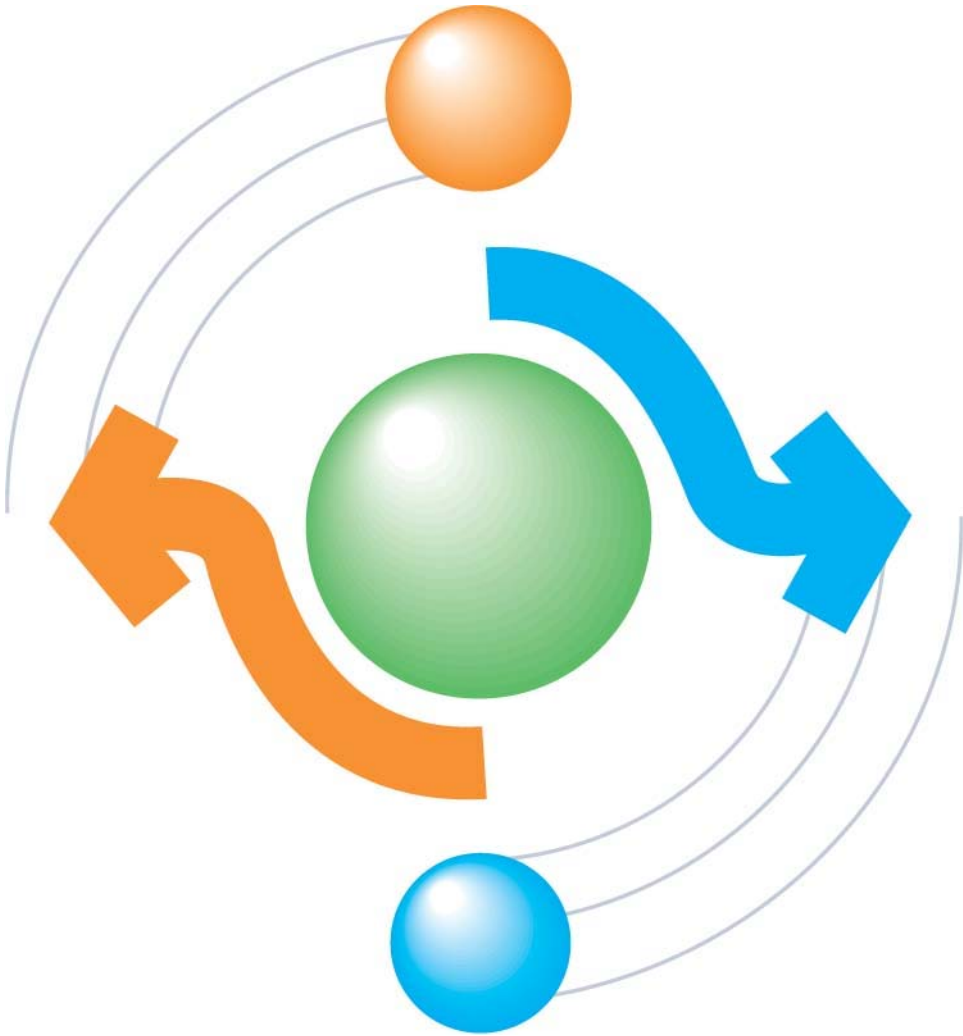


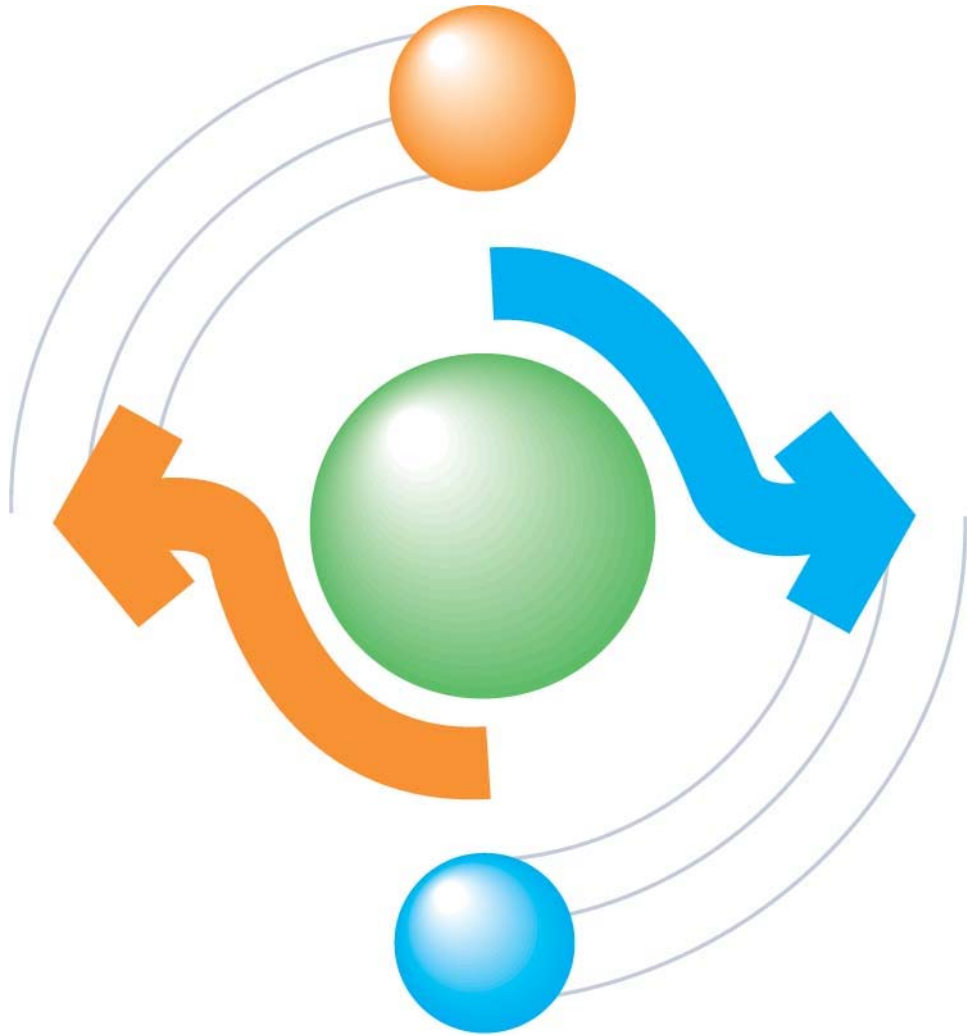
MENTORING

Philosophy and approach at Janssen Pharmaceutica



- *Definition & Goals*
- *Roles & Responsibilities*
- *Mentoring as a driver for diversity*
- *(Gender) Business cases*
- *An opportunity for you?*

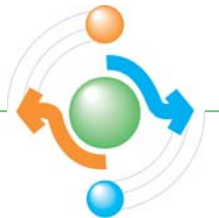
MENTORING



*Definition
& Goals*

Definition of Mentoring

Mentoring in organizations is a specific relationship between two individuals based on a mutual desire for development towards an organizational objective. The relationship is a non-reporting one and replaces none of the organizational structure in place. It is additional to other forms of assistance.



One way of working on growth...



Development discussion

Development plan
Development actions

On the job

Off the job

Within your present post

Outside your present post

Self-development

By learning from others

Without changes to job content

Job content changes

Short periods

Long periods

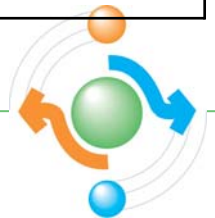
Training programs

Mentoring



Mentor vs Coach

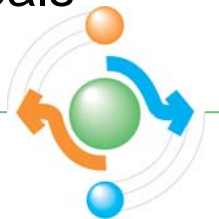
	What?	By Whom?
