



Optimizing Mentoring Programs for Women of Color

About Catalyst

Founded in 1962, Catalyst is the leading nonprofit membership organization expanding opportunities for women and business. With offices in the United States, Canada, Europe, and India, and more than 500 preeminent corporations as members, Catalyst is the trusted resource for research, information, and advice about women at work. Catalyst annually honors exemplary organizational initiatives that promote women's advancement with the Catalyst Award.



Mentoring Programs: Not a One-Size-Fits-All Proposition

Catalyst research shows that women of color—that is, racially/ethnically diverse women—have experiences and perceptions that are unique from women as a group and men of color as a group. For instance, they report facing a greater level of negative stereotyping that may impede others from actively aiding them in advancing their careers.¹ Career development programs designed for all women (regardless of minority status) or all minorities (including men) may not take the unique experiences of diverse women into account. For example, more than half of organizations in a recent survey reported that they did not specifically target women of color in their mentoring programs.²

While the number of racially/ethnically diverse women with mentors has grown over time—from only one-third in the late 1990s³ to almost half in 2009⁴—one difference between diverse women and white women is that diverse women are much more likely to have mentors who lack power. In a recent Catalyst study, 62 percent of diverse women with mentors cited “lack of an influential mentor or sponsor” as a barrier to advancement vs. 39 percent of white women.⁵ This is a crucial gap given that powerful mentors often act as sponsors by influencing decision-making on who gets senior positions and coaching mentees to stretch into senior roles and assignments.⁶

Diverse women with influential mentors are more likely than those with non-influential mentors to experience the workplace (e.g., greater satisfaction with career advancement) and the organization (lower intent to leave and higher organizational commitment) advantageously.⁷ However, diverse women with influential mentors still lag their white women counterparts on a number of dimensions, including:⁸

- Overall satisfaction with the mentoring relationship.
- Trust and mutual understanding.

- Help with navigating organizational politics.
- Recommendations for assignments that increase contact with higher-level managers.

Given that diverse women with influential mentors have higher organizational commitment and lower intent to leave, organizations would be wise to consider specifically targeting programs to them, optimizing the effectiveness of such programs in general and, in particular, diverse women’s career advancement.⁹

HOW TO USE THIS TOOL

The benefits of this tool to organizations whose diversity and inclusion (D&I) professionals are developing new or refocusing existing mentoring programs on diverse women will vary, depending on where the organization’s mentoring programs currently fall for the developmental spectrum. The tool will help organizations with:

- **No mentoring program** decide on the target, goals, and structure of their mentoring program.
- **A mentoring program that does not include diverse women** decide whether to expand the program to include diverse women and how to tailor the initiative accordingly.
- **A mentoring program that includes a mix of demographic groups, including diverse women** optimize the program to more effectively meet the needs of diverse women.
- **A mentoring program that focuses on diverse women** leverage career advancement effectiveness for those women.

The tool includes a discussion of relevant issues and assessment questions. For each section:

1. Read the issues.
2. Answer the assessment questions.
3. Take notes in the space provided, which will later serve as “action starters” for creating, implementing, or revising your program.

The tool also includes a case study and a worksheet. Once the previous steps are completed:

1. Read the case study on developing a mentoring program, and answer the related questions.
2. Use the worksheet to integrate your thoughts on how to start, tailor, or optimize a comprehensive mentoring program to meet your organization’s needs and goals.

Mentoring Program Goals and Individual Outcomes

Mentoring program goals must align with outcomes for individual participants.¹⁰ Below are examples of program goals that are aligned with mentee outcomes across a variety of target groups.

