

WOMEN GET ON BOARD

Mentorship Program Mentor Guide

2021-22



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WGOB Mentorship Program Mentor Guide

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Introduction

Thank you for your commitment to be a Mentor in the inaugural **Women Get On Board Inc. (WGOB) Mentorship Program**. We encourage you to read this guide in preparation for the program. In it, you will receive information about:

- The **WGOB Mentorship Program**;
- The Program Facilitators, Mentees and Mentors;
- The Program Format and Key Dates;
- What to Expect as a Mentor;
- Structuring your Quarterly Mentoring Sessions; and,
- Mentorship Fundamentals.

We appreciate your support to **connect**, **promote** and **empower** the next generation of women corporate directors.



Thank You to Our Sponsors

Thank you to our sponsors, who are committed to advancing the next generation of women corporate directors. Sponsorship levels are based on the WGOB corporate pillars: to **connect**, **promote** and **empower** women to corporate boards.

EMPOWER LEVEL

Sprott

PROMOTE LEVEL



SANDPIPER GROUP

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ABOUT WOMEN GET ON BOARD

Mentorship Program

Women Get On Board Inc. (WGOB) is a leading member-based company that connects, promotes and empowers women to corporate boards. We do this through an engaged community of women and men in Canada committed to advancing gender diversity in the boardroom.

Since our founding in 2015, WGOB has seen the power of mentorship affect meaningful, real-world change in advancing gender diversity in the boardroom. That's why we launched our inaugural **WGOB Mentorship Program** to promote women leaders and accelerate their corporate board journey.

The **WGOB Mentorship Program** matches aspiring women corporate directors (Mentees) with accomplished leading and serving women corporate directors (Mentors) to elevate their board effectiveness and advance their board journey to a corporate board seat. The program will provide **Guided Mentoring** and incorporates key learnings from Deborah Rosati's 2020 published e-book *How to Get Yourself On a Board* and **Peer-to-Peer Networking** for the Mentees.

MENTORSHIP MATCHING SELECTION PROCESS

Registered Mentees were required to complete a Mentee profile, and Mentors were required to complete a Mentor profile. WGOB used best efforts to match Mentees with Mentors based on the information provided. The **WGOB Mentorship Program Advisory Council** reviewed the final matching selection.



MENTORSHIP PROGRAM ADVISORY COUNCIL

The **WGOB Mentorship Program Advisory Council** is a group of diverse and accomplished women leaders that are committed to our WGOB mandate to connect, promote and empower the next generation of women corporate directors. Together, these passionate women will help build, support and promote our **WGOB Mentorship Program**.

MENTORSHIP PROGRAM ADVISORY COUNCIL MEMBERS

1. [Jennifer Laidlaw](#), Transformational Leader
2. [Vinny Bhathal](#), Managing Director, Finance & Investments, Sprott Inc
3. [Lori-Ann Beausoleil](#), Senior Partner, PWC
4. [Alyssa Barry](#), Vice President, Head of Strategy - Operations and Communications, Artis REIT
5. [Beth Tyndall](#), Chief People Officer, Ontario Teachers' Pension Plan
6. [Cheryl Fullerton](#), EVP People and Communications, Corus Entertainment
7. [Janis Duncan](#), Founder, More Than An Occasion

Meet your Facilitator

Throughout this unique one-year program, the **WGOB Mentorship Program** Facilitator will guide, facilitate and host five Virtual Sessions.



**DEBORAH ROSATI,
FCPA, FCA, ICD.D**

FOUNDER & CEO, WOMEN GET ON
BOARD INC. & CORPORATE DIRECTOR

Deborah Rosati is an accomplished corporate director, entrepreneur, Fellow Chartered Professional Accountant (FCPA) and certified Corporate Director (ICD.D) with more than 30 years of experience in technology, consumer, retail, cannabis, private equity and venture capital. An experienced Audit Committee and Nominating & Corporate Governance Committee Chair, Deborah provides extensive knowledge as a Corporate Director in financial, corporate governance, corporate strategy, transformational changes, M&A, and CEO and board succession planning.

Deborah currently leads and serves on the TAAL Distributed Information Technologies Inc. (CSE: TAAL) board as Chair of the Nominating & Corporate Governance Committee and Khiron Life Sciences Corp. (TSXV: KHRN) board as Lead Director and Audit Committee Chair. She served on the board of Lift & Co. (TSX-V: LIFT) as Vice-Chair and Chair of the Audit Committee. In addition to serving on the board of MedReleaf (TSX: LEAF) as the Chair of the Audit Committee (-acquired by AuroraCannabis (TSX: ACB)- July 2018, Deborah chaired the NexJ Systems (TSX: NXJ) board's Audit Committee and was on the board of Sears Canada (TSX: SCC).