Coaching	<ul style="list-style-type: none">- Focuses on the job, e.g. related to performance or skills (new or improvement)- Shorter term- Feedback to the learner about explicit topics and behaviors	<ul style="list-style-type: none">- Linemanager- Colleagues- HR / OD- External coach
Mentoring	<ul style="list-style-type: none">- Off the job relationship- Focuses on longer-term development- Mutual sharing about implicit, intuitive subjects and behaviors	<ul style="list-style-type: none">- Leaders from other division, site, J&J-company



Possible development goals

Mentees might need a mentor when they...

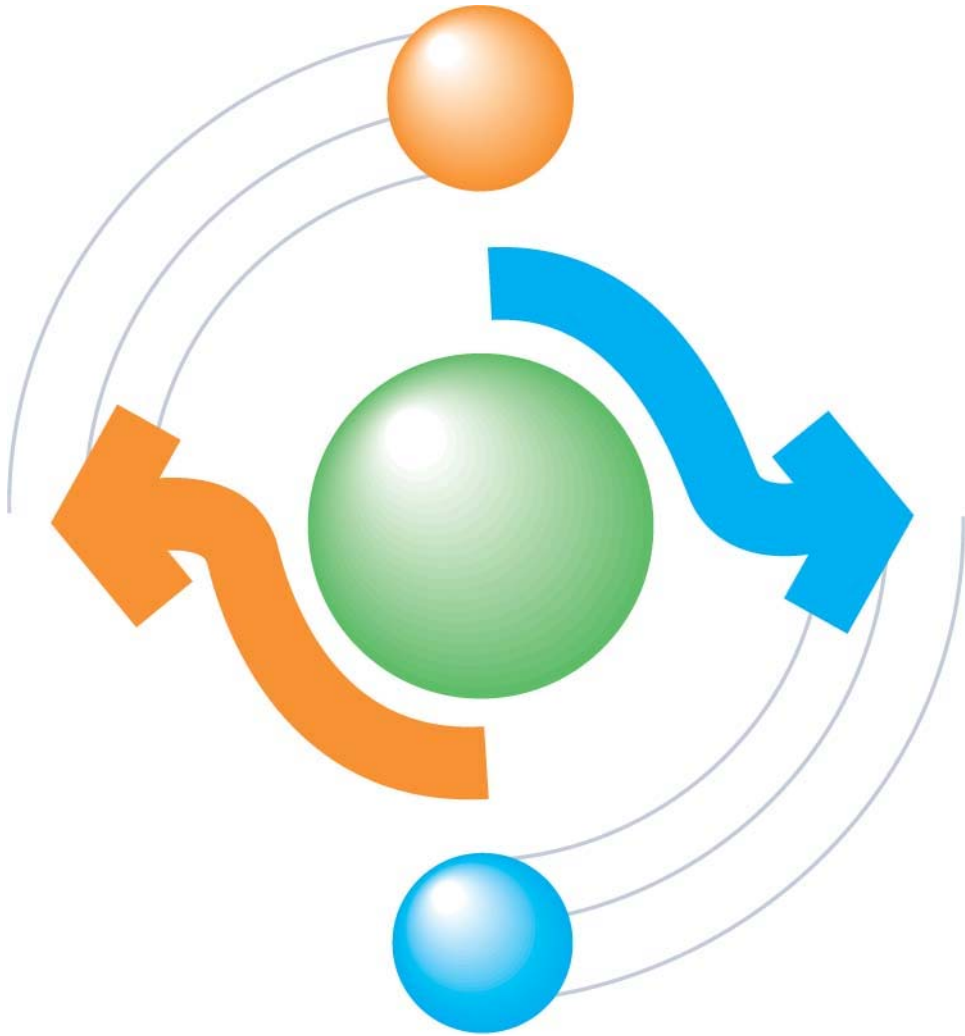
- Need a **sounding board**
- Look for someone to **challenge** them and their thinking
- Wish to clarify their personal **goals and values**:
who am I, why am I here?
- Seek advice on their **career** options: where do I want to go to?
- Want an orientation to a **new** culture, a new role or a new level in the company
- Need to learn the unwritten rules of **politics** of a situation
- Wish to gain insight into leadership thinking on organization's **priorities** and direction
- Would like to emulate a successful **role model**
- Seek advice on **balancing** between work and life goals



