



Building Cultures of Inclusion: Lessons from AWARD's Mentoring Program

CGIAR Diversity and Inclusion Conference
Nairobi, Feb 2017

Purpose

- Mentoring is believed to be a tool for change-building cultures of inclusion.
- But there isn't much evidence shared on what works (and how) in mentoring.
- AWARD has learned a lot on mentoring and we want to reflect with you.

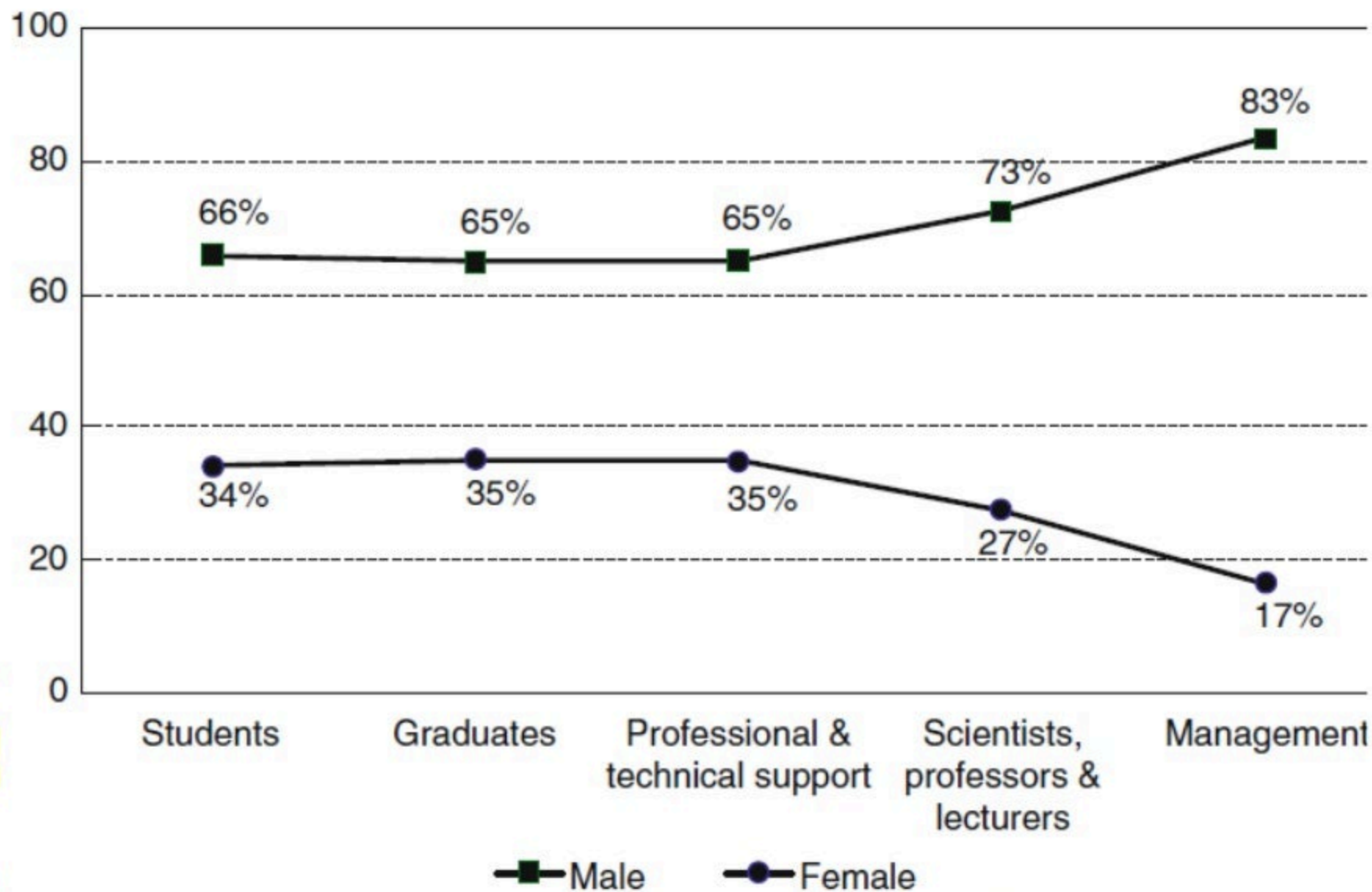


Outline

- About AWARD and Empowerment model
- The mentoring program-design
- Factors affecting mentoring success
- Outcomes (benefits to fellows, mentors and fellow-mentees)
- Gallery walk and group discussions



Why AWARD: Where are the women in ARD?



Empowerment: Agency



An individuals' own capabilities



An opportunity Structure

The AWARD Fellowship

70 two year-long, non-residential fellowships annually

Advancing **Science** skills

Developing **Leadership** capacity

Fostering **Mentoring** relationships

Bachelors, Masters, Doctoral levels



Global Partnerships to Build Advanced Science Skills



Dow AgroSciences



EMORY
UNIVERSITY



Investing in Africa's Leading Agricultural Scientists



Are Leaders Born or Made?



Mentoring



Fellow's
Mentee

AWARD
Mentor

AWARD
Fellow



African Women in Science Empowerment Model

(AWSEM)

Power from within



Power to do



Power over



Power with



Power to empower



Rating rubric for the evidence per expression of power for each fellow

Compelling

Impact story gives more than one verifiable and preferably precise example of the change that was brought about (or one overwhelmingly convincing story), and gives a clear indication that AWARD has contributed.

Convincing

Impact story reflects change in a convincing, although not necessarily inspiring, manner. It gives at least one verifiable example of change.

Lackluster

Impact story is not convincing. It does not give clear, verifiable examples, and/or does not connect change to AWARD's influence.

