



MEN AND WOMEN
WORKING TOGETHER
TO FOSTER
TALENT



MOVING AHEAD



“Mentoring is the oldest, and most simple, form of people development, yet is sometimes seen as the poor relation to coaching. I love the simplicity of mentoring. At its core is two people learning from each other, sharing stories and offering a space to explore ideas and opportunities.

At Moving Ahead we've worked with more than 6,500 mentors and mentees across over 160 organisations and 30 sectors.

The power of mentoring in the context of developing gender diversity is something I have a real passion for and belief in, and I'm seeing an increasing emphasis on mentoring as a solution to the gender balance challenge. The work at Women in Rail and SWIFT is testament to that. Don't believe me? Then check out the fabulous story on SWIFT in this newsletter and hear from Adeline Ginn on the growth of Women in Rail.

It is clear that when mentoring is done well, it creates a ripple effect that enhances broader development programmes, broader diversity and also, crucially, inclusion. As they say, the rising tide lifts all boats. Enjoy.

Liz Dimmock

Founder and CEO, Moving Ahead

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FACT 1:

The first woman in Britain to be appointed as a rail driver was Karen Harrison in 1978. During this time she was an active trade unionist and political campaigner

“Mentoring is a collaborative experience, a two-way relationship, key to professional development and growth, for both mentors and mentees.



Mentoring stimulates cross fertilisation of ideas. It promotes inclusion by fostering a deeper understanding of the issues facing people, especially women, in the workplace and how the differences offered by a diverse workforce can be harnessed to ensure better decision making. The Women in Rail Mentoring Programme is key to promoting gender balance, diversity and inclusion across our industry. Women in Rail has been running its mentoring programme for the last 6 years with great success and we are delighted to be collaborating with mentoring leading experts, Moving Ahead for another year. ”

Adeline Ginn

Founder and Chair

FACT 2:

The first woman to be appointed as a driver on the London Underground was Hannah Dadds in 1978



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Senior Women In (or Formerly in) Rail and/or Transport and their male allies (SWIFT) INITIATIVE

Gender balance is good for the long-term success of business



Shamit Gaiger

Director of Strategic Advisory at AECOM and a NED at passenger services DfT

► **What is the purpose of SWIFT?** (Senior Women in (or formerly in) rail and/or transport... and their male allies)

SWIFT is an integral part of Women in Rail and was created by - and comprises as its core membership base - senior women in (or formerly in) UK rail and their male allies.

SWIFT's purpose is two-fold: to provide space and support for its members through a peer to peer network and to offer support to high potential women in our industry and help them progress their career and/or transition to more senior roles, thus helping to shift the dial in respect of the number of women in executive positions in rail and transport.

FOCUS

To do this, it has three areas of focus:

01. To support and challenge – giving women a challenge network
02. To act at the tipping points to move more successful women into executive positions, creating that shift in gender representation
03. To create a future pipeline for women moving into these roles

SWIFT holds various roundtables with people within the transport industry – both male and female. They understand the impact of working collaboratively across genders, as isolating men it's going to be conducive to their cause. Has the development of SWIFT led to any tangible benefits either inside or outside of work, for either you or those on the programme?

► **When was SWIFT established?**

It was set up earlier in the year, and even at the launch I had met with a few amazing women who I hadn't seen in the industry before. Bringing women together in this manner helps us challenge each other, share stories and help each other to be better.

► **Dr Imposter?**

Although it's been quite a buzz word this year, 'imposter syndrome' is a real and very prevalent phenomenon. Women will often ask for advice or support, and the why is often the same. "I'm worried someone is better than me" or "Someone is going to work out I'm not that good at my job"! And it's so saddening. I needed to do something to change that mindset and support those rising from the grass roots. By working with a group, we all learn to feel more confident - together we grow and become stronger. Above all else, it's good to talk.

► **Final word on SWIFT?**

It takes courage to stand with your head above the parapet. But bringing in diversity of genders, of thought and of experience means we're adding a huge amount of value to the transport industry, and having this convergence of thoughts, feelings and behaviours is what SWIFT is all about.

Find out more:

[WHY MENTORING](#) ►

[CAREERS IN RAIL](#) ►



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Mentoring Stories

FACT 3:
The Women in
Rail initiative was
established in
2012

Sarah Redman, OBS UK Training and Competency Manager, Eurostar International (Mentee) and Jo Brown from Southeastern (Mentor)



SARAH REDMAN

OBS UK Training and Competency
Manager, [Eurostar International](#)

In one sentence can you please explain what you do on a day-to-day basis for someone who knows nothing about your role?