Mentoring topics

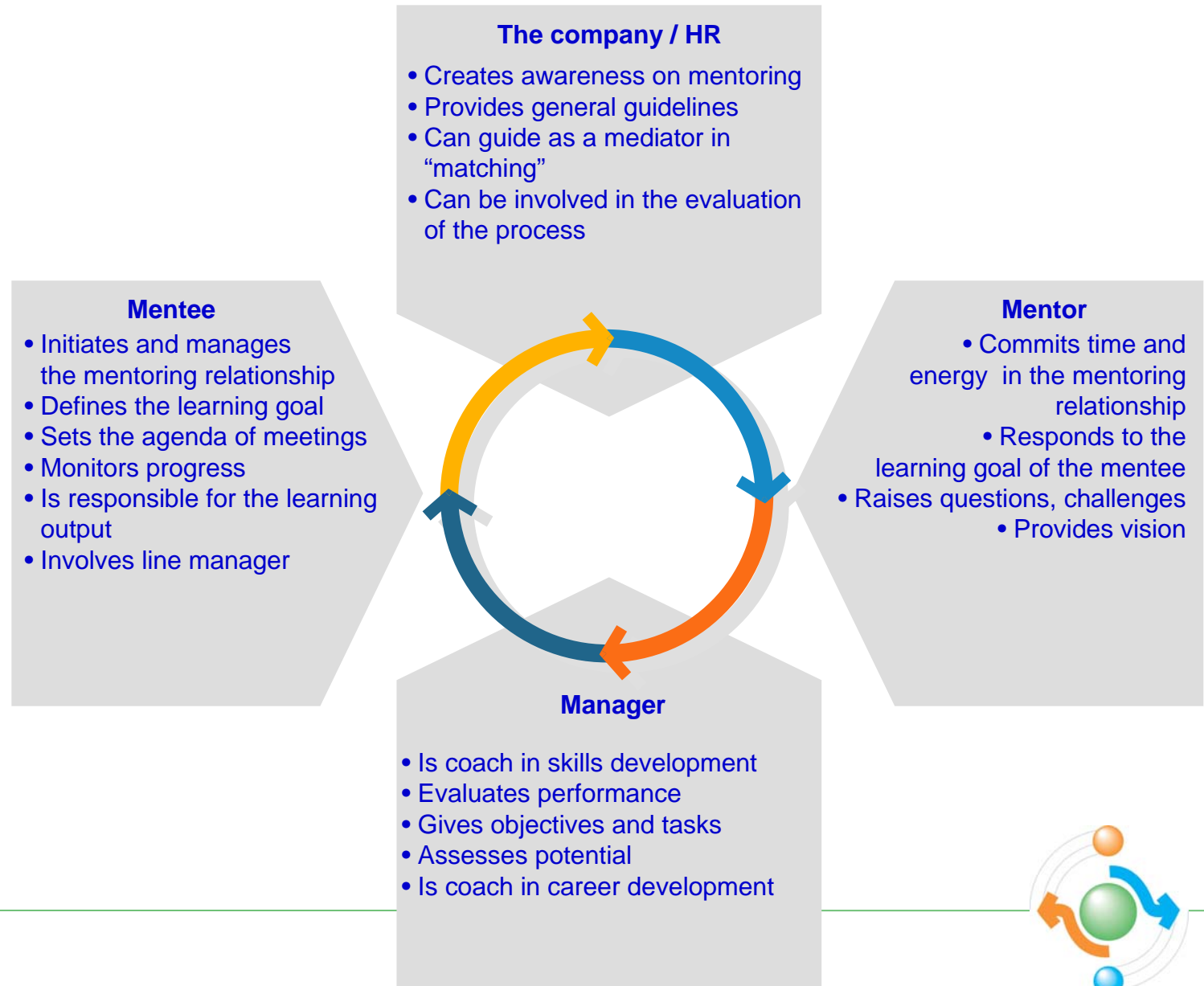


MENTORING

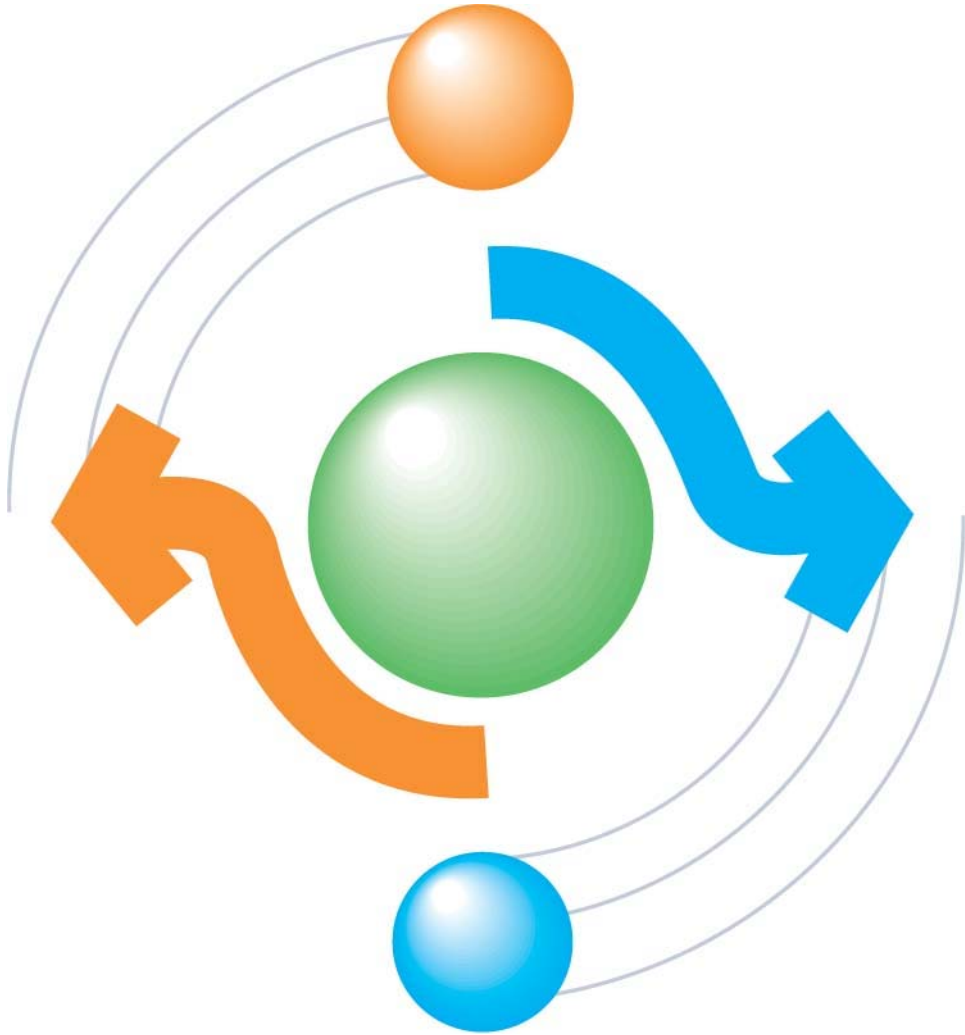


*Roles &
Responsibilities*

Roles & Responsibilities