She is the Founder & CEO of Women Get On Board Inc., a leading member-based company that connects, promotes and empowers women to corporate boards. Deborah has been recognized as a "Directors to Watch" in 2020, a Diversity 50 2014 candidate and was selected in 2012 as one of WXN's Top 100 Canada's Most Powerful Women in the corporate director award category.

Deborah is a frequent speaker and author. Her thought leadership blogs on corporate governance, board diversity and leadership are available [here](#). Her e-books can be found [here](#).

Meet the Mentees

The WGOB Mentee cohort comprises accomplished women who have more than ten years of senior management experience. Mentees registered for this program have aspirations to lead and serve on a corporate board.

- [April Nguyen](#)
- [Barbara Boyd](#)
- [Beatrice Bwalanda](#)
- [Christie Stephenson](#)
- [Christine Gillespie](#)
- [Christine Laperriere](#)
- [Ellen Pekilis](#)
- [Helen Bobiwash](#)
- [Jacqueline French](#)
- [Karen Grant](#)
- [Katherine Macklem](#)
- [Lisa Prime](#)
- [Navdeep Gill](#)
- [Pat DiVittorio](#)
- [Robyn Osgood](#)
- [Shobana Thaya](#)
- [Stephanie Bird](#)



Meet the Mentors

The Mentors comprise a diverse group of leading and serving women corporate directors in Canada committed to advancing board diversity. You will support our WGOB mandate to connect, promote and empower women to corporate boards.

- | | |
|--|---|
| • <u>Anar Shamji Popatia</u> | • <u>Margie Parikh</u> |
| • <u>Angela Tu Weissenberger</u> | • <u>Michele McCarthy</u> |
| • <u>Beth Bell</u> | • <u>Norma Beauchamp</u> |
| • <u>Cathy Cranston</u> | • <u>Patty McLeod</u> |
| • <u>Connie Carras</u> | • <u>Stacey Mowbray</u> |
| • <u>Debora Bielecki</u> | • <u>Susan Taves</u> |
| • <u>Denise Carpenter</u> | • <u>Sylvie Tendler</u> |
| • <u>Judith Athaide</u> | • <u>Wendy Kei</u> |
| • <u>Kerry Adams</u> | |

Program Format & Key Dates

WGOB has created a unique one-year program consisting of:

- Five Virtual Sessions (hosted by WGOB), three of which you are required to attend as a Mentor (dates and topics below)
- Quarterly Mentoring Sessions (more details in “Structuring Your Quarterly Mentoring Sessions”)

THREE VIRTUAL SESSIONS (DATES AND TOPICS):

You will receive email communications and Zoom details in advance of each of the Virtual Sessions. You will only be required to attend the first 45 minutes of each Virtual Session.

1. Program Kick-Off Roundtable Session - Mentors/Mentees

Key Learning: Master the Foundations of Board Service

March 31, 2021 | 5:00 - 6:30pm EST

2. Mid-Term Mentoring Roundtable Session - Mentors/Mentees

Key Learning: Get Board Interviews

September 29, 2021 | 5:00 - 6:30pm EST

3. Program Completion & Key Learnings Roundtable Session - Mentors/Mentees

March 30, 2022 | 5:00 - 6:30pm EST

PROGRAM KICK-OFF ROUNDTABLE VIRTUAL SESSION

The **WGOB Mentorship Program** Kick-Off Roundtable Virtual Session* will include the following:

- Introduction & welcome
- Meet the Advisory Council
- Meet the Mentors & the Mentees
- Overview of the Program
- Key Learning: Master the Foundations of Board Service
- **Peer-to-Peer Networking:** Breakout groups to meet your Mentee cohort

*You are only required to attend the first 45 minutes. Please ensure you have registered.



What to Expect as a Mentor

Throughout the program, you will guide and advise your Mentee on the skills they need to empower them on their board journey.

