

## Gender Theme: Sponsorship

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Sponsorship is critical to men and women achieving leadership roles. However, several studies have found women are less likely to be sponsored. Significantly, the Harvard Business Review showed that women are over-mentored and under-sponsored.

It's critical not to confuse sponsoring and mentoring. Sponsoring is active and very senior whereas mentoring is very passive and doesn't need to be senior. No one gets a big job without a sponsor. All our work through our diagnostic tool GENIE Evaluation demonstrates the power of informal sponsorship

Once talent reaches the mid-point in an organisation, they need stretch assignments to get on and men get twice as many than women. Men attribute this to their sponsors. To solve this, organisations should assign each high potential woman above their career mid-point a sponsor outside of her department. This will increase the visibility of the female talent across the company and create ownership of female talent amongst senior executives.

### **Read more:**

HBR: Why Men Still get More Promotions Than Women, 2010 <https://hbr.org/2010/09/why-men-still-get-more-promotions-than-women>

HBR: The Sponsor Effect, 2011 <https://hbr.org/2011/01/the-real-benefit-of-finding-a>