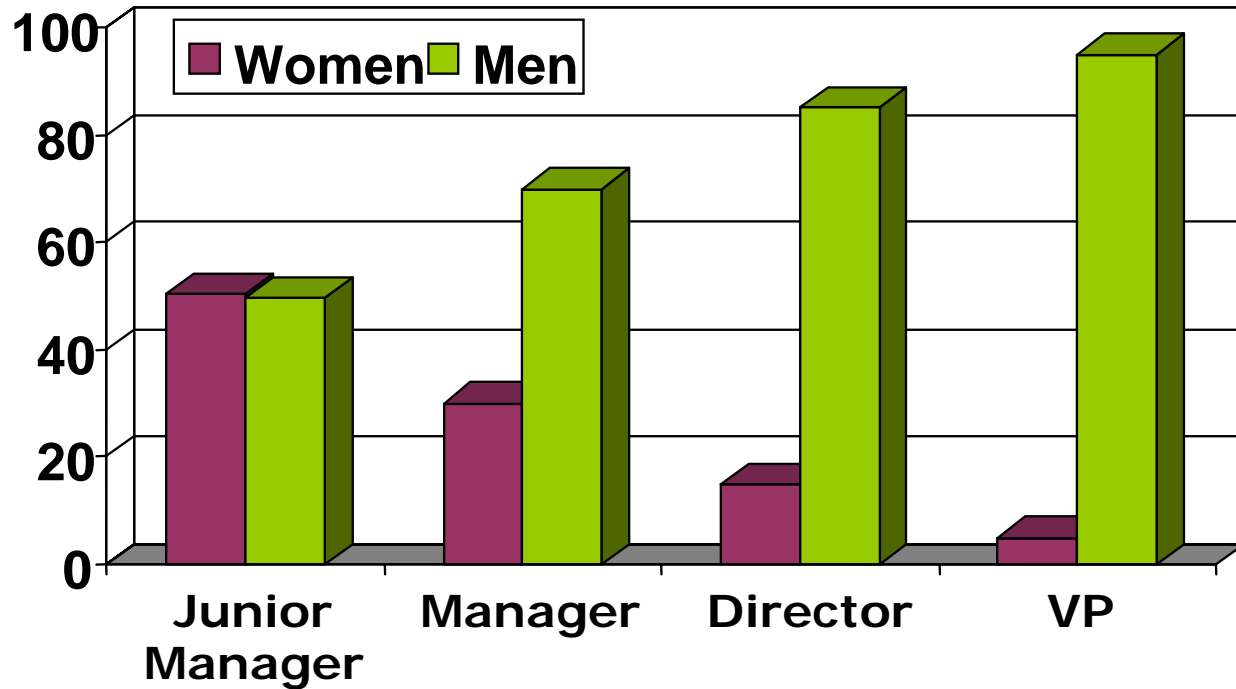
MENTORING



*Mentoring
as a driver
for diversity*

Janssen Pharmaceutica

M/F Representation in % at exempt level



Mission of WLI (Women's Leadership Initiative):

