.

## Timings

This programme will run for a 12 month period.

## Meetings

One-to-one virtual or in-person mentoring meetings take place at a minimum every six weeks for 1-2 hours. We encourage monthly meetings in order to build up sufficient momentum over the twelve-month period. The onus is on mentees to schedule these meetings.

## Administrative Practicalities

Each organisation nominates a Key Contact and Organisational Sponsor. The Key Contact is the point of contact between their organisation and IMI for the duration of the programme. The Organisational Sponsor, who may be a member of the senior leadership team, acts as a champion for the programme and can help ensure a focus is placed on successful mentee/mentor engagement.

## Events

The IMI provides participants with access to leadership development events.

## Confidentiality

Confidentiality is a critical component of this programme. We ask participants to respect confidentiality and existing employment relationships.

## Feedback Process

Regular surveys are issued to all stakeholders to gauge how the mentoring experience is progressing.

## Facilitation of “No Blame Divorces”

IMI works closely with organisational sponsors / key contacts to monitor the ongoing mentoring relationship to ensure it functions effectively, to the mutual satisfaction of both mentor and mentee. IMI will facilitate “no blame divorces” and look to rematch both parties if required.

# Profile of a Mentee

High potential individuals your organisation feels would benefit from this unique opportunity.



## Commit

between 1-2 hours monthly during the programme for meetings with a mentor.



## Attend

our in person launch event plus several online and hybrid events throughout the year.



## Provide feedback

touch base with the Organisational Sponsor / Key Contact throughout the programme to update and provide feedback.



## Be pro-active

and reach out to their mentor to schedule sessions – it is the responsibility of the mentee to schedule meetings.



## Be clear

and honest with their mentor about their expectations.



## Complete

online mentoring experience surveys as required.

# Profile of a Mentor

Mentors are individuals with extensive professional experience and a strategic remit within their organisations. Mentors will work on a one-to-one basis with a single mentee only.



## Commit

between 1-2 hours monthly during the programme for meetings with a mentee.



## Attend

our in person launch event plus several online and hybrid events throughout the year.



## Provide feedback

touch base with the Organisational Sponsor / Key Contact throughout the programme to update and provide feedback,



## Build trust

be supportive yet challenging, and treat all discussions as confidential.



## Use your skills

and experience to help mentees find their own solutions rather than prescribe answers.



## Complete

online mentoring experience surveys as required.

# More about Mentors & Mentees

Tips for recruiting Mentors / Mentees to this programme:

- The motivation level of participants to actively engage in this programme must be gauged in advance to ensure effective participation.
- Focus on key benefits to be gained from programme participation.
- Provide some rationale as to why an individual has been selected for this programme (e.g. level of expertise & experience, future potential).
- Provide advanced notice of the agreed programme start date.
- Provide upfront information regarding the IMI and the 30% Club in Ireland.

## Networking Events

IMI will be seeking volunteers from participating organisations to host networking event for participants during the programme.

It is a chance for the organisation to showcase its commitment to talent development and leadership. The participating organisation will cover all costs involved in delivering these events. IMI will providing a structure and frame for the event, support in promoting the event across the mentor and mentee network and issue event reminders (email). IMI will also support in devising an overall theme for the event and sourcing speakers, if required.



"It's a privilege to work on a programme that has such an impact on both mentors and mentees through it's unique blend of public and private sector organisations participating on a cross industry and cross functional basis.

The feedback from participants shows that it really does create a special space for everyone to grow and thrive."

Gary Berney,  
Head of Marketing & Membership  
IMI



# Role of the IMI

Working in partnership with the 30% Club IMI will manage the end-to-end roll-out and administration of this programme over 12 months.

The IMI has appointed Programme Managers to act as a central interface between programme participants (Organisational Sponsors, Key Contacts, Mentors and Mentees) and the 30% Club.

The IMI will also deliver a schedule of hybrid events throughout this period aimed at enhancing the personal and professional development of programme participants.

"Creating time and investing in myself by attending the IMI mentor programme was invaluable to me over the last 12 months. My mentor pairing was aligned to my industry and their wealth of experience and openness allowed me to have honest and insightful conversations. I'd recommend taking part in the programme to help with your personal growth and to identify ways to progress in your career."

**Fiona Ennis,**  
Head of Underwriting Strategy & Planning  
FBD Insurance

"The Network Mentor Programme was rewarding and enjoyable. My mentor was very experienced and offered extremely useful insights and practical advice. It was great to have a sounding board outside of my organisation and to have an external perspective to aid my career development. The IMI sessions were also a superb support, and it was helpful to build an external network through the IMI."

**Cathal Feeney,**  
Senior Manager  
AIB

"At PwC, we focus on supporting our people to be the best they can be through innovative learning approaches. The 30% Club Ireland programme complements our L&D strategy. It provides a great opportunity to develop our future leaders by giving external perspective through the company mentors and mentees."

**Mary O'Hara,**  
Organisational Sponsor and Partner  
PwC





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