

Progression:

How do you create the right environment for success?



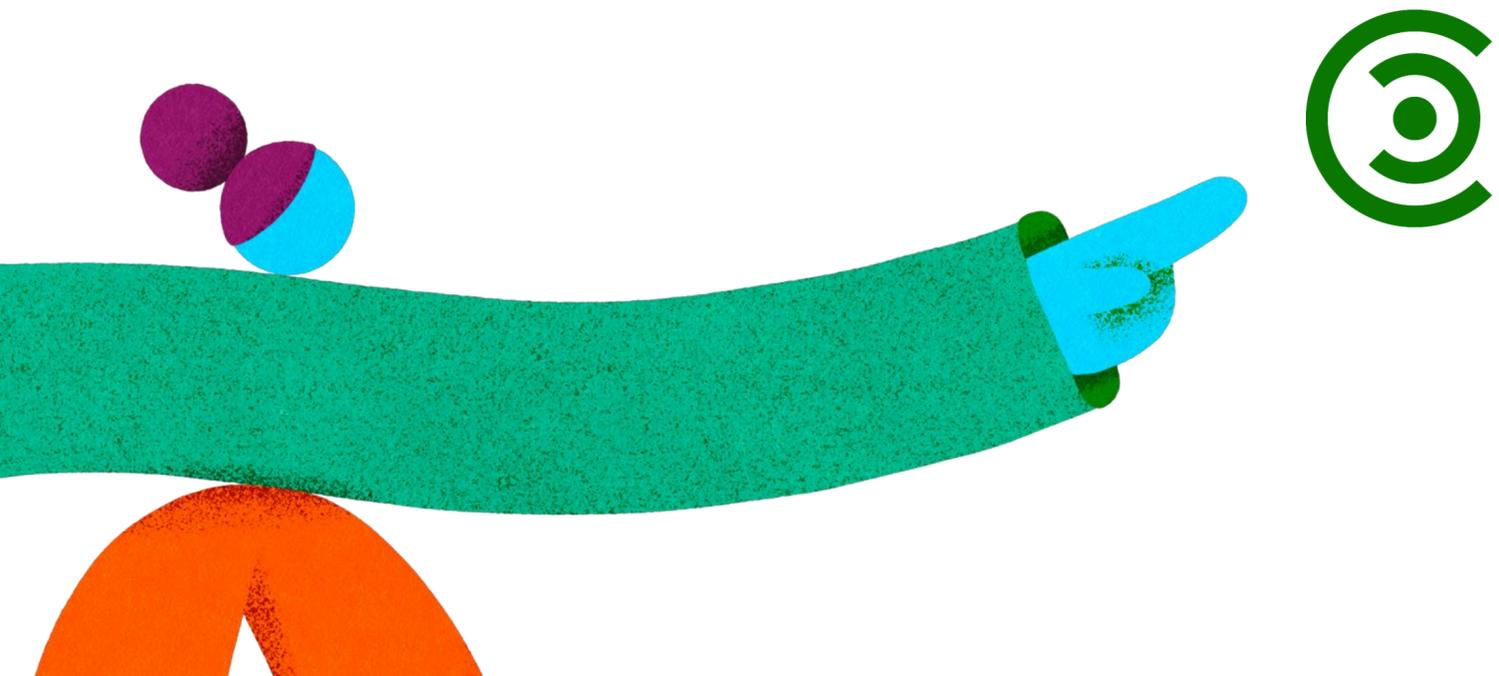
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Socio-Economic Taskforce on
Progression & Retention



We are Connectr.

For businesses where people belong.

Connectr helps your business build a sense of belonging with all people, from candidates to employees, and creates a culture where everyone is included.



Kennedys



C L I F F O R D
C H A N C E

nationalgrid



Why the focus on progression & retention

1

Access
improving

2

But an existing
belief “if sort
recruitment
then rest take
care of itself”,
yet....