The five Virtual Sessions that your Mentee will attend will provide **Guided Mentoring** and will incorporate key learnings from Deborah Rosati's 2020 published e-book *How to Get Yourself On a Board*, including:

- **Master the Foundations of Board Service**
 - Recognize there are different types of boards
 - Identify the skills needed to serve on a board
 - Develop your governance knowledge and expertise
- **Position Your Board Offer**
 - Assess your board readiness
 - Identify the right board for you
 - Create your board value proposition
- **Get Board Interviews**
 - Identify board opportunities
 - Network your way on to a board
 - Deliver a stand-out board resume and LinkedIn profile
- **Ace Your Board Interview**
 - Learn tips on how to prepare for a board interview

Your Quarterly Mentoring Sessions will be your time to give advice and support to your Mentee's progress on the five Virtual Sessions' key learnings, the e-book and your own board experiences.

The Facilitators will request your feedback after each Virtual Session to ensure program success. At the six-month mark, we will be soliciting input on your Mentor/Mentee sessions. We appreciate your comments and ideas as they help us to improve the program for the current cohort and future programs.

Mentor Benefits

Mentors will receive the following benefits:

- Build a relationship with an aspiring women corporate director (Mentee);
- Receive reverse mentorship;
- Broaden your understanding of how to be an effective Mentor;
- Contribute to advancing more gender diversity on corporate boards, and;
- Raise your profile via the WGOB website, social media channels and email communications as a Mentor for the **WGOB Mentorship Program**.

Mentor Commitment

Mentors are required to make the following commitments:

- Attend Quarterly Mentoring Sessions based on times that work for both you and your Mentee;
- Attend three Virtual Sessions supported by key learnings/resources (dates above);
- Strategize together to set tangible, obtainable goals; plan and execute;
- Keep all discussions confidential;
- Share feedback with WGOB about issues and progress, and;
- Participate in evaluation throughout the program.



Structuring Your Quarterly Mentoring Sessions

The **WGOB Mentorship Program** is a unique one-year program that consists of five Virtual Sessions (three of which you are required to attend) and Quarterly Mentoring Sessions. Your Mentee will initiate the Quarterly Mentoring Sessions, and this will be their time to get advice and support from you on the five Virtual Sessions' key learnings, the e-book and your own board experiences.

The following is an overview of all the meetings that your Mentee is required to attend, including the five Virtual Sessions hosted by WGOB (three of which you are required to attend) and your Quarterly Mentoring Sessions.

Part One: Master the Foundations of Board Service

Part one has two sessions:

- Virtual Session hosted by WGOB - Program Kick-Off Roundtable - Mentors/Mentees
 - Key Learning: Master the Foundations of Board Service
- Quarterly Mentoring Session

In this Virtual Session, your Mentee will become familiar with the differences between various boards and identify skills needed to serve on a board and develop their governance knowledge and expertise. Your Quarterly Mentoring Session will use these key learnings to provide the foundation for topics to discuss with your Mentee.

Part Two: Position Your Board Offer

Part two has two sessions:

- Virtual Session hosted by WGOB - Interim Session - Mentees only
 - Key Learning: Position Your Board Offer
- Quarterly Mentoring Session

In this Virtual Session, your Mentee will assess their board readiness and begin the process of positioning their board offer. [They will review the ten board-ready questions.](#) In your Quarterly Mentoring Session, you will provide your Mentee with advice on how to identify the right board for them and help them define their board value proposition.

Part Three: Get Board Interviews

Part three has two sessions:

- Virtual Session hosted by WGOB - Mid-Term Roundtable - Mentors/Mentees
 - Key Learning: Get Board Interviews
- Quarterly Mentoring Session

This Virtual Session will be an invaluable resource to your Mentee. They will receive guidance on identifying board opportunities, networking their way onto a board, and delivering a stand-out board resume, LinkedIn profile and letter of interest. In your Quarterly Mentoring Session, you will provide your Mentee with guidance on how best to seek out and respond to board opportunities.

Part Four: Ace Your Board Interview

Part four has two sessions:

- Virtual Session hosted by WGOB - Interim Session - Mentees only
 - Key Learning: Ace Your Board Interview
- Quarterly Mentoring Session

This Virtual Session will offer your Mentee practical insights on acing board interviews based on [the top ten tips on how best to prepare for your board interview](#). In your final Quarterly Mentoring Session, you will provide your Mentee guidance on preparing for successful board interviews.

Part Five: Wrap Up

Part five has one session:

- Virtual Session hosted by WGOB - Program Completion & Key Learnings Roundtable - Mentors/Mentees

Take this opportunity to reflect on the program together and celebrate your Mentee's successes!