Jo ▶ I'm Head of Learning, Development and Resourcing at Southeastern Railway, and responsible for the onboarding of new colleagues, skills training and management development. I'm also responsible for the apprenticeship offer within Southeastern.

Sarah ▶ In my role I'm responsible for the competency management and safety training requirements for our UK Train managers for all four networks we operate over. I design and deliver the training to our newly recruited train managers as well as the ongoing training for our current train managers. I have 2 TM peer trainers in my team

Did you have any mentoring experience prior to being involved in the programme run by Women Ahead or Moving Ahead? If so, could you please briefly outline?

Jo ▶ We have an in-house mentoring programme at Southeastern which I support.

Sarah ▶ I haven't. Although at Eurostar we have a coaching team and I have had a few sessions.



JO BROWN

[Southeastern](#)

What was your biggest fear ahead of participating in your mentoring relationship?

Jo ▶ As I have only been mentored internally, I was concerned about whether my experience would be transferable. I was worried about whether we would get on – what would happen if we didn't have chemistry? It was also a little ominous to know that we were being matched by an algorithm. I've previously had more of a brief about the person, or even knew them so it meant the relationship was already established.

Sarah ▶ Like Jo says, I was worried about not getting on with my match and being unsure about what impact this may have.

FACT 4:

According to Aslef, the train drivers' union, 6.5% of drivers in England, Wales and Scotland are women



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FACT 5:

During the First World War, the proportion of women working in rail increased from 2% to 66% in four years

What's the most surprising thing you've learned from your mentoring experience?

Jo ▶ It's been interesting to see how another sector of the same industry works. Selfishly, it has taken me out of my day-to-day which has been a positive experience.

Sarah ▶ The surprise has been how far reaching the mentoring programme has been. Every time we've met, I've gone away and thought about what we've discussed – it's been very powerful and had a huge impact on the way I now work. When I originally completed the matching forms I asked for someone from L&D, and Jo is, I have been surprised by the quality of conversations we've had. Jo has a different way of asking the same question, which takes me a step further than what I would have done. I am so appreciative of our relationship and the mentoring programme for that.

What was the highlight or most rewarding part of your mentoring experience?

Sarah ▶ Jo has encouraged me to look at goals and motivations with 360-degree feedback. The first time we met she gave tips on feedback – so I knew the theory of 360, but the practical applications of her knowledge has been amazing. It's given me the confidence to go that bit further.

Jo ▶ I feel a little embarrassed! I've found the conversations that Sarah and I have are more of a discussion - we haven't necessarily kept to an hour, but we come away from our conversations having a different perspective. It's felt very normal. It also makes me sense check myself and reflect on my own approach and behaviour.

Has your mentoring experience led to any tangible benefits either inside or outside of work? If so, could you please describe the one you consider most important/transformational?

Sarah ▶ I've started giving feedback more confidently and effectively. I can recognise the way that my team behave and how they work which has helped me understand them a bit better. We have a new buddy mentoring scheme at Eurostar, and the experience I've developed as a mentee myself has made me more confident to deliver those workshops and training to colleagues, and made the workshops more beneficial to the participants.

Jo ▶ It's given me the chance to bounce ideas off someone and develop my own leadership approach. I've also looked at enhancing our internal mentoring offer to ensure everyone gets the most from their experience.

What's the one piece of advice you'd give to somebody who is just about to embark on a mentoring relationship for the first time?

Sarah ▶ Making sure you set clear goals from the start. It was one of the first things Jo asked me and defining them together meant we always had something to keep us on track. If the mentee doesn't have a goal, then you lose the definition of the journey.

Jo ▶ Mentoring is mentee led and is a balance of both coaching, guidance and support. Ensuring the mentee is clear on what they want to achieve from the programme is so important, and it makes sure you are supporting them in the right way.



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SPOTLIGHT ON MARTINA PETKOV



MARTINA PETKOV

Programme Partner
at Women Ahead
and Moving Ahead

“It's astonishing that you can build a relationship with someone who is completely removed from your personal and professional life”

What do you do on a day-to-day basis in your role as Client Partner?