Strengthen the leadership of Johnson & Johnson by creating the right environment for women to achieve their highest potential

- identify the unique needs and hurdles for women's development,
- create the right environment to remove barriers and offer more opportunities for women's development and
- give adequate support to women with leadership potential

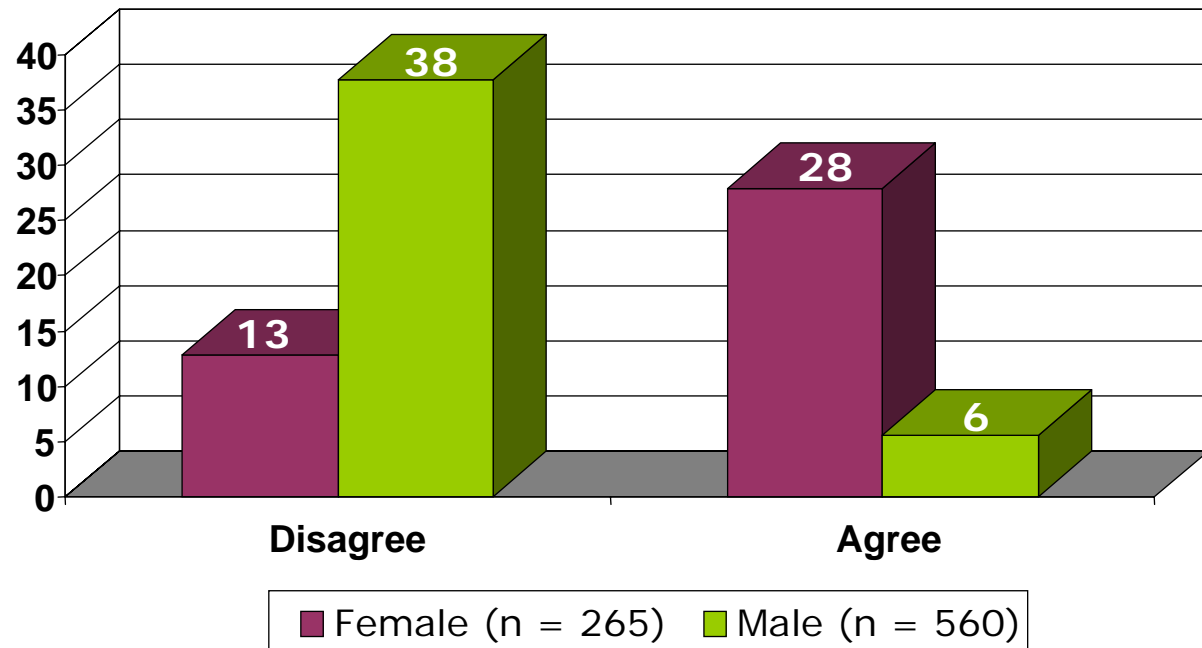


Janssen Pharmaceutica

WLI Survey career development

M/F disagree on the statement

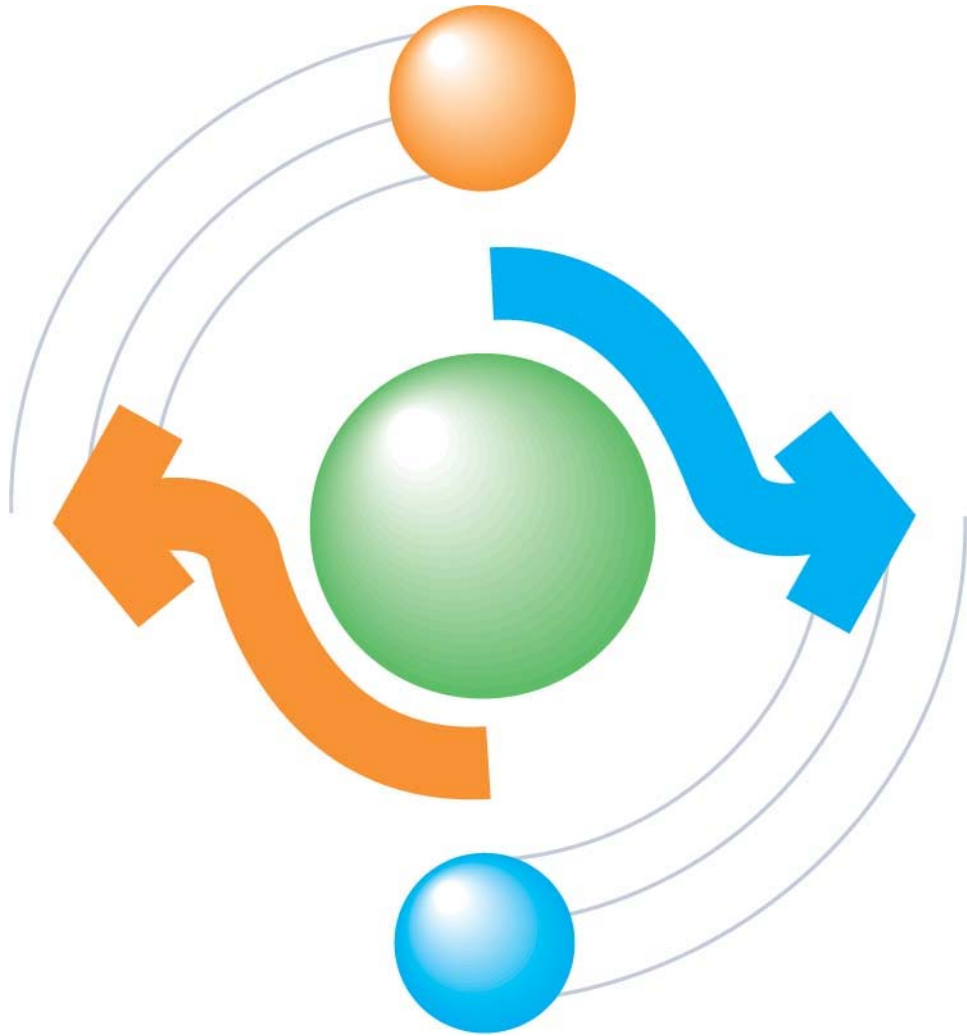
“Lack of a mentor for women could be a possible explanation for the lower representation of women at senior level”



