

Mentoring for Diversity

Q&A's for applicants

What is the aim of the mentoring programme?

Created to link experienced women directors (mentees) with chairmen and senior directors (mentors) from NZX and large company boards, the IoD's Mentoring for Diversity programme was launched in 2011. After three successful years focused on gender, the programme was expanded in 2015 to promote board diversity in its wider sense. This year the intake of mentees will again consider diversity in terms of ethnicity, age, skillset and background, in addition to gender.

The programme aims to:

- assist mentees to gain knowledge and skills which will assist them in achieving director appointments particularly in large company environments
- increase mentees' understanding of how listed and large company boards work
- enhance the connections between senior directors and chairmen, adding to the diversity of the director pool and making board-ready talent more visible.

In the long-term it is hoped that the programme will help mentees further their professional career and achieve board appointments of NZX and large company boards through the advice, guidance and support provided by their mentor.

What is meant by the term board-ready?

Applicants will most likely have had experience on smaller or mid-sized boards, larger non-commercial boards or as an executive dealing with a board and now appear to be ready to take the step up to the board of a NZX or large company.

How do I apply to be a mentee?

You will need to complete an application form available on our website.

Applications must be completed and submitted by email to mentoring@iod.org.nz along with a copy of your current governance CV by **12 noon Wednesday 10th April 2019**.

It will not be possible to submit applications after this date.

What does it cost to apply?

There is no application fee to apply for the programme. Mentors have agreed to participate in the programme on a voluntary basis.

Is the programme open to applicants throughout the country?

We have a number of mentors from around the country so the programme will be offered nationally. Mentees will also be asked whether they are prepared to travel to meet with their mentor and if so, what location would be preferred. This will allow for mentees to be matched with a mentor outside their region where a mentor is not available locally.

Do applicants need to be a member of the IoD?

Applicants do not need to be a member at the time of submitting their application but they need to commit to becoming a member if they are accepted into the programme.

What are the criteria to apply?

- Must be or intend to become an IoD member.
- Confirm that they are currently actively looking for non-executive NZX or large company board positions (rather than planning to in future).
- Be flexible with their time to be able to meet with their mentor regularly.
- Be able to commit to the Mentoring for Diversity programme (ie have the time and availability to properly commit the time required each month to prepare for the mentoring sessions and undertake the necessary work recommended by the mentor).
- Have the capacity to currently take on board positions (ie not too busy with other board, executive or personal commitments).

In addition applicants should not be planning any significant overseas travel (more than two months in aggregate) between 1 July 2019 and 30 June 2020 and not be a director on the board of two or more NZX or large companies.

Successful applicants will also need to be prepared to travel to Auckland up to four times at your own expense, once for the launch and briefing session on Monday 24 June 2019, twice for mentee sharing sessions (September 2019 and March 2020) and once for the end of programme celebration (late June 2020) dates and times to be confirmed.

Previous participants of the programme are not eligible to participate in the programme for 2019/20.

How experienced would you expect applicants to be?

The purpose of this programme is to provide assistance to *board-ready* applicants who aspire to being appointed to the board of an NZX company or a large unlisted company.

The intention of mentoring is not to be a broad training programme focused on upskilling general and technical skills, but rather about eligible candidates receiving guidance from chairmen who know what is required to be on a high performing board and who can give good advice on networking, positioning, conduct, presentation (personal and CV), etc.

The form of mentoring will vary from candidate to candidate, the style from mentor to mentor and is about enhancing eligibility for selection. It is not a guarantee of a board appointment as that process is dependent on demand not supply. Companies at this level look for board members with relevant specialist skills which should be supported by demonstrated “generic” skills and experience.

Applicants will be expected to demonstrate the following:

Technical and operational skill

At least five years’ experience in one or more of the following:

1. **Commercial:** In senior management (senior executive or leadership team) of an entity of some significance in the commercial sector, the listed and unlisted space (large SME, family company, co-op, SOE)
or
2. **Professional advisor:** As a senior professional advisor to boards of entities of some significance (NZX or unlisted/public entity of equivalent size), eg lawyer, accountant, investment banker providing specialist knowledge/advice to the board, eg external and emerging markets, internationalisation, mergers and acquisitions and other legal issues
or
3. **Public sector:** In a senior position within government, public sector or not-for-profit sectors that involves working closely with boards

and/or

4. **Growing your own business:** Demonstrated commercial expertise, eg achieving significant and demonstrable success in building and growing a company in a process that has necessitated the acquisition of a hands-on governance experience such as establishing and/or working with a board.