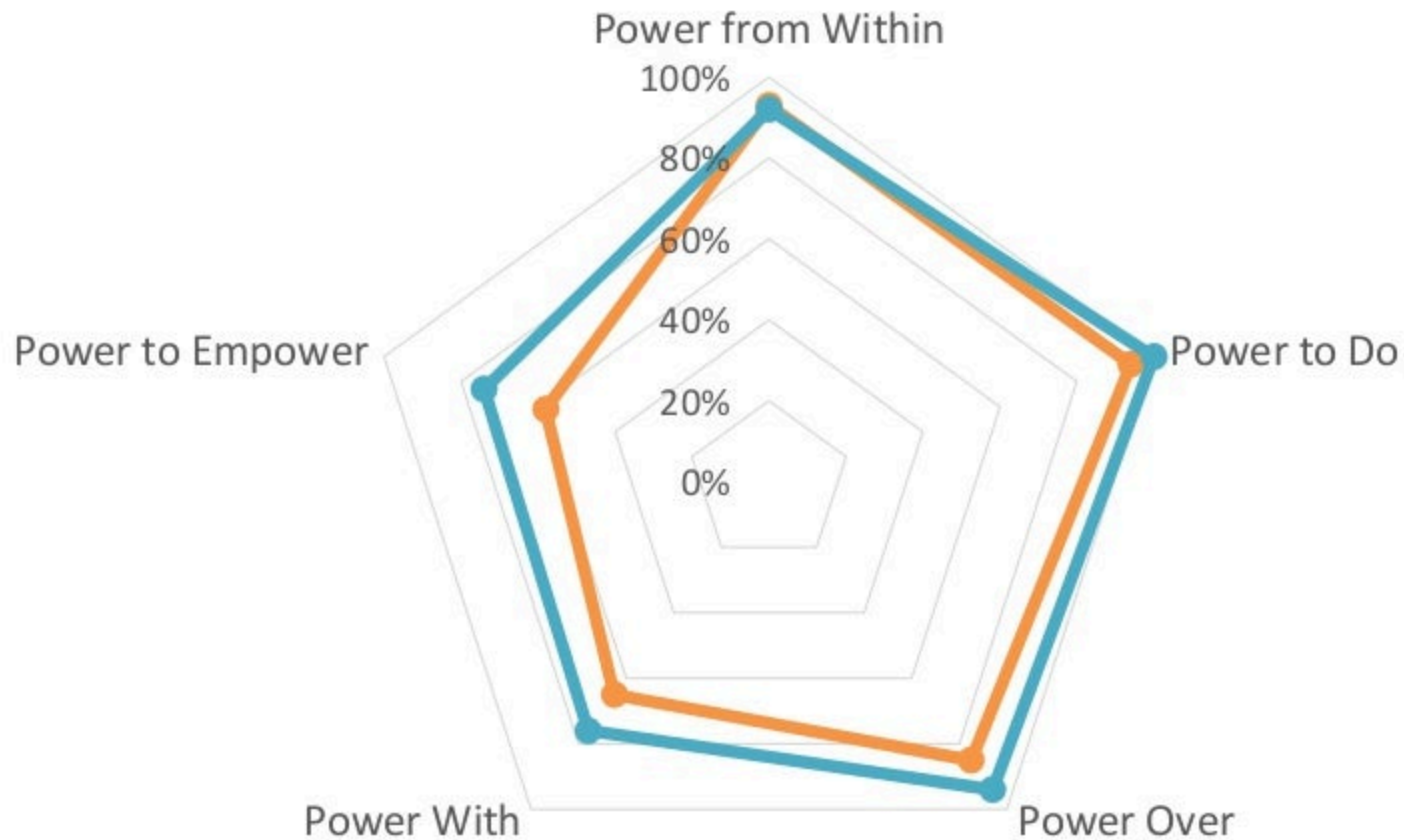


Sample story

“The MOW found me at cross-roads where it was very difficult for me to decide whether I wanted to go into development or research. I totally lacked confidence in joining research as I was not confident about writing scientific publications. After the MOW, I met repeatedly with my mentor and finally we agreed on a purpose road map that could help me transition from development to research. With hard work and sticking to my road map which I revised regularly, I have two more positions above my current status to achieve my dream position. I also have written some publications and other communication products that have beefed up my confidence. I also worked a lot on networking and I am now significantly visible, you can easily see me by googling my name - this was never the case before!”



Expression of gains in power (compelling/convincing impact stories)



Mentoring



Components

- Mentoring Orientation Workshops
- Purpose Roadmaps
- Mentor-fellow meetings (mentoring)
- Fellow-mentee mentoring
- Regional Progress meetings