Mentorship Fundamentals

These mentorship fundamentals FAQs will enable you to take full advantage of the **WGOB Mentorship Program** and assist you in your mentoring relationship!

What is the difference between mentorship and coaching?

It is essential to recognize the difference between mentorship and coaching. Coaches typically work with a learner for a set period to help them develop skills in a specific area. Those skills—and the learning process itself—are defined by the coach.

Mentorship is different. It is a relationship-based experience with specific but wide-ranging goals, and it can last over an extended period. With mentorship, the plans may change, but the Mentee always sets them. The Mentor's role is to support those goals by helping the Mentee build wisdom to apply any situation. The changes that result from mentorship are intrinsic—they come from within the Mentee. ¹

What makes a successful mentoring relationship?

The most robust relationships are built on mutual trust and respect. To ensure the best results, both the Mentor and Mentee should feel safe to be vulnerable, open and honest in their interactions.

Equally important is the match-up of skills and experience. Mentorship succeeds when the Mentor has a pool of expertise that is different and greater than the Mentee's own experience. By sharing new perspectives, Mentors can help Mentees build wisdom, improve confidence, explore their strengths and raise their aspirations.

¹ [What is the Difference Between Mentorship and Coaching?](#)

(Together Inc., 2019)

What are the core skills for a successful Mentor/Mentee relationship?

Successful mentorship relationships require dedicated effort on the part of both parties.

Skilled Mentors exhibit the following qualities:

- **Listen actively:** Stay focused on what your Mentee is saying, and don't make assumptions. To ensure that you understood them correctly, confirm what you heard by asking probing questions.
- **Ask good questions:** Instead of asking closed questions—those that elicit a yes/no answer—ask open questions that allow your Mentee to expand. Asking open-ended questions encourages candid dialogue between the participants in the conversation.
- **Consider body language:** Pay attention to what your body language is saying to your Mentee. Habits such as looking away, crossing your arms, fidgeting or touching your face excessively can send the message that you are distracted.
- **Avoid communications roadblocks:** Be careful about using communications styles that block open communication. Examples include telling the other person what to do or how to behave, giving unsolicited advice or avoiding conflict.
- **Create trust:** Trust is built over time. Consider what you can do to nurture a trusting environment for your Mentee consistently. Small decisions such as selecting a comfortable venue to meet, ensuring that you're on time, and being vulnerable about your own feelings and experiences can make all the difference.²

Rules of Engagement for Your Quarterly Mentoring Sessions

For the best possible experience, Mentors and Mentees should commit to standard meeting etiquette.

- **Session details:** In your initial conversations, determine what times and dates are appropriate for your Quarterly Mentoring Sessions.
- **Preparation:** Before each Quarterly Mentoring Session, agree on your objectives.
- **Wrap Up:** At the end of each conversation, discuss what you will cover in the next session and confirm the date.
- **Review:** Regularly review your goals/objectives to ensure that they are still meeting both of your needs.

² [CPA Mentorship Handbook](#) (Canadian Professional Accountants, 2016), 5.

Key Resources & Contacts

The primary **WGOB Mentorship Program** resources available to Mentees are:

- [How to Get Yourself on a Board e-book](#)
 - To download a complimentary copy of this e-book, click the link above and use code WGOB100.
- [The Business Case for Serving on a Corporate Board](#)

Below are some additional readings shared with the Mentees:

- [Are You Ready to Serve on a Board?](#)
- [Ways to Position Yourself To Get on a Board](#)
- [How To Get On Your First Corporate Board](#)
- [Want to Join a Corporate Board? Here's How](#)
- [Directors and Officers in Canada](#)
- [Financial Intelligence in the Boardroom](#)
- [Ethical Intelligence in the Boardroom](#)
- [Exploring New Board Opportunities, Being Gracious in Saying "No"](#)
- [Are You Diversifying Your Board Portfolio?](#)

