

ERG Mentoring: Partnering to address career, advocacy, and identity challenges

PRIDE Team Member Network (TMN)

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ERG-specific mentoring programs offer distinct benefits



The value of creating personalized, one-one-one connections between LGBTQ employees and allies.

ERG-specific mentoring programs offer distinct benefits



Helping employees develop as professionals, as diversity and inclusion advocates, and as out and proud LGBTQIA persons in the workplace.



PRIDE

Team Member Network

**PRIDE was
established
in 1992**

**52 regional
and virtual
chapters**

**Supporting
over 13,500
members**

The PRIDE TMN Mentoring Program was established in 2016.

Mentoring basics



Mentoring basics

Mentoring relationships are a meaningful way to engage with others, develop leadership and professional skills, and grow in a career.

Mentoring is typically defined as a personal and professional development relationship between two employees.

One person (the mentor) serves as a trusted advisor and provides guidance to the other person (the mentee).



Mentoring basics

The traditional approach to mentoring reflects that the senior level employee has valuable information to share with a junior employee based on their greater years of experience.

A senior employee may have a lot of professional experience to share, but a junior employee may have a fresh perspective on emerging issues and trends. Because of this, alternatives to the traditional mentoring approach exist.

Traditional mentoring

A junior employee is paired with a more experienced mentor for guidance and support.

Reverse mentoring

A senior employee is paired with a more junior mentor to learn from a fresh perspective.

Peer mentoring

An employee is paired with a mentor in a similar-level position to learn from someone with different expertise.

Cross-cultural mentoring

An employee is paired with a mentor who identifies differently in a diverse community or through intersectionality to learn about being an ally.

PRIDE TMN Mentoring Program

Needs assessment



Mentoring program framework

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|---|---|----|--|
| 1 | How do we define mentoring? | 6 | What are requirements to participate? |
| 2 | What is the mission statement for the program? | 7 | Who is in the target population for mentors and mentees? |
| 3 | What are the objectives of the program? | 8 | How long is the duration of one program cycle? |
| 4 | How does program and individual success get measured? | 9 | How is the matching process coordinated? |
| 5 | How does the program benefit the company? | 10 | What types of activities and materials are guiding participants? |

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How do we define mentoring?

Mentoring is a personal and professional development relationship between two team members. A mentoring partner can be anyone from whom you can learn — someone at a more senior level, a peer, or even a junior-level team member. The focus is **not on whom**, but **on what** you can learn. For this mentoring relationship to be effective, both team members must have the desire, commitment, and initiative to grow in their careers and expand their perspectives.

2

What is the mission statement for the program?

Mission Statement

The PRIDE TMN mentoring program helps team members successfully meet the challenges of their careers at Wells Fargo while developing a positive identity as lesbian, gay, bisexual, transgender, queer, or an ally (LGBTQA). Through various types of mentoring relationships, this program provides support in a safe, caring environment while participants discuss life, career, and organizational goals.

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What are the objectives of the program?

Program objectives

Enrich the lives and careers of team members through the sharing of diverse perspectives across the LGBTQA community at Wells Fargo.

Provide opportunities for team members to develop their professional skills and network with people from different LGBTQA backgrounds.

Increase participation in local and enterprise PRIDE TMN activities, indicating growth in D&I advocacy and community impact.

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How does program and individual success get measured?

Success measurements

Overall participant satisfaction with the mentoring program

Participants say they are gaining new professional insights

Participants say they are gaining new personal insights, new perspectives on D&I, and/or new connections within the LGBTQA community

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How does the program benefit the company?

The mentoring program supports Wells Fargo's values related to building and sustaining a diverse and inclusive culture for all Wells Fargo team members. This is a culture where its LGBTQQA team members, like others, feel valued and respected for who they are as well as for the skills and experiences they bring to the company. Participants of the program are made to feel comfortable as part of the Wells Fargo community, knowing they can build a career and help the company succeed, as well as feel supported and bring their authentic, healthy selves to work.