LESSONS ON MENTORING FACTORS THAT INFLUENCE THE RELATIONSHIP





**Shared
Research
Interests**



Commitment

**Geographic
Proximity**



Personality



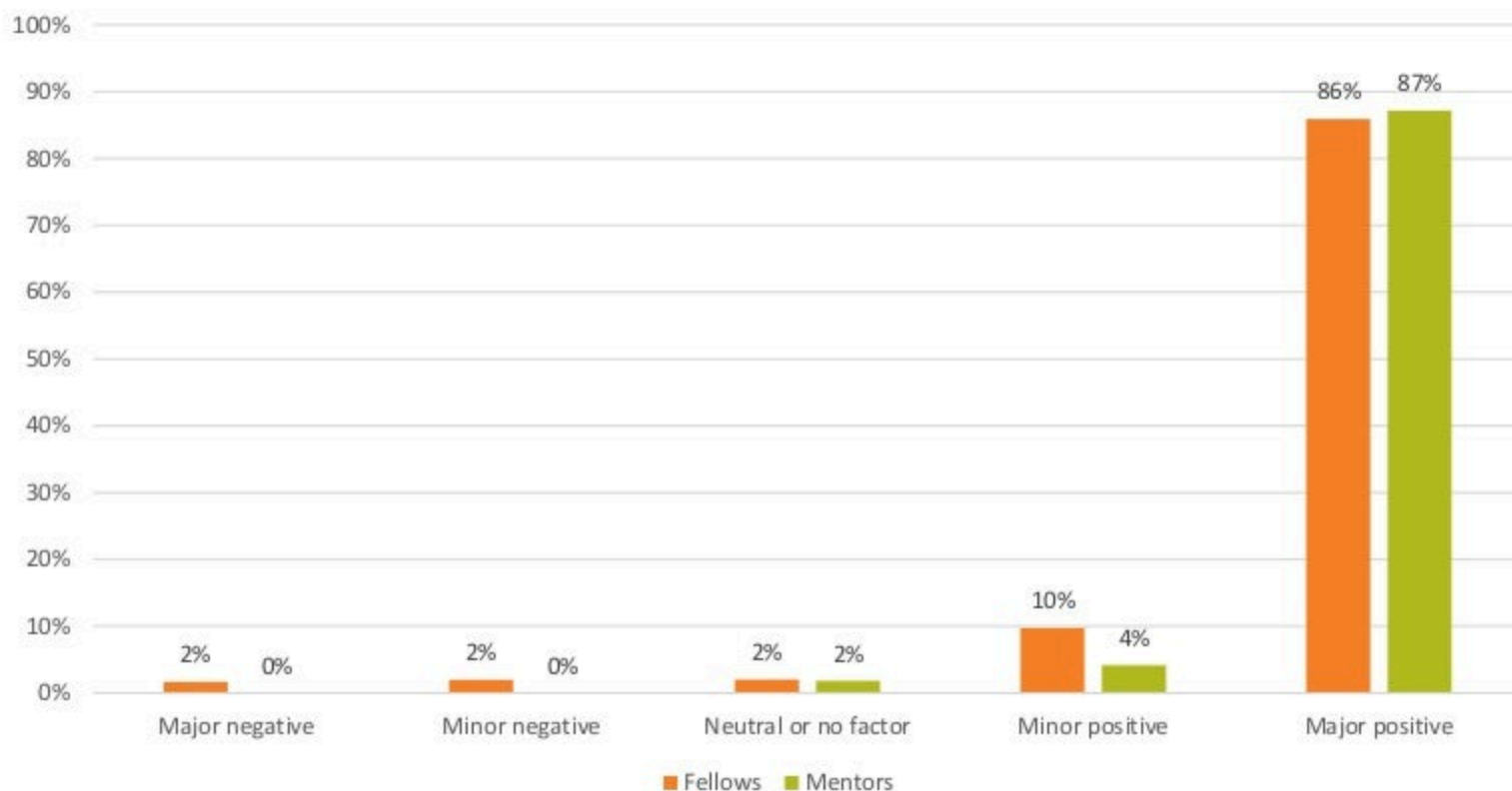
FACTORS CONTRIBUTING TO SUCCESS



Commitment

A fundamental ingredient

Commitment seen as crucial by fellows and mentors
Bi-directional commitment needed