TABLE 1
Examples of Program Goals, Outcomes, and Target Groups

Program Goals	Individual Mentee Outcomes	Target Groups
Develop a diverse talent pipeline	Develop knowledge in areas that will optimize individuals’ performance	Entry-level diverse group
Develop a more inclusive workplace	Gain insight on experiences and perspectives of diverse talent	Senior-level executives
Develop a promotion-ready cohort	Work with key players within the current line of business on a high-visibility project	Mid-level managers
Create a more diverse succession-planning slate	Gain political expertise and perspective by establishing relationships	Mid- to senior-level diverse group

Selecting Mentees and Mentors

For programs targeting a specific group such as women of color, developers should be knowledgeable about the career trajectories, unique needs of the group, and any pitfalls that need to be overcome. For instance, women of color face more negative stereotyping and double standards than other groups. They also tend to be less satisfied with opportunities for advancement in their organizations.

Mentors are often selected based on their interest in developing others, with specific criteria dictated by the goals of the program. Developers of programs may want to take account of the challenges faced by diverse women, and mentor-mentee pairs involving diverse women mentees, in creating additional criteria. Mentors are sometimes not open to having relationships with those from different backgrounds.¹² Women of color also report having difficulty obtaining influential mentors relative to their white women colleagues.

CONSIDER DESIGNING THE PROGRAM TO ENCOURAGE SPONSORSHIP OF DIVERSE WOMEN

The thrust of this tool is to optimize mentoring program outcomes for diverse women by taking into account the unique challenges those women face. In many mentoring programs, the mentor's traditional role is to support development of a mentee's career and offer assistance in navigating the workplace. However, developers of mentoring programs whose goals focus on advancing the careers of women of color should be aware that a mentor's traditional role can be extended to include sponsorship behaviors. Sponsorship entails advocating for, protecting, and fighting for the career advancement of the protégé.¹³ Those who are tapped as mentors in formal programs may be able to supply sponsorship or can transition at a later point to become sponsors. For example, mentors of minority executives often became powerful sponsors later in the minority executives' careers, recruiting them repeatedly to new positions.¹⁴ Thus, an option for mentoring program administrators is to design the program to encourage formal mentors to engage in sponsorship of diverse women. This has implications for selection of participants, development of the relationship between mentees and mentors, and metrics and accountability.

Facilitating Committed Mentee-Mentor Relationships

Facilitating the development of a committed relationship between mentees and mentors is key to mentors' ability to support and sponsor mentees. Trust is a crucial element of successful developmental relationships,¹⁹ but trust-building between diverse women and those from majority groups can be difficult.²⁰ For instance, compared with white women mentees with influential mentors, their diverse women counterparts are less likely to have a trusting relationship with their mentors. Diverse women's mentors are also less likely to coach

women of color on how to become politically savvy or recommend them for high-visibility assignments.

Many formal mentoring programs are limited to one year in duration. Given that it generally takes a longer time for open, trusting, relationships to develop among dissimilar pairs of people,²¹ a two-year formal mentorship program with diverse women mentees would provide a greater chance of successful relationships and greater benefits for both the mentees and the organization.



Assessment Questions: Outcome Metrics

1. Does your organization have the capability to track outcomes for mentees?
2. What metrics do you have in place or could you develop to track mentee retention and promotion rates?

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Assessment Questions: Sponsorship Metrics

1. How might you measure and reward sponsorship behavior? For example, could you measure the incidence of mentors placing diverse women into highly visible positions or advocating for their promotion? In your organization, what might be an appropriate reward for such behavior?
2. What metric might you develop to measure the incidences of mentor relationships that develop into sponsorship relationships after the program has ended? Could former mentors and mentees check in with program administrators on a semi-annual basis to see how and whether the relationship has progressed?

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Case Study

In a consumer packaged goods company, a concern has been raised that the retention of women of color is much lower than for other groups. Mentoring programs have been in place for the past three years designed for high-potential women at the vice president level. Human Resources (HR) notes that there are very few women of color vice presidents and that very few women of color are chosen to participate in the program. Also, analysis of HR data shows that women of color tend to be promoted more slowly, often spending one more year in grade than their white women peers.

In digging deeper, a difficult spot for women of color seems to be moving from director to vice president level. While there is high turnover among all women at the manager and director levels, there is much higher turnover among women of color at the director level. Exit interviews reveal that many diverse women leave because they feel that they can acquire more senior-level jobs at higher pay at other companies.