25% slower in FS

1.5 years slower in Legal

3

Risks with lack
of belonging &
Inclusion

4

‘Leaky bucket’
or
Wasted effort

5

The ‘Great
Resignation’

The growing crisis

There are

24.4m

full-time UK employees.

Just **34%**

of these feel like they completely belong with their current company.

This means

16m

UK employees are suffering from alienation in the workplace.

72%

of those who don't feel like they belong are considering leaving their role within the next 12 months.

This equates to

11.5m

UK employees are seriously reconsidering their current roles.

To respond to this crisis...

**Need to focus on
Belonging & Inclusion**

Some themes as to what works from Taskforce 121 Interviews & Roundtables



More
Sponsorship
& Ally-Ship



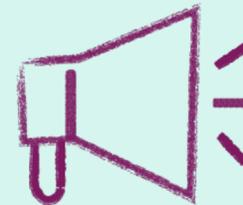
Give
Managers the
tools



Need for SM data
on progression
(Taskforce survey)



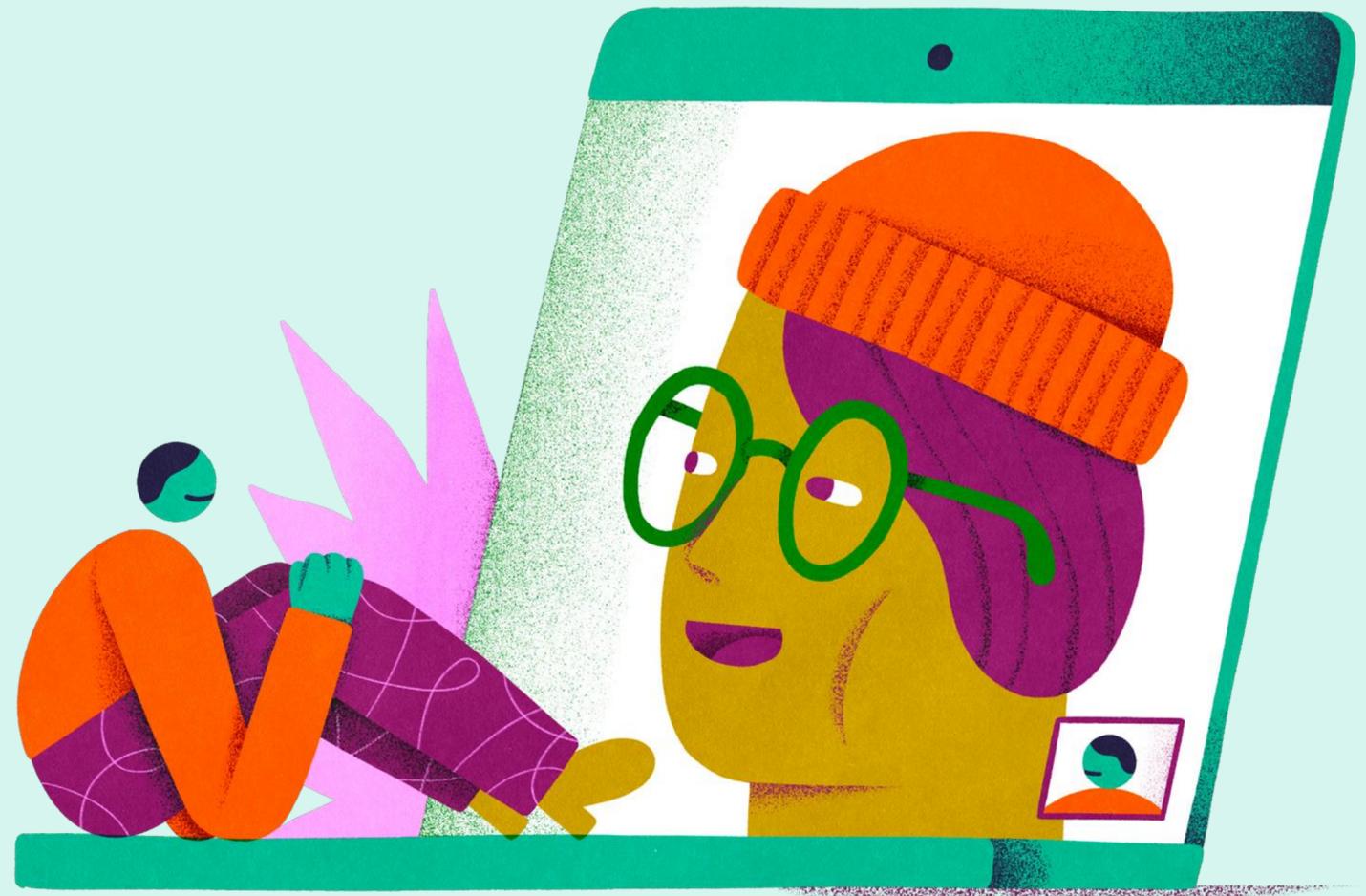
More Mentoring
Incl Reverse &
Cross company