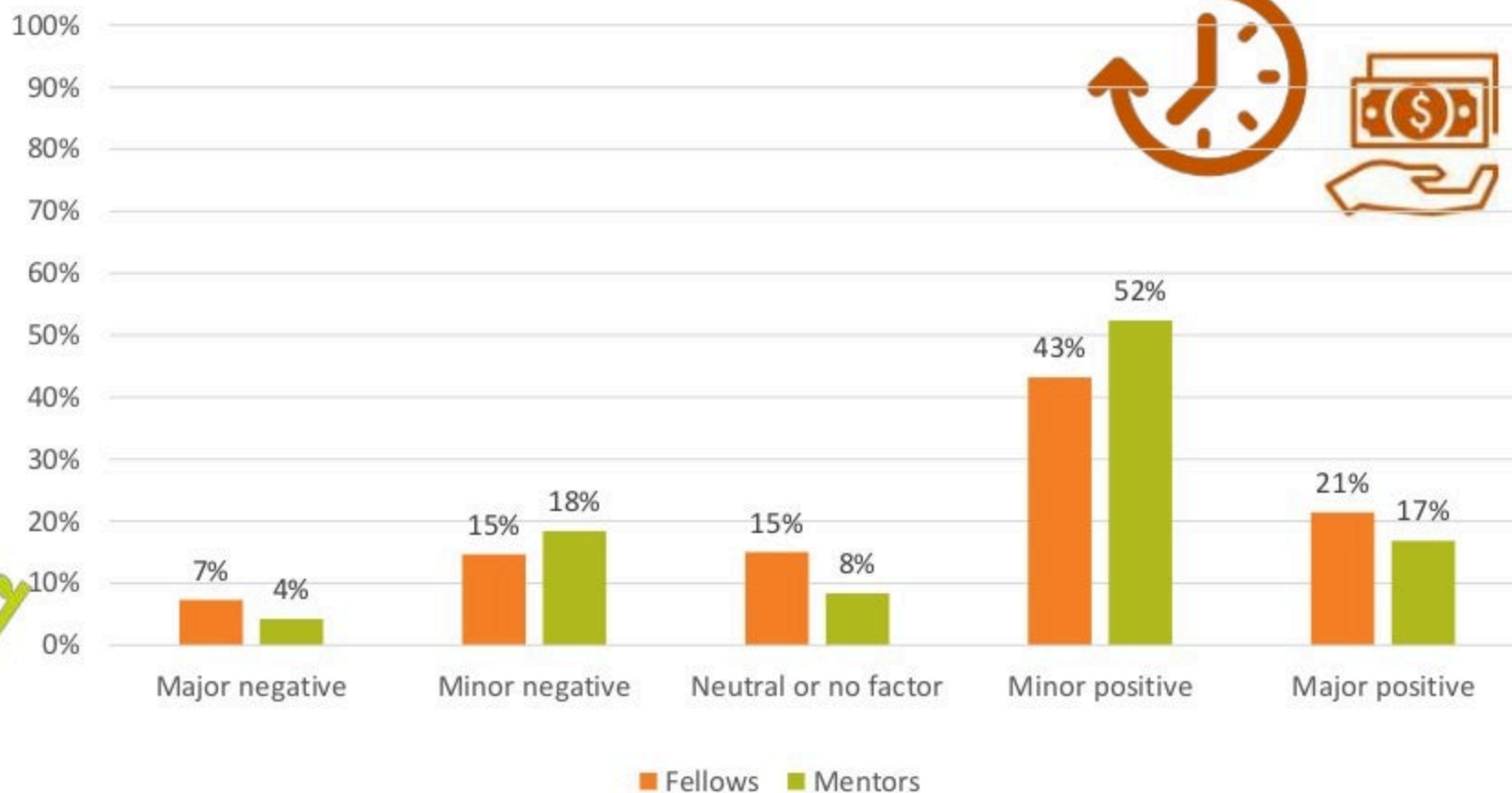
Geographic Proximity

Strongly argued for, not critical



Face-to-face interaction remains pivotal despite technology

Informal, frequent contact offers “the next level” of benefit

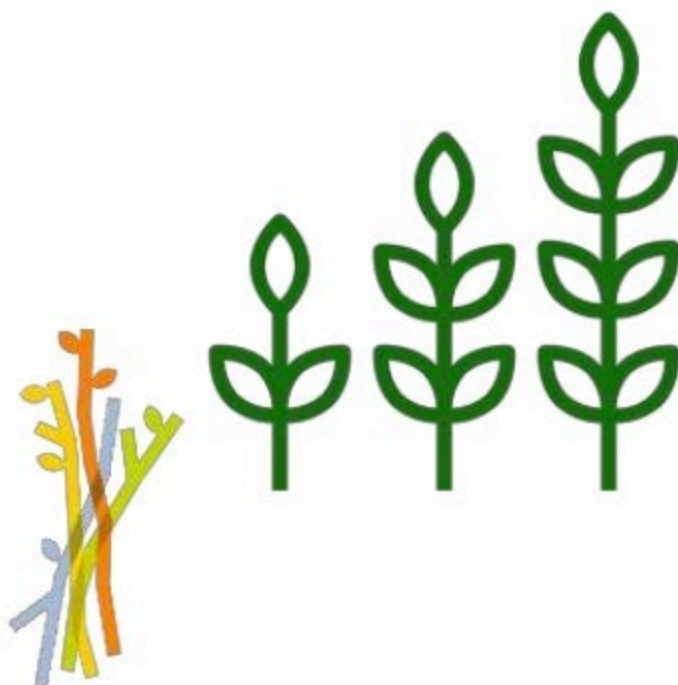




3.5 times more likely to meet face to face with their mentors if they were in the same locale than when their mentors were outside of their local areas.



Twice more likely to score above average on the research, leadership, career advancement and composite indices