Mentoring is a special point of interest for our WLI (Women's Leadership Initiative)



MENTORING



*Gender business
cases*

WLI Sofia Mentoring & Networking program

- Mentees: young female exempts
- Mentors: senior female exempts
- Type of mentoring: group
 - 5 sessions on specific topics: communication MF, women in management, work/life balance, personal development plan...
- Goal:
 - focus and clarity on personal & career development
 - growth on various aspects: communication, visibility, networking, work/life balance, understanding of organization...

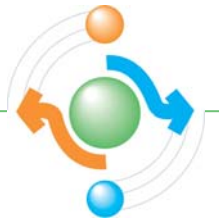


WLI Sofia Mentoring & Networking program

♀ ♀ STATEMENT ♀ ♀

♀ this program is succesful
because of the non-mixed
female approach

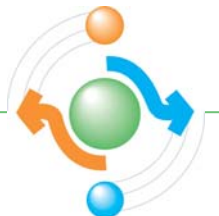
♀ ♀ ♀ ♀



1-to-1 Mentoring relationships

STATEMENT

there are better outcomes for
the mentee when their mentor
is a male



1-to-1 Mentoring relationships

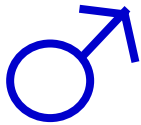
- A good match depends on the mentee's personal development **goal**
- The right “**gap**” between mentor and mentee offers the best learning opportunities
 - not too narrow
 - not too big
- There are **all sorts** of gaps:
 - gender
 - culture
 - division
 - hierarchy
 - experience
 - education
 - personality...



1-to-1 Mentoring relationships

Results of qualitative interviews

What mentor qualities are mentees looking for?



Stimulate career
Professional knowledge



Social & listening skills
Trust

What kind of relationship do mentees prefer?



Non-mixed



Mixed



1-to-1 Mentoring relationships

Results of qualitative interviews

What functions do mentors fulfill?



Psychosocial functions



Carreer functions
+ psychosocial functions

What role do mentors fulfill?



Dominance of advice giving

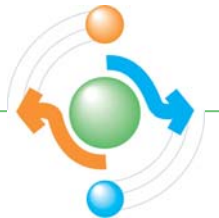


Diverse strategies

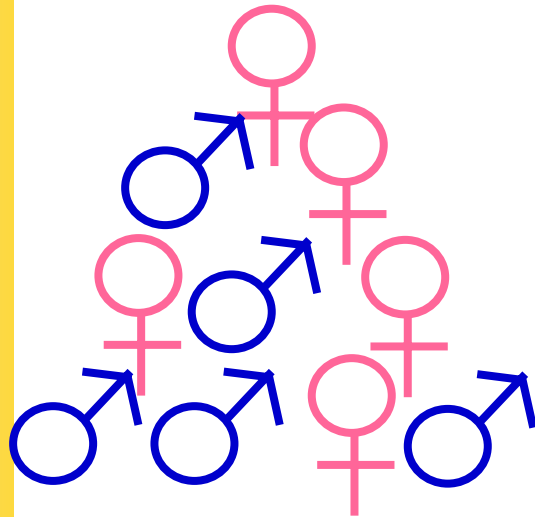


WLI Board Mentoring Program

- Mentees: sr female exempts
- Mentors: male board members
- Type of mentoring: one-to-one
 - Intake interviews, matching, training by HR
 - Duration: 1 year
- Goal:
 - support further growth, break glass ceiling
 - provide opportunities for exposure and visibility on highest levels