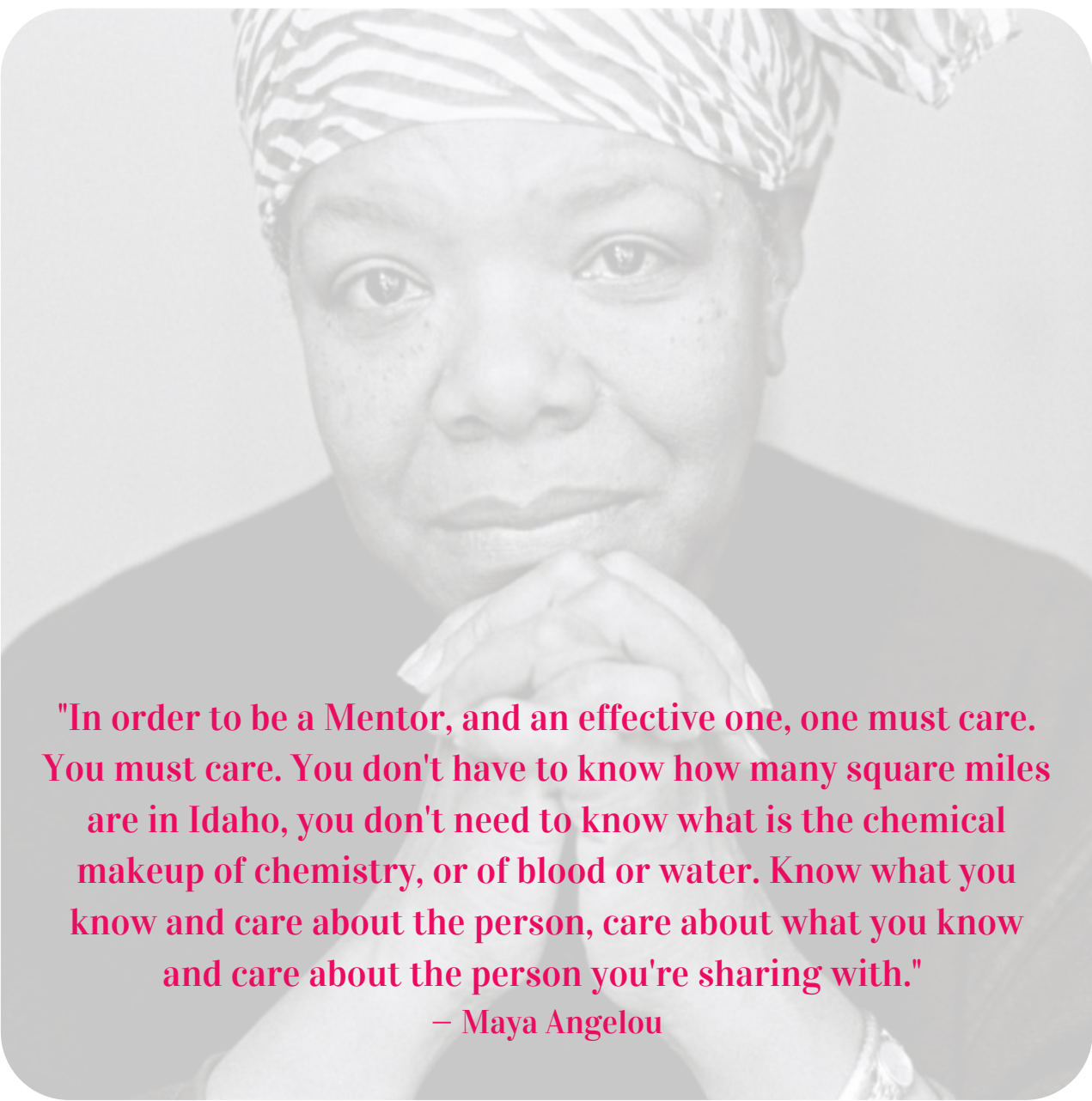
Program Administration and Support

If you have questions or concerns, please feel free to reach out to **Deborah Rosati, Founder & CEO** of **Women Get On Board Inc.** at deborah.rosati@womengetonboard.ca or **Laura English, Membership & Program Manager** at **Women Get On Board Inc.** at laura.english@womengetonboard.ca

Conclusion

Now that you have an overview of the **WGOB Mentorship Program** dates, format and the community—as well as a starting point on expectations, Virtual Session topics, key learnings and fundamentals—you're ready to start Mentoring. To help your Mentee get the most out of this unique one-year mentorship program, we encourage you to keep this guide on hand as a reference throughout the program.

We appreciate your support to connect, promote and empower your Mentee on their board journey!



"In order to be a Mentor, and an effective one, one must care. You must care. You don't have to know how many square miles are in Idaho, you don't need to know what is the chemical makeup of chemistry, or of blood or water. Know what you know and care about the person, care about what you know and care about the person you're sharing with."

— Maya Angelou