6 times more likely to rate the mentoring as beneficial if they frequently (at least once a month) met face to face.



> 60% of the fellows
that met face to face
with their mentors on a
quarterly basis also said
that the frequency was
"just right".



72% of fellows frequently (at
least once a month) used
emails to contact mentors.



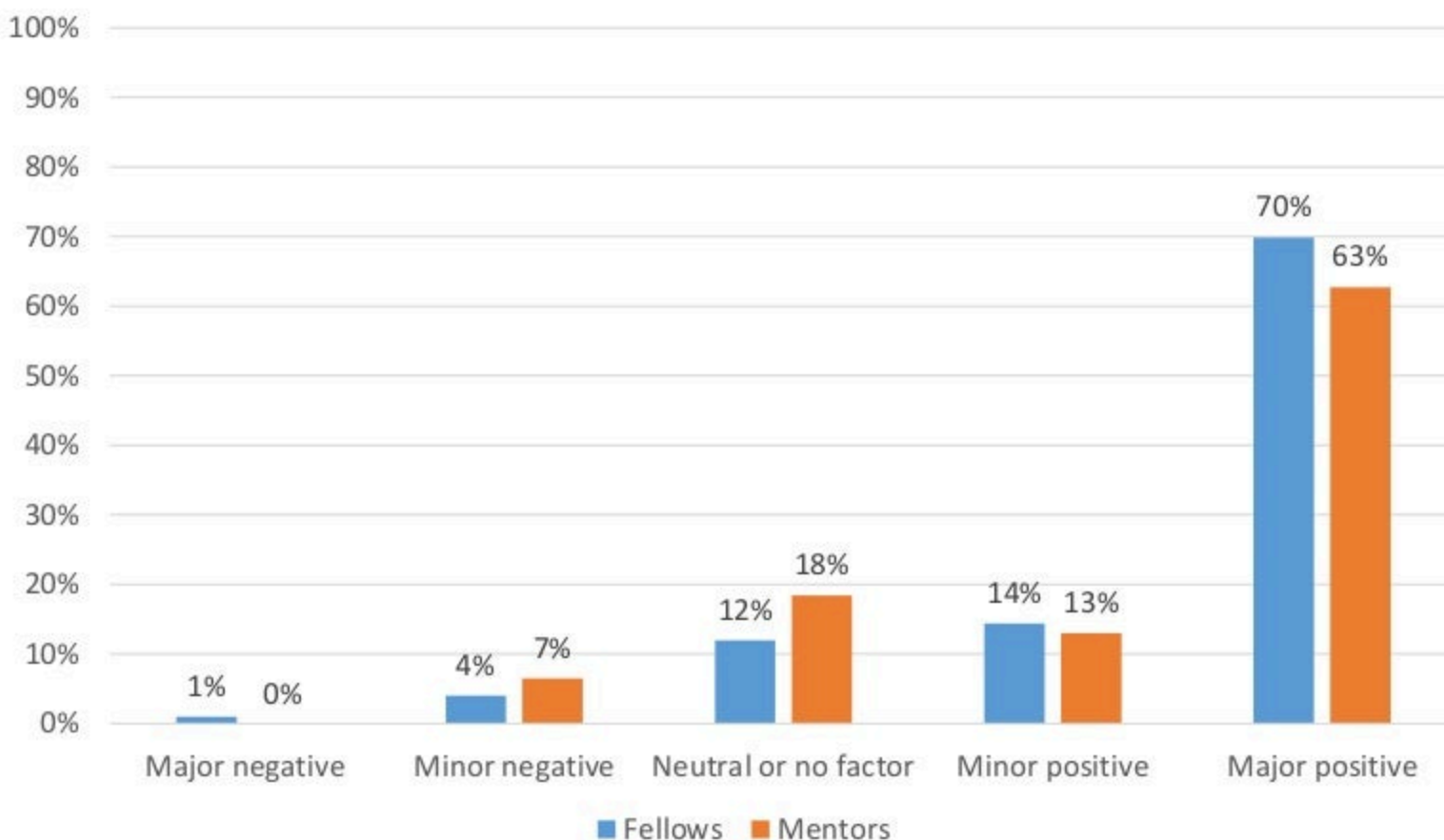
Most of the
fellows that had
frequent face to
face meetings
also had frequent
telephone
contact.