More Storytelling
& Role Models
(use of video & podcasts)



Why mentoring 'with purpose' for progression?



The impact of 'Mentoring with Purpose'

Leading to greater inclusion by championing the progression and retention of all talent.

1

Senior leaders and the 'luck' they experienced.

2

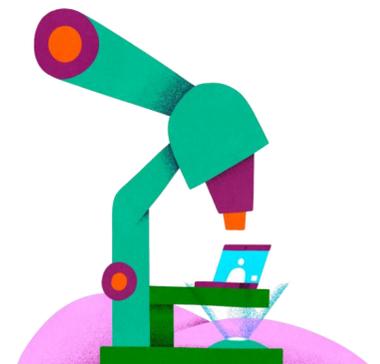
Mentoring programmes **boost minority representation at management level by between 9% and 24%** (better than any other diversity initiative).

3

The same study found mentoring to also dramatically **improve promotion and retention rates for minority groups and women by** as much as 38% as compared to non-mentored employees.

4

79% of millennials see mentoring as crucial to their career success – and by 2025, millennials will make up over 75% of the workforce



'Mentoring with Purpose' for progressing and retaining all talent

X5

Mentees are promoted 5 times more often than those without mentors

6 TIMES

Mentors themselves are 6 times more likely to be promoted



For Sun Microsystems – **Retention rates were significantly higher for mentees (72%) and for mentors (69%)** than for employees who did not participate (49%)



For TfL and Fujitsu **cross-company mentoring programme** – participants received a **10% salary increase** and **54% of mentees** have been **promoted** or have moved roles

89% of those who have been mentored will also go on to mentor others.

The risk with 'traditional' mentor programmes is 'marginal mentoring'

- Where mentoring is for the few, not the many
- Disengaged and / or untrained mentors
 - Poor mentoring is worse than no mentoring
- Not correctly resourced or evaluated
- Poor and slow mentor-mentee matching
- Lack of recognition for mentors



Key elements to 'Mentoring with Purpose'

- [Podcast](#) as part of Re-Imagine Law Series
- With Tim Smith at BCLP, Elizabeth Robertson at Skadden Arps & myself!

Importance of Mentor
matching & choice

Clear objectives with
every 'relationship'
& must measure
impact

Train your mentors

Technology as an enabler
don't need 'contacts' (fair access)
& at scale

Thank you

Can access copy of our latest Belonging Research in Conference 'Resources'

Questions and discussion on

Bridge Group Research

'Mentoring with purpose'

Role models

Fair Work Allocation

Fair Access to Development Opportunities

and the other themes...