Focus groups reveal that more junior women of color at entry professional and manager levels, as compared with white women, are pessimistic about moving up. They feel that they do not have the same opportunities as their white peers, and they report lower engagement and commitment to the organization on employee surveys. HR is concerned that this lack of engagement may be affecting their performance.

Program developers have several choices to make at various points.

INSTRUCTIONS

1. Read the case study.
2. Review Options 1 through 3 as well as the Catalyst Insights for each.
3. Reflect on the possible responses by the program developers, including:
 - a. Whether you would or would not have made the same choices they did.
 - b. Why or why not.
 - c. What, if any, different choices you might have made.
4. Note your responses in the space provided.

Option 1

- **Goal:** To improve the career advancement potential of women of color in the organization by getting them into senior leadership positions, beginning with the most problematic transition from director to vice president.
- **Targets and Structure:** Separate program for women of color directors, employing one-on-one mentoring.
- **Special Structural Elements:** Pilot for an expanded mentoring program that will focus on both directors and a broader range of women of color lower in the pipeline to run for two years on the assumption that deeper relationships will develop between mentors and mentees.
- **Mentor Selection:** Senior leaders, well-networked in the organization, who have had at least one diverse person working for them, and who actively participate in choosing succession-planning slates.
- **Mentee Selection:** Recommended by managers and selected by a variety of personnel, including those in different functional areas and peers.
- **Matching:** Mentees are matched with a senior person in their functional area, given the norm that a criterion for promotion to a senior level in the organization is immersion in one's line of business.



Option 2

- **Goal:** To improve retention among all women, improve engagement among women, and facilitate cross-functional communication in the organization.
- **Structure and Budget Considerations:** Program developers do not have the budget or resources to overhaul the program or tailor it to women of color. The current program is expanded to include women managers and directors. Greater participation by women of color is expected since there are more of them at junior levels. Mentoring circles are used. Mentees come from different functional areas in the hope that broadening the mentees’ networks will pave the way for greater career mobility in the future.
- **Mentor selection:** HR selects mentors based on their stated interest in helping to develop others.
- **Mentee selection:** Mentees are selected based on potential as indicated by statements from candidates on how they have taken initiative in their jobs and their accomplishments in a variety of settings, including volunteer organizations.
- **Relationship Development:** Extensive training on communication, in particular on developing strong relationships across boundaries.
- **Metrics and Accountability:** Retention, engagement scores via employee survey responses, and participation by mentees in cross-functional task forces.

Catalyst Insights: Option 2

Some programs ensure quality of mentees by requiring that they be “proven quantities,” for example by already having been selected for participation in a high-potential program. By contrast, this program attempts to be more inclusive at junior levels so that those who are “diamonds in the rough” are not bypassed. By choosing not to focus on career advancement, program developers should be aware that they continue to risk lower retention, as frustration with advancement potential is a leading cause of turnover among women of color within the organization. Program developers should carefully monitor retention rates among women of color participants.