Personality

No particular winning combination

MBTI a key success factor in moderating influence

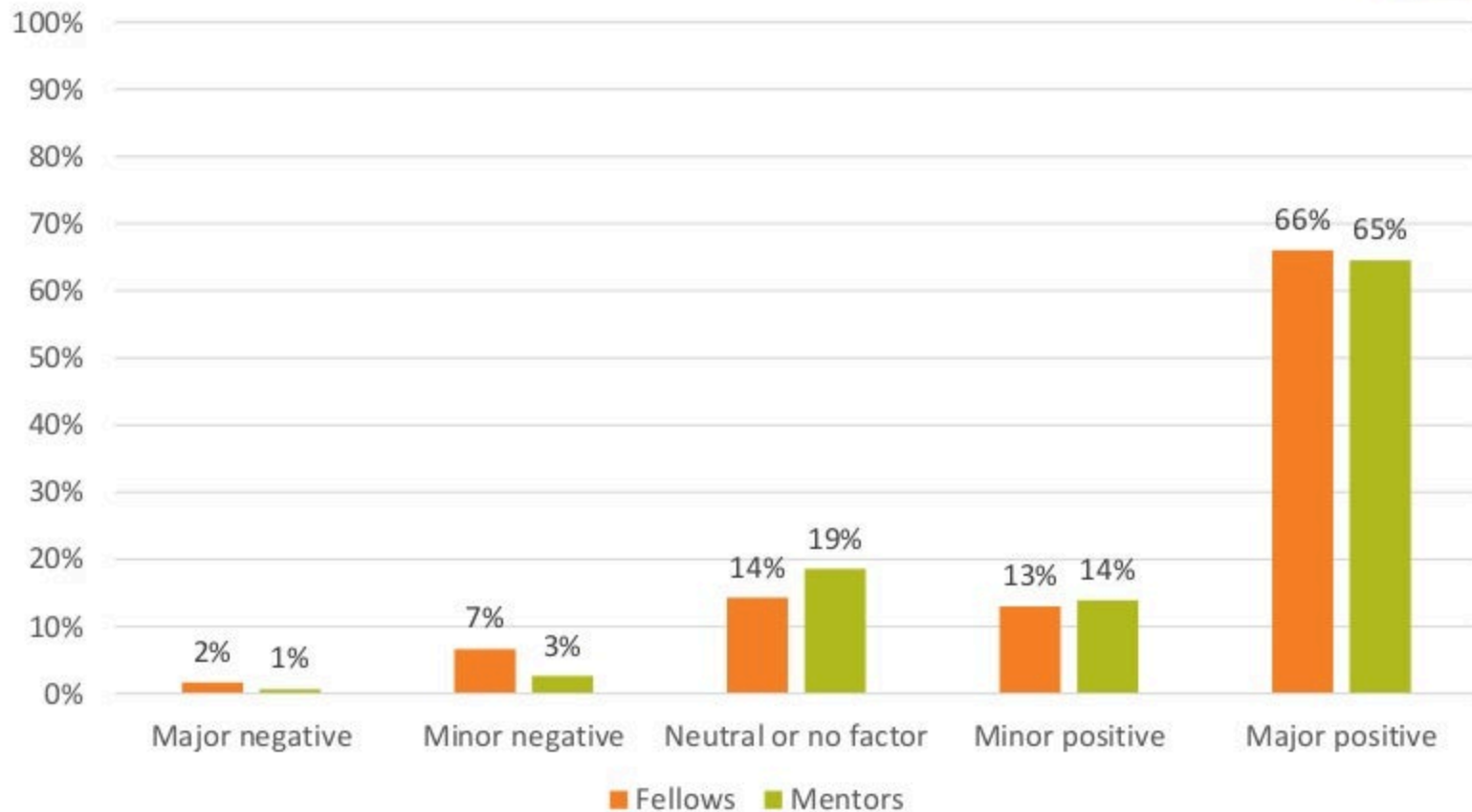


Viewed almost as critical to
success by fellows

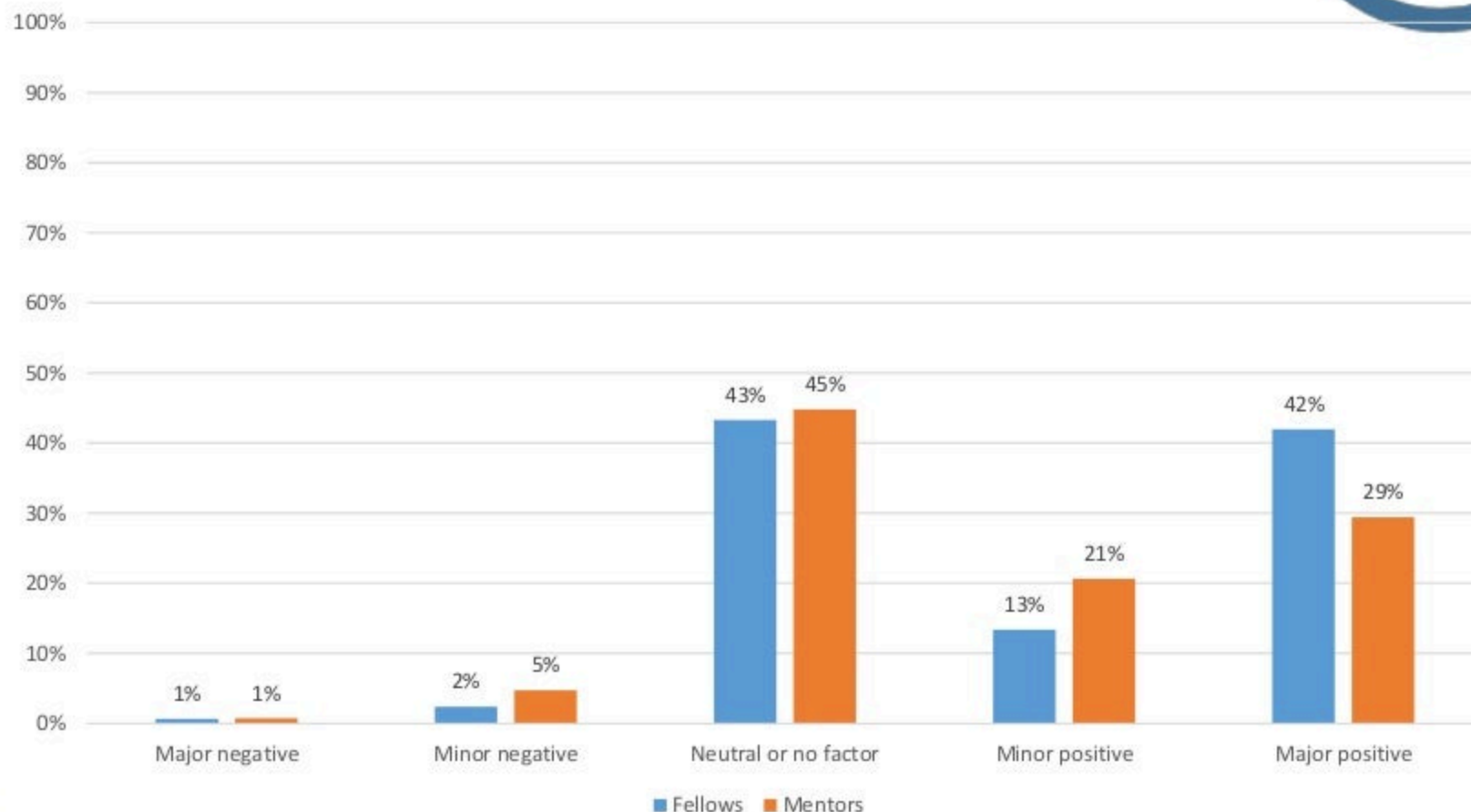
More balanced by the more
experienced mentors

Shared Research Interests

Valuable, but not required



Seniority in age viewed positively - tied into respect and experience.
Emphasis on relationship nature of mentoring – references to mentor as “parent” figure.