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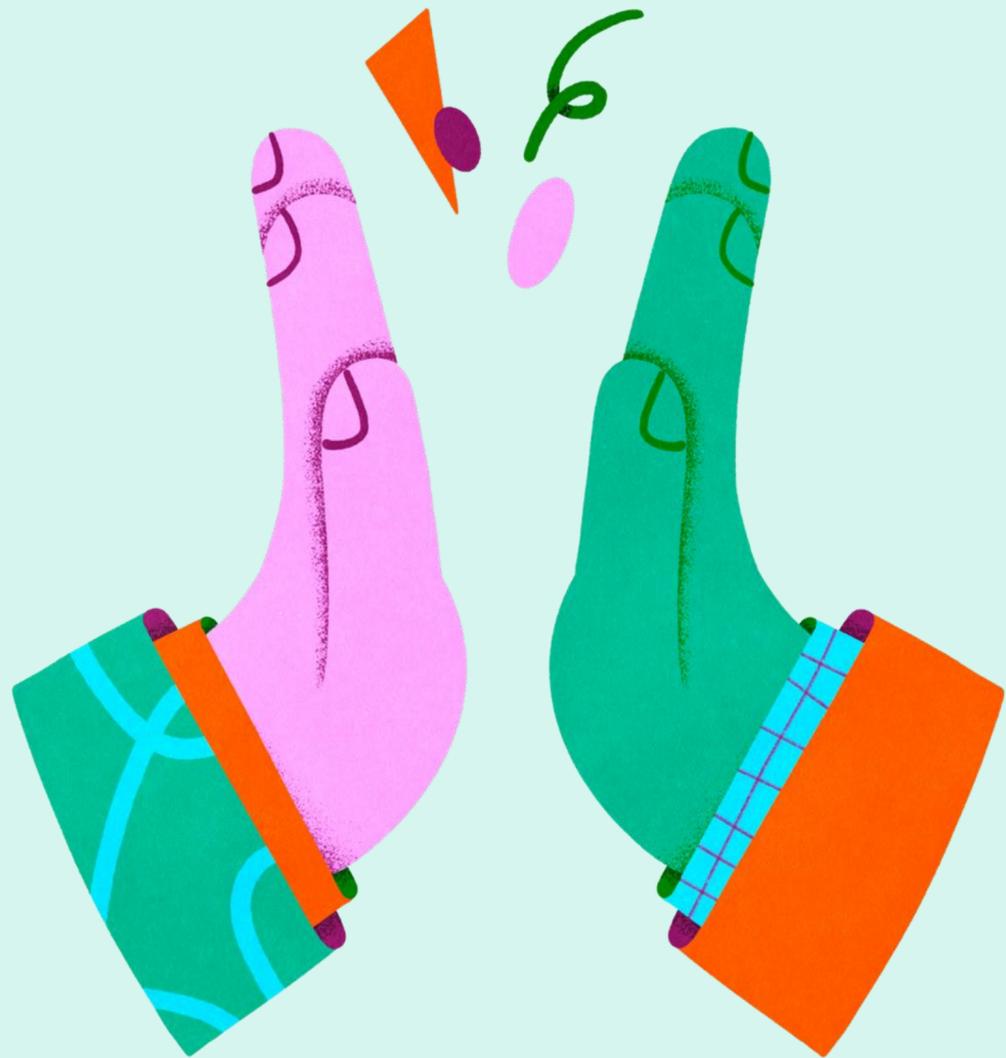


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The brilliance of belonging

When people feel a sense of belonging:

- **46%** feel more motivated
- **41%** feel more loyal to their employer
- **40%** feel more engaged with their role
- **24%** feel more ambitious to progress in their role within the company

This oversight is dangerous.

So, why aren't corporates paying more attention to belonging?

The Inclusion Delusion

“The self-perception trap is one of the biggest challenges leaders face. Two-thirds of leaders are less inclusive than they think they are.”

Dr Rachel Cuba-Wilkinson,
Senior Consultant,
The Myers-Briggs Company

Source

66%

Of leaders overestimate their inclusion efforts

80%

Of organizations say their inclusions strategy is ineffective

86%

Of Millennials and Generation Z say inclusion strategies influence who they want to work for

Which is why 'mentoring with purpose' is needed

"The essence of mentoring lies in a purposeful partnership between the mentor and the mentee, based on mutual trust and responsibility, which leads to learning and development."

Baran & Zarczycki, 2021