Knowledge and understanding

5. A clear appreciation of the roles and responsibilities of the director under the Companies Act 1993, an excellent understanding of the value-adding role of the board as well as an appreciation of the distinction between governance and management.

Experience

6. At least 3 years' experience of boardroom practice, preferably as a board member of an entity of some significance, eg New Zealand subsidiary of an overseas group, large not-for-profit, crown entity, large SME or working closely with, and reporting to boards.

Financial literacy

7. Proven ability to understand the financial position of the company through interrogation of financial statements, etc.

General attributes

8. A well-developed critical faculty, independence of mind, ability to work in a team, confidence to ask questions, ability to evaluate own performance with a focus on continuous improvement, etc.

Applicants are encouraged to undertake rigorous self-appraisal before applying and consider their eligibility against the above, remembering that these are stated as a guide not a firm yardstick.

What should I include in my governance CV?

The IoD has guidelines on how to prepare a governance CV. Please [click here](#) to download a copy of these guidelines.

I have an extensive employment history. Should I list all the positions I have held?

We are primarily interested in your most recent experience and/or relevant board experience so it is not necessary to outline all experience. Please consider those positions where you have had the greatest involvement in a governance sense.

How are mentees selected?

The mentees will be shortlisted by an internal selection panel, including, IoD's Membership Programmes Manager, Stella Kotrotsos, and Board Services Advisor, Kelly McGregor. The final selection will be made by our Board Diversity Panel, consisting of the IoD's CEO and key Council members.

It is expected that the 2019/20 programme will include around 20 mentees.

Do I have to have completed the IoD's Company Directors' Course or another similar course?

It is not a pre-requisite to have completed a course although a commitment to training and upskilling will be considered favourably.

When will mentees be notified whether they have been selected for the programme?

All applicants will be notified no later than 3 June 2019 as to whether they have been successful or unsuccessful. Mentees will be selected by the Board Diversity Panel and no further discussion or review will be entered into.

How will the mentoring programme work?

A briefing session will be held late afternoon/early evening of 24 June 2019 in Auckland to outline how the programme will work in greater detail. Expectations around the role of mentee and mentor will be outlined, along with advice on how to get the most out of the programme. Each mentee will receive a copy of a mentee guide.

The programme will run for a 12 month period from 1 July 2019 until 30 June 2020. It is anticipated that mentors and mentees will meet for at least an hour every two months at mutually convenient times.

It is recommended that the scheduling and format of the meetings is kept formal.

There will be two mentee sharing events in September 2019 and February/March 2020 held in Auckland or Wellington which mentees are expected to attend. Dates will be confirmed as early as possible. Travel is at the mentees expense. A briefing session and congratulations session will be held at the beginning and end of the programme – 24 June 2019 and late June 2020.

A formal review of the programme will be done midway through the programme. Mentees must commit to providing feedback in a timely manner as requested during the programme.

Who will meet the costs incurred by mentors and mentees?

The mentee and mentor will each bear any expenses incurred in participating in the programme. Where mentees have indicated that they are prepared to travel to meet with their mentor, the mentee will meet these travel costs.

Will mentees be offered a board position?

While it is hoped that mentees will upskill and obtain additional board appointments in future, this is not within the scope of the project nor the power of the IoD.

Can either party withdraw from the programme during the period?

The mentor and mentee are free to withdraw from the programme at any time by contacting IoD's co-ordinators for the programme.

If a mentor withdraws from the programme before 31 December 2019, the IoD will attempt to find a suitable replacement however, we cannot guarantee that this will be possible.

Will my name be made public if I am accepted into the programme?

The IoD reserves the right to use your information for marketing and publicity purposes as outlined in the terms and conditions within the application form.

It is also expected that a list of mentees on the programme will be included on the IoD website.

What if I'm not selected?

Applicants who are not selected for the 2019/20 Mentoring for Diversity programme will be able to apply to join the programme in future years.