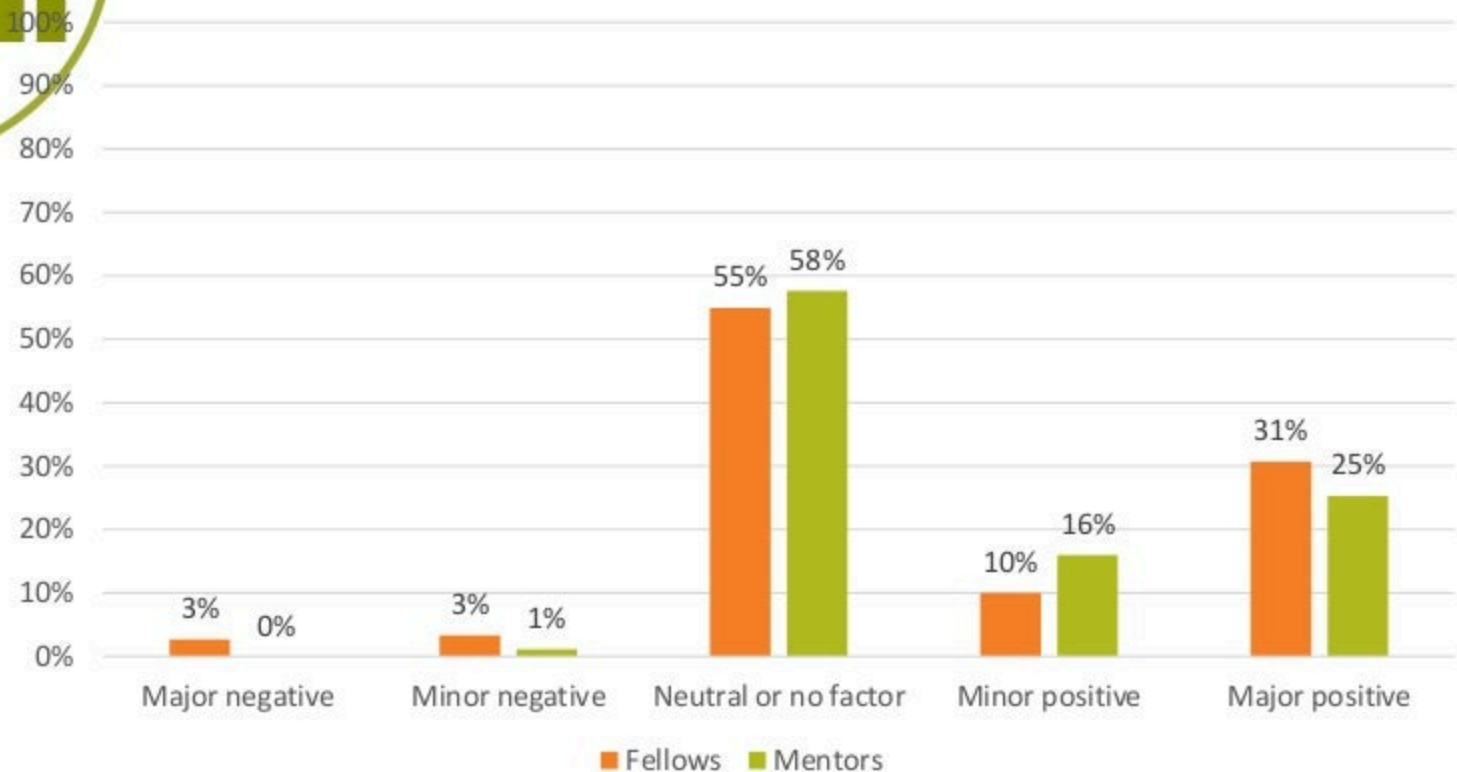
“NEUTRAL” FACTORS



Socio-cultural Background



Presented the least barriers - particularly “neutrally” viewed
Important exceptions need to be considered