I support the clients who participate in our programmes from end-to-end. That can be one organisation on a programme or a lot - when you get to the 30% Club programme. I help these organisations think about the selection of their mentors and mentees, maximise the impact of their programme, understand how it fits into their broader people development strategy, and support them with any challenges they have.

What did you think you'd grow up to be when you were in senior school?

Something creative - either a photographer or an interior designer, but somewhere along the line I became fascinated by the psychology of behaviour. That's the path I followed at university and it has taken me into the world of academia, global business and small start-ups, working both client and agency side. I still love being creative though and I'm a keen amateur photographer.

What do you love most about mentoring?

The trusted relationship you can build with someone. It's astonishing that you can build a relationship with someone who is completely removed from your personal and professional life that offers real value and gives you tangible benefits.

And what has surprised you about mentoring?

How reluctant people can be initially at entering into cross-sector mentoring relationships, but how incredibly profound those relationships can be. I think the value of cross-company and cross-industry partnerships is often overlooked, but these schemes can be so incredibly rewarding.

What's the one piece of advice you'd give to someone just about to embark on their first mentoring experience?

Be honest and open-minded.

What would you like your mentoring legacy to be?

To have helped others break down their personal biases and create conversations and partnerships that otherwise wouldn't have happened because of them. Identifying and overcoming your own personal biases really does open a lot of doors to you.

What piece of advice would you give to your younger self starting out on her career path?

Stay in education for as long as possible and combine it with purposeful travel to gain world experience. There's no rush to get on the career ladder. I didn't know what I wanted to do at 16 or 18. We ask young people to make decisions at too young an age about things that will impact the rest of their lives. What's the hurry? Most of us will work for 50 years - deciding so young just doesn't feel realistic.

You can contact Martina on email: martina.petkov@moving-ahead.org



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Maintaining momentum: the importance of feedback

FACT 5:
In 2018 16% of
Network Rail's 38,000
workforce were
women

Once you've spent some time with your mentoring partner building the rapport and trust that's needed to make the relationship a success, it's time to turn the spotlight on the nitty-gritty of why you're there...

- ▶ Empowering the mentee to unlock their own potential is what mentoring is all about, and key to that is the giving and receiving of feedback. In the context of mentoring, feedback has a very positivist approach.
- ▶ If you're a mentee, it can take a lot of courage to ask for honest feedback, but unless you do, you won't be able to make the necessary changes to support your development and achieve your goals.
- ▶ Mentoring requires both of you to be open to giving and asking for feedback, observant in picking up areas where it's needed, honest in sharing it and courageous in accepting and acting on it.
- ▶ For the mentor, it's important to remember that giving feedback is as much about acknowledging what your mentee is doing well, as it is highlighting something you think they may wish to consider changing.

Here are a few tips for mentors to help when giving feedback but mentees can also learn from these, as giving feedback to your mentor is important for an honest, two-way relationship...

TIP 01

Deliver feedback as soon as you notice something so the mentee can reflect on it immediately. Make sure the time and place is appropriate and you can do it privately.



TIP 02



Be positive by positioning what you say as a developmental opportunity. Make sure it's about a behaviour or action, and not personal. Choose a specific example, ask about the impact your mentee was intending to have and explore what they could commit to in terms of doing things better or differently.



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TIP 03

Identify the areas you see as being a priority, and try to give the right amount of feedback – not so much that it's overwhelming and could be taken personally, but enough to make the relationship feel useful.



TIP 04


Allow your mentee to have their say first. In many cases, they'll be anticipating your comments, and this makes it easier for them to accept and work through what you have to say. And only offer your own thoughts, no-one else's – although, to aid the debate, you can always ask your mentee what they think someone else's feedback might be.

TIP 05

Offer alternatives: get your mentee to look at different or more useful approaches, and consider how they might translate them into action, with support from you if needed.



TIP 06



Get feedback on your feedback. Is the way you deliver it helpful, or do you need to change your style or approach? This is where your mentee can provide you with some useful feedback!



Save the date

6th November 2019

Closing Celebration

Stephenson Harwood,

1 Finsbury Circus,

EC2M 7SH

Finally, remember that it's crucial for a mentee to stay motivated in a mentoring relationship, and this boils down to acknowledging progress. Don't be tempted to adopt a 'carrot and stick' approach to feedback. It should always link into how far your mentee has got towards reaching their goal and help them towards the next stage, not inadvertently undermine their efforts so that everything seems so far away still.



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