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Option 3

- **Goal:** To broaden the image of leaders—that is, to break away from the “default” category of white men as leaders that exists in many organizations—by enhancing the D&I learning of senior leaders. More specifically, to facilitate openness among the senior leader participants to different models and styles of leadership. An additional goal is to grant greater opportunities to women of color managers and directors.
- **Structure:** A separate program created for women of color managers and directors that uses reciprocal mentoring, with senior leaders and diverse women mentoring each other.
- **Relationship Development:** The senior leader participants are expected to share their knowledge and insights about the business with the women of color participants and to recommend them for high-visibility assignments. In turn, the women of color participants coach the senior leaders on diversity issues such as stereotypes in the workplace and challenges facing diverse women in navigating the organization that need to be addressed to promote a more inclusive culture. As the relationships develop, senior leader participants should gain some appreciation of their diverse women partners and be more amenable to a diversity of leadership styles.
- **Diverse Women Selection:** Diverse women participants are selected based on strong performance reviews, and are expected to take a great deal of initiative and challenge norms within the organization (based on program administrator knowledge—that is, the personal knowledge that program administrators have of the diverse women participants, which they have gathered from their contacts throughout the organization).
- **Senior Leader Selection and Special Issues:** In this risk-averse environment, program developers experience difficulty recruiting enough senior leader participants who are willing to actively share their political knowledge with the diverse women directors and managers. Consequently, participation in this reciprocal mentoring program is mandatory for senior leader participants two levels below the CEO level.
- **Metrics and Accountability:** Diverse women participants assess senior leader participants on their knowledge of diversity and inclusion principles; their receptivity to diverse leadership styles; and the frequency and quality of knowledge transfer, in particular, their willingness to share their political knowledge and capital with the diverse women participants. A requirement for each senior leader participant is a presentation to a minority women’s network on political lessons learned during the senior leader participant’s work in the organization. The network attendees rate each speech on a number of dimensions, and program developers give a well-publicized award to the senior leader participant who is rated the highest by the diverse women network members. Other metrics include promotion and retention rates of diverse women participants, incidence of the senior leader participants providing high-visibility opportunities to the diverse women participants, and incidence of “diversity championship” behavior by senior leader participants. An example of such diversity championship behavior includes the extent to which senior leader participants challenge other leaders who do not bring diverse slates of candidates into succession planning meetings.

Worksheet: Goals With Outcomes, Structure, and Target Groups

INSTRUCTIONS

After reviewing all of the notes you've made throughout this tool, map out ideas you have developed for creating or revising your mentoring program in the grid below.

1. Specify each program goal as well as the mentee outcomes, mentoring structure, and target group(s) associated with the goal using the sample grid below. You may include as few or as many goals as you deem appropriate.
2. Identify the potential benefits and drawbacks for the goal and its elements (mentee outcomes, mentoring structure, target group).
3. Remember that the number of goals will vary organization to organization, depending on each organization's individual circumstances. In addition to the case study you read previously, the appendix includes D&I practices that you may wish to review for additional ideas.

PROGRAM GOAL	Benefit(s)	Drawback(s)

MENTEE OUTCOME	Benefit(s)	Drawback(s)

MENTORING STRUCTURE	Benefit(s)	Drawback(s)

TARGET GROUP(S)	Benefit(s)	Drawback(s)



Appendix: Diversity and Inclusion Practices

The practices included in this appendix provide real-life examples of successful mentoring program implementation, including, among other aspects, how to determine program structure, select participants, and integrate a mentoring program with other talent management practices used by the organization.

PEPSICO, INC.—2007 CATALYST AWARD-WINNING INITIATIVE WOMEN OF COLOR (WOC) MULTICULTURAL ALLIANCE²³

FACILITATING COMMITTED MENTEE-MENTOR RELATIONSHIPS: PepsiCo's Award-winning initiative, *Women of Color (WoC) Multicultural Alliance* (the "Alliance") is a strategic support and resource group closely aligned with the business. The Alliance is a business imperative that focuses on the attraction, retention, and development of women of color within PepsiCo and specifically targets women of color in middle and senior management ranks. Early on, the Alliance wanted to address the feedback it had received about the challenges women of color faced in developing authentic relationships with their managers, and it recognized the importance of providing women of color with meaningful development experiences. One of the first elements put into place was a program called Power Pairs®. This customized coaching program for women of color, their immediate managers, and their "skip-level" managers (second-level managers) uses facilitated dialogue to build personal and professional relationships, help participants better understand others' work styles, professional interests, and career goals, and foster more authentic and honest relationships. Conversations should convey mutual expectations, identify gaps, and help participants collaboratively develop action plans for working together more effectively.

RBC (ROYAL BANK OF CANADA)—DIVERSITY DIALOGUES²⁴

DETERMINING PROGRAM STRUCTURE—REVERSE MENTORING EXAMPLE: *Diversity Dialogues* is a reciprocal mentoring model that positions mentors and mentees as partners in learning about diversity. The program matches diverse employees (who may include mid-level women and visible minorities who are mid-level or senior managers) with senior leaders and executives from across the organization. Participants in *Diversity Dialogues* partner for one year, meeting about once a month, or at least six times.