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What are requirements to participate?

Requirements for participation

Must have at least 1 year of employment at Wells Fargo

Received a “performing” indicator at last annual review

Must have manager’s approval to participate in the program

Must have completed module 1 and 2 of the online D&I training

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Who is in the target population for mentors and mentees?

PRIDE TMN members from all U.S. regional, international, and virtual chapters

Over 13,500 members

48 U.S. regional chapters

2 international chapters

2 virtual chapters (U.S. and international)

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How long is the duration of one program cycle?

Annual program cycle

Three-month administrative preparation period (November to January)

November	Interested members complete enrollment questionnaire
December	Mentoring committee completes matching process
January	Mentoring match notifications sent
	Orientation virtual meeting for matched participants

Nine-month mentoring participation period (February to October)

February	Start of program; one meeting per month expectation thereafter
April, July	Two mid-program check-in questionnaires
May, August	Two mid-program all-in virtual meetings led by chair
October	End of program; congratulatory virtual meeting
	Final program evaluation questionnaire

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How is the matching process coordinated?

Enrollment questionnaires and matching process

Wells Fargo mentoring module – matching algorithm

- Professional skill experiences
- Career conversation topics
- Cultural/diversity conversation topics
- Hobbies

PRIDE TMN-specific mentoring questions – manual match confirmations

- Preference for face-to-face, virtual, or international partnership
- Preference for partner from same or different part of the company
- PRIDE TMN leadership interest and coaching
- Preference for partner with certain LGBTQA identities
- Preference for partner with more, less, or similar level of experience

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What types of activities and materials are guiding participants?

Mentoring partnership agreement

Sample icebreaker questions

"Meeting-in-a-box" templates

1. Define the relationship
2. Plan your development
3. Build your skills
4. Manage your career
5. Expand your network
6. Connect to PRIDE TMN
7. Serve the community
8. Embrace your authentic self
9. Demonstrate your leadership

Periodic informational emails and meetings

Orientation virtual meeting

Monthly email check-ins

3-month group check-in meeting

6-month group check-in meeting

End-of-program celebration meeting

Participants can share a partnership photo along with their mentoring stories

Other discussion starters

TMN LEAD webinars

Diversity Fireside Chats livestream

Engagement Café webinars

Challenges and concerns

Challenges and concerns



Define your mentoring relationship

Define the relationship

During your first meeting, it is important that you start building a connection with your mentoring partner. This is the time for you to reach an agreement about how you view mentoring and how you will work together. Set expectations for the mentoring process and the nature of the partnership. This will be unique to each relationship.

Sample questions to start your conversation

Mentoring	Career	Advocacy	Identity
<ul style="list-style-type: none">✓ Have you ever been in a mentoring relationship?✓ What did you gain from that previous experience?✓ Are you most comfortable in a mentor or mentee role, or do you prefer a balance of the two?✓ What do you hope to gain from this experience?	<ul style="list-style-type: none">✓ What are you most excited to share about your career journey so far?✓ How do you spend most of your time at work? What parts of your day bring you the most satisfaction?✓ What development area could improve your current job performance, advance you toward your career aspirations?	<ul style="list-style-type: none">✓ What community issues are most important to you?✓ Do you volunteer with PRIDE TMN or any community organizations? What is your role?✓ What development area could improve your ability to serve the community effectively?	<ul style="list-style-type: none">✓ How do you spend your time outside of work? What's your favorite thing to do with free time?✓ What is something interesting about you that most people don't know?✓ What are you most proud of?

A photograph showing a close-up of a person's lower legs and feet. They are wearing blue jeans, pink socks, and brown leather lace-up boots. To the right of the person is a large, solid red rectangular sign with the words "WELLS FARGO" printed in bold, yellow, sans-serif capital letters. The background behind the sign is also red and appears to be made of a reflective, sequined material.

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