



Reciprocal
Mentoring
Lab

Mentoring Across Gender

The Workplace's Untapped Potential

Greatheart
CONSULTING

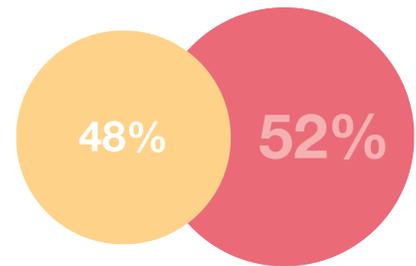
Gender Disparities in Organizational Roles

In order to remain competitive in today’s marketplace, companies must attract and retain the best talent. Attracting talent across all differences—gender, race, ethnicity, and more—is critical as diversity leads to better business results [5, 8,10]. For example, **organizations that are more diverse experience higher levels of sales revenue, more customers, increased market share, and increased profits relative to competitors** [5]. Additionally, organizations that have more diverse boards perform better financially [3].

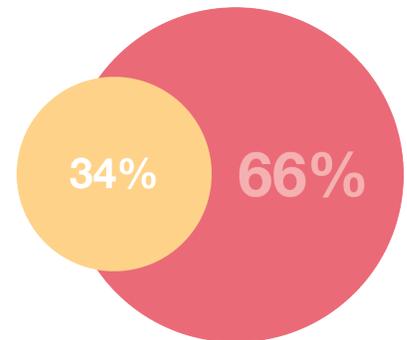
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However, many companies struggle to keep their workplaces diverse across their talent pipelines. One way to examine this is through the lens of gender, and this effect is exceptionally drastic in senior leadership roles. For example, a recent study by LeanIn and McKinsey surveyed over 279 companies (over 13 million employees total) and found that **48%** of women are in entry level positions in the talent pipeline, while only **34%** occupy Director roles and only **29%** occupy VP roles [7]. This effect spans all industries. This demonstrates how most organizations struggle to retain and promote diverse talent in senior roles as the representation of qualified women plummets at top leadership roles. The absence of women in senior leadership roles is a real problem if you are a company trying to retain the best talent.

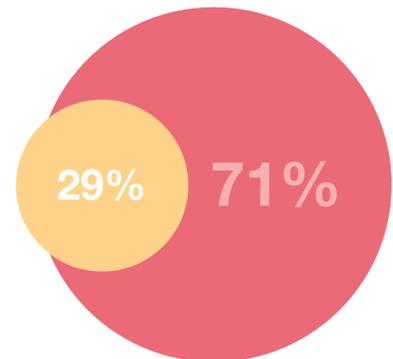
■ Women ■ Men



Entry Level Positions

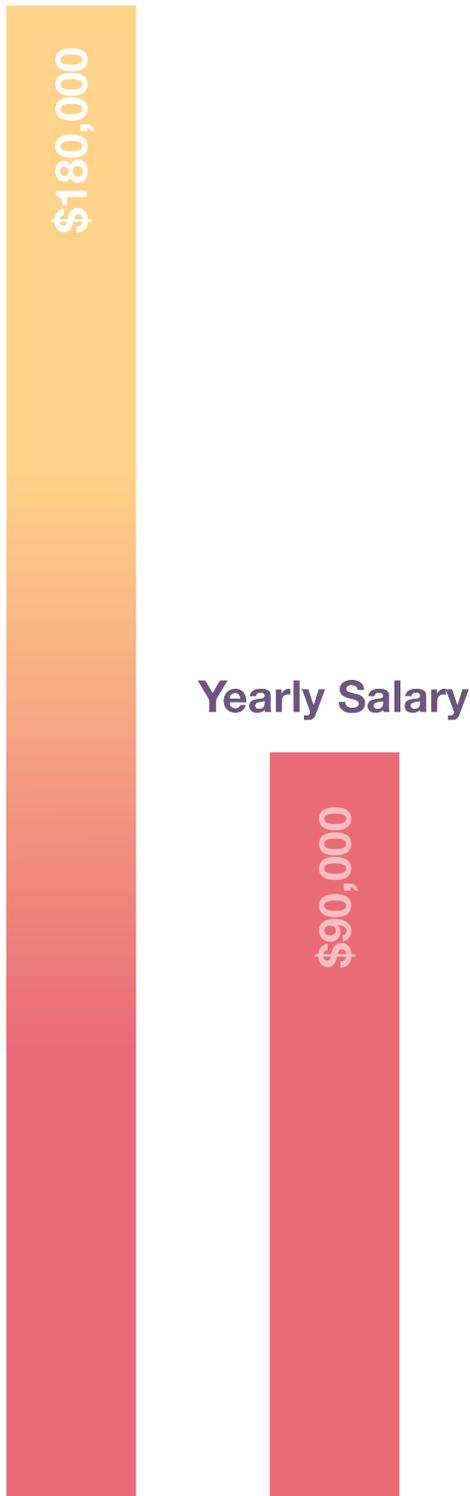


Director Roles



VP Roles

Potential Turnover Cost



The Price You Pay

When women leave, companies lose. Companies are experiencing extremely high turnover costs due to their inability to foster a workplace culture of inclusion and diversity of thought. Of the women that companies are able to attract and hire, many leave at greater rates due to work environments that are biased towards inhibiting women from progressing to higher leadership roles [11, 12]. In an average organization, women are 18% less likely to be promoted to manager as compared to men [7]. This is something every organization needs to address.