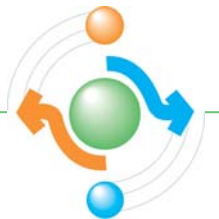


WLI Board Mentoring Program

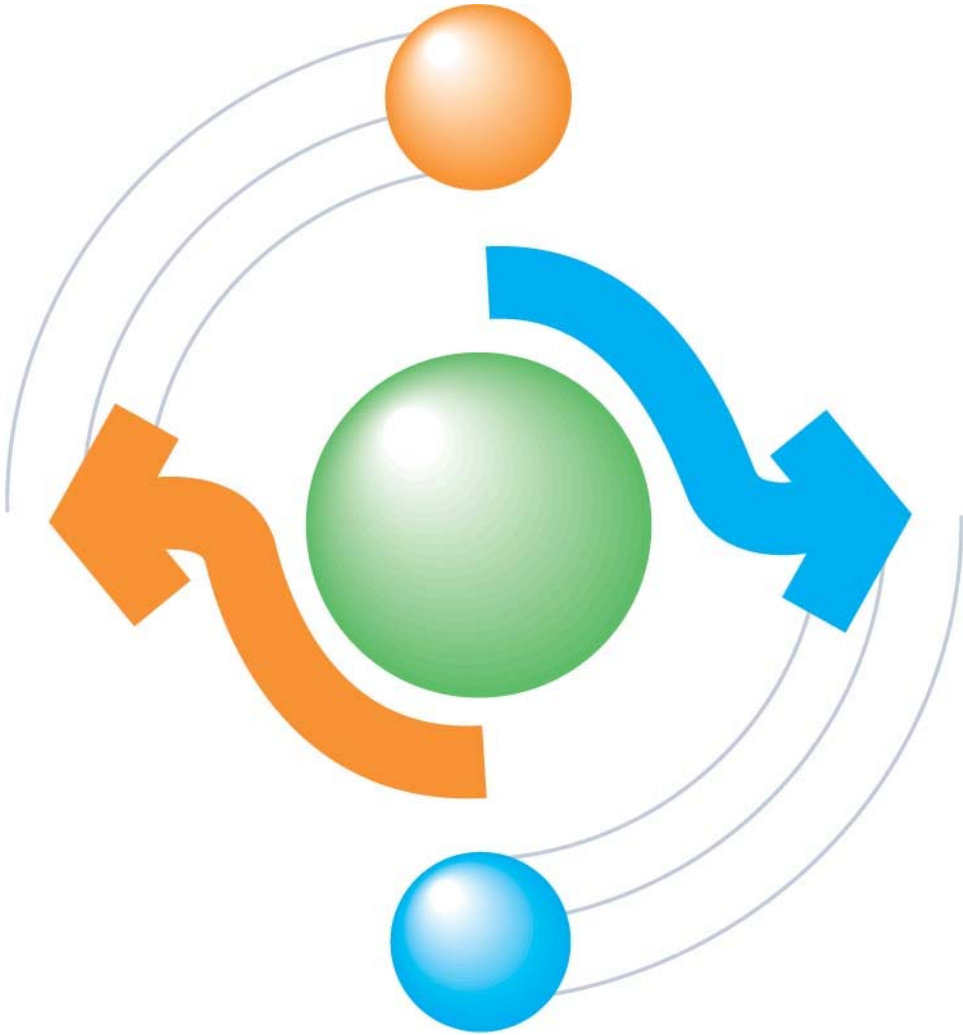


STATEMENT

this program will increase
the number of women in the
top of your organisation



MENTORING



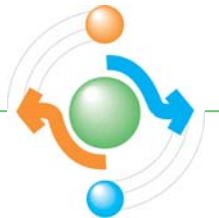
*An opportunity
for your business?*

Mentoring: an opportunity for you?