Goals of the program include accelerating the D&I learning of senior leaders, ensuring that executives know their diverse talent, and helping diverse employees gain visibility and insight into the organization and their careers.

Matching pairs for *Diversity Dialogues* is a thoughtful process involving the senior leader, human resources (HR) business partners, and the Diversity group. HR business partners have discussions with the leaders regarding their learning goals and help identify which diverse employees might benefit from the program. Determining whether a match stays within a line of business or crosses lines of business depends on the goals of the partnership. Once all of the necessary factors are accounted for, appropriate matches are confirmed through HR.

Each matched pair is provided with the *Diversity Dialogues* toolkit, which outlines a number of required and optional “steps” or actions for the relationship. All pairs begin with sessions and exercises to get to know each other, and the remainder of the program consists of thought-starters that stimulate dialogue. Through the toolkit, pairs talk about a variety of diversity-related topics—such as myths related to D&I, cross-cultural competencies, and stereotypes in the workplace—by reviewing and discussing articles, statistics, and books. After the initial discussions, pairs can tailor the program to better meet their needs—by adding specific topics, meeting more frequently than once a month, or participating in other events and activities outside the office. The open nature of the *Diversity Dialogues* framework is critical to its success and has allowed for innovative modifications by the participants to enhance their learning. For example, one pair visited a temple for the first time based on a client recommendation.

If participants—together or independently—want assistance or information about how to talk through a sensitive topic, they are provided with two resources. Internally, they are welcome to reach out to the Diversity group or designated HR representative in their region. They may also contact an external partner with expertise in diversity if they are more comfortable communicating with someone outside of RBC. After one year in the program, mentors and mentees graduate, or formally complete the program. Participants often become champions of diversity and seek out other ways to become involved in diversity efforts at RBC. Many leaders remain involved in the program by asking for a new partner.



THE GOLDMAN SACHS GROUP, INC.—2007 CATALYST AWARD-WINNING INITIATIVE SECURING TALENT AND EXCELLENCE IN THE PIPELINE: THE SENIOR WOMEN'S INITIATIVE²⁵

SELECTING MENTEES: The *Senior Women's Initiative* was an outgrowth of Goldman Sachs' organizational effort to take a more strategic approach to diversity after engaging in diversity efforts for nearly two decades. In 2002, the Office of Global Leadership and Diversity (GLD) merged with Human Capital Management (HCM), in order to synchronize efforts and embed diversity considerations into HCM functions.

The primary component of the initiative is the Senior Women's Review. GS business leaders complete an annual assessment of promotion opportunities for every woman at the Partner and Managing Director (MD) level globally, as well as high-potential women VPs. These assessments are reviewed by each division head and a committee of senior leaders, consisting of one of the Co-Presidents, the Head of HCM, the Head of GLD, and GS's most senior woman. These leaders engage in thoughtful and timely career-development planning to ensure that decisions are not based upon gender stereotyping. Many of the names surfaced in the Senior Women's Review are considered for promotion through a thorough and time-consuming cross-evaluation process that engages senior-level evaluators across the firm to conduct independent reviews on each candidate's commercial and leadership contributions. Each division head nominates business leaders to take on the role of cross-evaluators. These individuals are then specifically trained to ensure that expected MD and Partner competencies are displayed—including those that are diversity-specific. The team of up to 100 cross-evaluators is chosen globally and represents multiple dimensions, including gender, race, ethnicity, function, and nationality. The team is coordinated by captains who keep the cross-evaluators moving steadily through the timeline (a four-month review process) and present final results to a panel including the Co-Presidents. In 2006, over 9,400 interviews were held, resulting in 377 promotions.