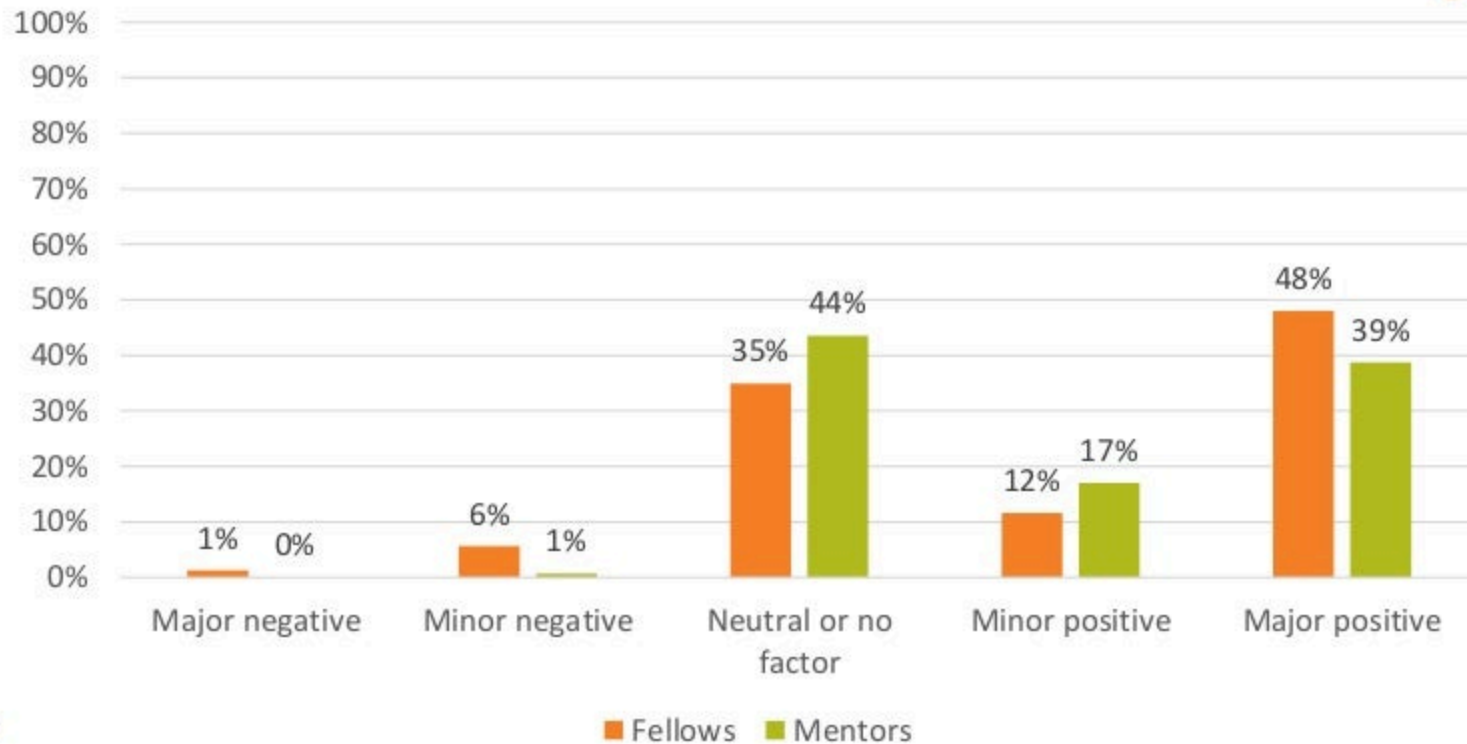
“NEUTRAL” FACTORS



Socio-cultural



Gender



FACTORS INFLUENCING MENTORSHIP

BENEFITS OF MENTORING



Benefit of Mentoring to Fellows

IMPORTANCE FOR CAREER

Mentorship relationship rated to be of significant importance

90%

FELLOW FOCUS & MOTIVATION

94%



Considerably or
very beneficial

REACHING CAREER GOALS

93%



Considerably or
very beneficial

ACCESS TO GUIDANCE

Considerably or
very beneficial

90%



ACCESS TO NETWORKS

Most beneficial to
pB fellows

80%



ACCESS TO COLLABORATION OPPORTUNITIES

Lowest rated benefit of the mentorship relationship

Development of Mentors

DEVELOPMENT OF MENTORING SKILLS



<25% highly skilled BEFORE
↑ 95% AFTER

CONFIDENCE AS MENTOR



<10% very confident BEFORE
↑ > 70% AFTER

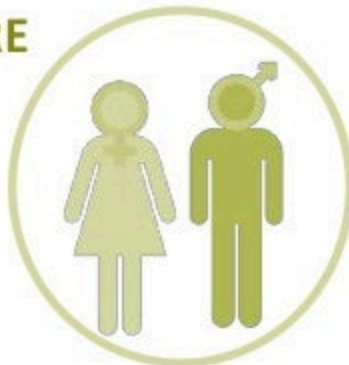
Mentoring Orientation Workshop
Negotiation Skills Workshops

AWARENESS OF GENDER IN ARD

20% very aware BEFORE
↑ 70% AFTER



admitted to a superficial
knowledge of gender issues
prior to the Fellowship



PROFESSIONAL REPUTATION

100%

highly reputable as
mentor AFTER

Invitations by others to be
mentored



Benefits to Mentees

IMPORTANCE FOR CAREER

Mentorship relationship beneficial to career development

97%



Developing Power from Within (80%)

PRM is a fundamentally important

Fellows serve as role models in their confidence



Developing Power to Do (60%)

Fellows link mentees to networks

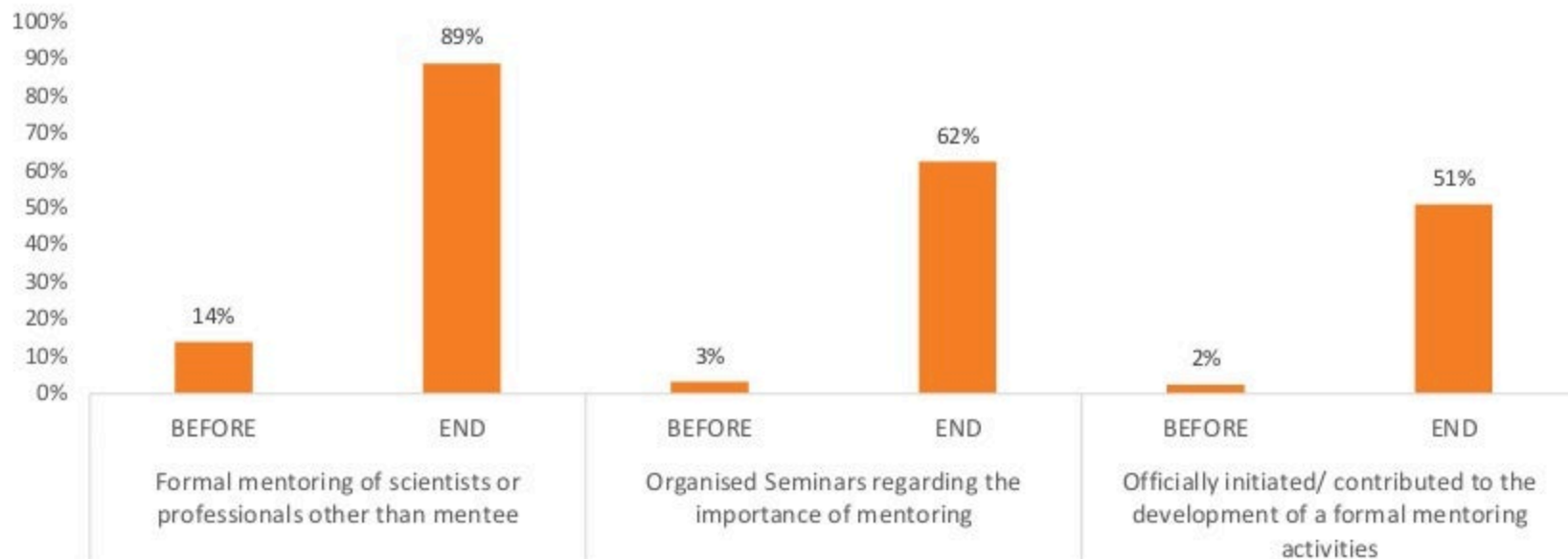
Fellows provide guidance and advice

Fellows motivate and support mentees to publish



Contribution to the ARD Sector

Vast majority of fellows and 55% of mentors not exposed to formal mentoring prior to engagement with AWARD



Discussion (Gallery walk) Questions

- What is surprising?
- What confirms what you always knew or expected?
- How does this data challenge our assumptions about diversity and inclusion?
- What does this mean for your own work or institution?



AWARD's offering to Institutions

1. Mentoring Program
2. Leadership Program for Agricultural Research and Development (Men and Women)
3. Women's Leadership and Management Course (Senior Women)
4. Leadership Skills for Career Development (emerging leaders)
5. Science Skills Course:
 - I. Research Proposal Writing
 - II. Science Writing
6. Gender Training for Senior Management
7. Gender training for researchers