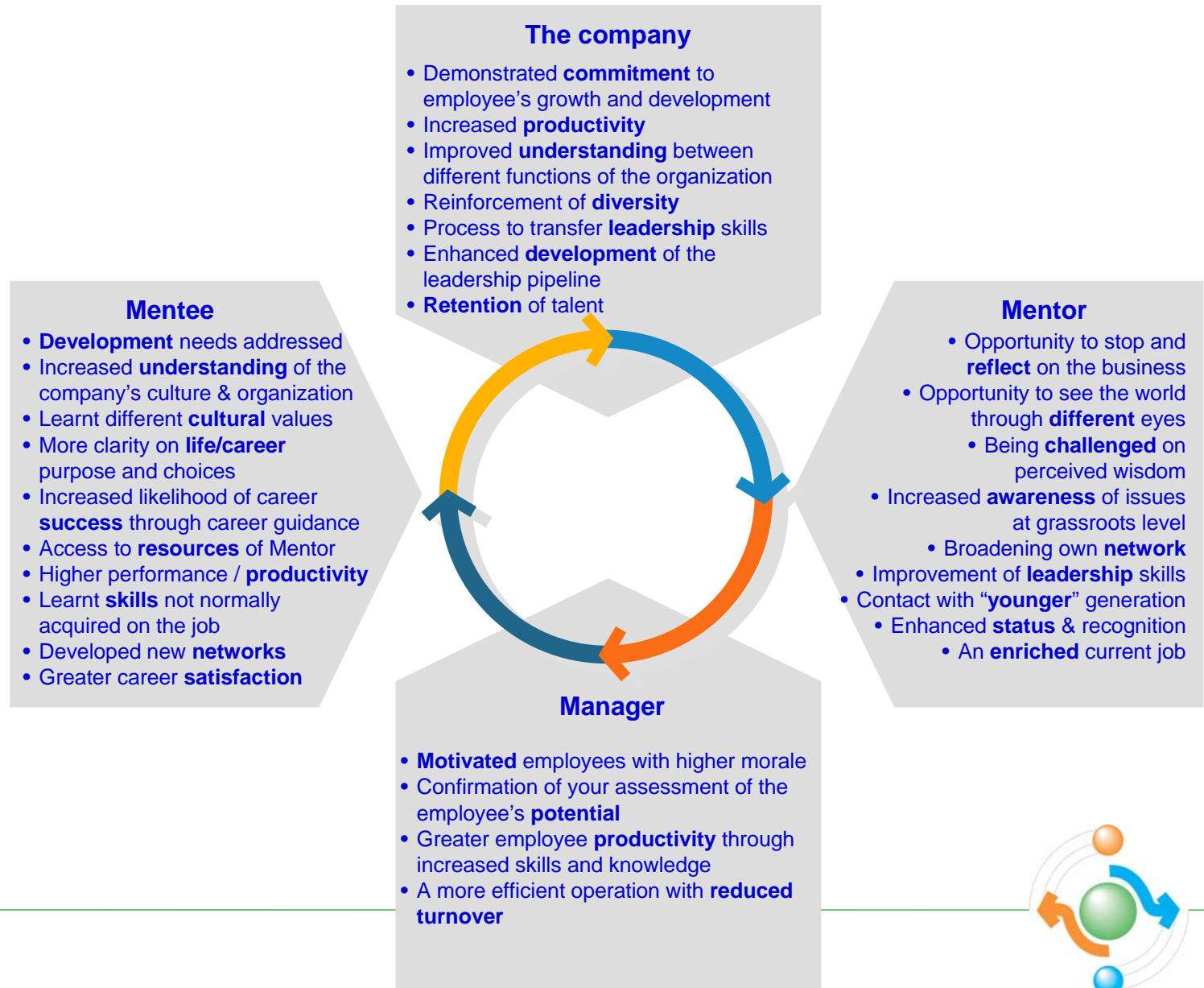
STATEMENT

Mentoring...

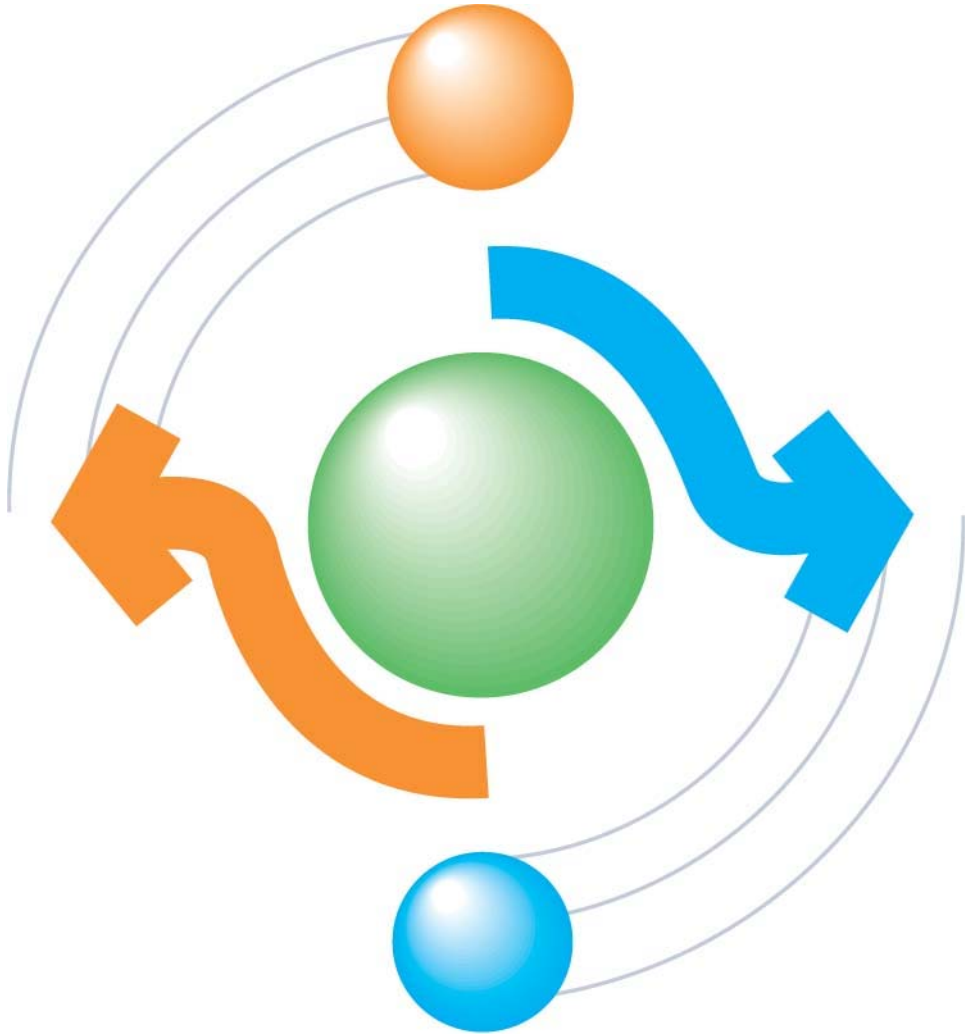
THE LEARNING SOLUTION
for my organisation!



Mentoring... a win-win for everyone!



MENTORING



Q & A