In general, turnover can cost a company **90% to 200%** of an employee’s annual salary [1]. For example, for an individual that makes \$90,000 annually, their turnover could cost the organization **\$81,000 to \$180,000**. If 10 employees leave that same year, this could cost nearly **\$2 million!**

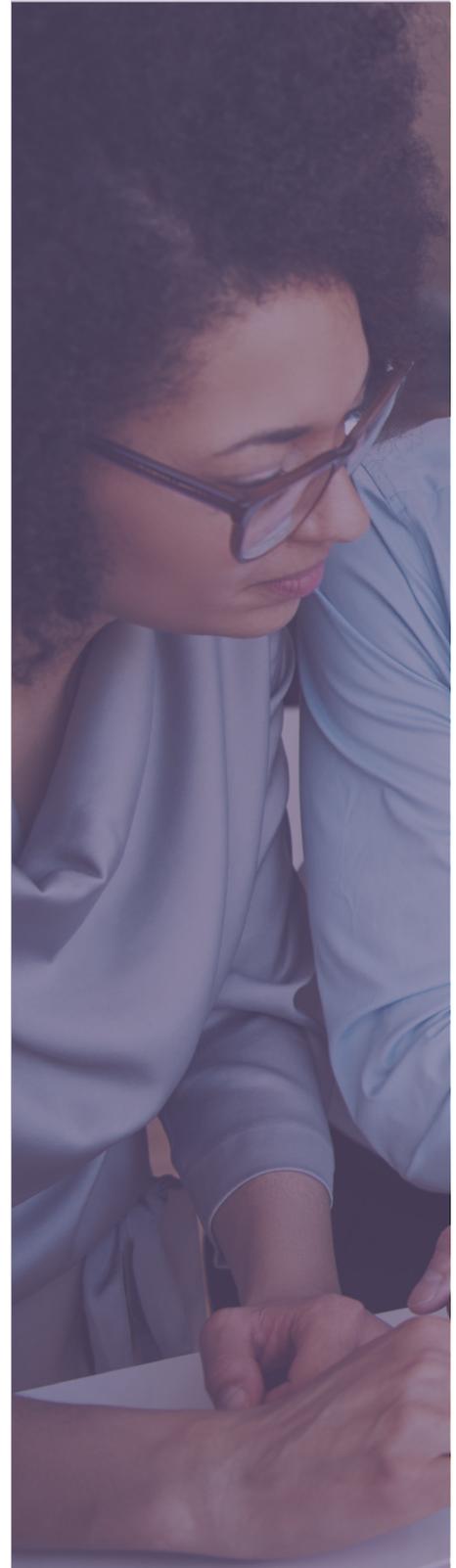
Beyond direct financial impacts, turnover also causes organizations to experience lower productivity rates and lowered workforce diversity [4,6]: additionally, employees that leave to work for competitors can undermine their previous organization’s competitive advantage [2].

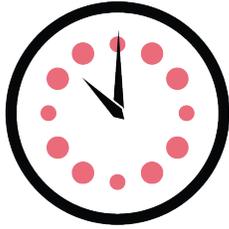
Putting Mentorship into Action

Retain talent and build a more inclusive culture through reciprocal mentoring

Fostering reciprocal mentoring relationships across gender is a powerful solution. Beyond just the benefits that a mentoring relationship has to offer, mixed-gender reciprocal mentoring enables both the mentor and mentee to learn and grow professionally across gender. Specifically, the mentoring pair is able to leverage their differences in a way that allows them to learn from one another and develop their professional opportunities. The reciprocal nature of the relationship is critical for fostering healthy environments of inclusion across all difference. When individuals are committed to learning from each other, the results speak for themselves—employees stay longer, get promoted faster [9], and build their brand as inclusive leaders. In other words, when companies invest in developing reciprocal mentorships across gender, they will retain talent and build more inclusive cultures.

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The Lab consists of an **in person workshop** as well as **pre and post workshop** assessments, webinars, and other learning tools.



For a group of up to 35 mixed-gender mentoring pairs, each open to humbly committing to mutually beneficial growth and learning.



A transformative program equips these leaders to think and lead more intentionally as they build a more inclusive professional culture.

Bring powerful reciprocal relationships to your organization

By sending mixed-gender mentoring pairs to the Reciprocal Mentoring Lab (RML), you can bring effective reciprocal mentoring relationships to your company. The RML is a transformative learning process for mixed-gender mentoring pairs at the director level and above (e.g., the mentee manages managers). Through the RML, mentoring pairs prepare together, work with a world-class faculty, attend an in person workshop, and lead with greater intention and integrity. Additionally, mentoring pairs continue their learning back on the job through support from the RML faculty and additional online resources. Ultimately, this supportive experience equips men and women with the skills, tools, and a broader perspective to be the start of an organizational culture shift about what professional relationships across gender (and other dimensions of difference) really should look like.

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