The Senior Women's Review is critically linked through its timing to annual succession-planning sessions and semi-annual reviews at various levels. A critical component of the Senior Women's Review is follow-up. Development plans for women who are not promoted include next steps for development, leadership training, coaching, and mentoring, as well as feedback, increased exposure to key senior individuals, job mobility, and stretch assignments. The Partner selection process happens every two years. The MD selection process occurs annually and follows the same cross-evaluation process. The only difference is that cross-evaluators are chosen from the division itself (not company-wide). At more junior levels, a divisional Career Development Review identifies high-potential women who will eventually be part of the Senior Women's Review.

KPMG LLP—ACHIEVING RESULTS THROUGH MENTORING²⁶

INTEGRATING MENTORING, D&I, AND TALENT MANAGEMENT PROGRAMS: Formal mentoring has existed at KPMG LLP (KPMG), the U.S. member firm of KPMG International, for decades. Prior to 2004, however, the mentoring program focused primarily on assisting employees with the transition to partnership. In 2004, KPMG's former Chairman and Deputy Chairman, recognizing the critical role mentors played over the course of their own careers, set out to expand the program to all KPMG employees regardless of functional area, level, or partner-track status.

KPMG used a three-pronged approach in developing and implementing its mentoring program. First, senior leaders strongly and actively encourage employees to participate in the program. Formulating and maintaining a mentoring relationship is viewed as an important professional development activity. Second, while the mentor provides the bulk of guidance within the relationship, the mentee is expected to commit to the relationship and contribute his or her own knowledge and expertise as well. Finally, the format is adaptable. Participation in the program is high due to a fluid, hands-off approach to mentor matching combined with strong support and high levels of communication and commitment from leadership. Chemistry is vitally important in the mentoring relationship, and KPMG maintains that self-directed matching at the local level is most effective.

The program includes trainings, tools, and resources to facilitate mentoring relationships. Participation is voluntary, but all staff members are strongly encouraged to participate from the beginning of their employment at KPMG. Based on employee data from 2008, nearly 60 percent of KPMG's workforce (9,862 mentees; 5,990 mentors) participates in the mentoring program and there are 1.6 mentees for every mentor.

In support of KPMG's emphasis on employee-directed mentoring, the program has few logistical constraints. There are no requirements surrounding age, business sector (e.g., tax, audit, advisory), or geographic location, nor are there requirements regarding the amount of time devoted to the relationship. Rather, the firm recommends that mentors and mentees meet in person for a minimum of one to two hours each month and supplement this contact with phone calls and other forms of communication, including email.

Mentor-mentee pairs are expected to formulate and monitor goals for the relationship. Setting goals helps better define the relationship and ensure expectations are met for both parties. Mentoring has also become an integral component of employee evaluations through the use of tools such as KPMG's web-based performance management system. There is a general expectation that employees will become mentors as they advance within the firm, and partner-track employees are expected to specify mentoring as one of their formal career goals.

To reward employees for excellence in mentoring and to actively promote the program, KPMG formally recognizes mentors with the National Mentoring Award. Created in 2006, the award is an annual firm-wide effort to acknowledge the positive impact mentoring has on career development.



Endnotes

1. Katherine Giscombe, *Women of Color in Accounting—Women of Color in Professional Services Series* (Catalyst, 2008); Deepali Bagati, *Women of Color in U.S. Law Firms—Women of Color in Professional Services Series* (Catalyst, 2009).
2. Heather Foust-Cummings and Emily Pomeroy, *2009 Catalyst Benchmarking Report* (Catalyst, 2009).
3. Catalyst, *Women of Color in Corporate Management: Opportunities and Barriers* (1999).
4. Based on data from Catalyst's studies *Women of Color in Professional Services*.
5. Deepali Bagati, *Women of Color in U.S. Law Firms—Women of Color in Professional Services Series* (Catalyst, 2009).
6. Those with "non-influential mentors" are defined as those who currently have a mentor but who indicated that a barrier to their advancement was the "lack of an influential mentor." Conversely, those with "influential mentors" are defined as those who currently have a mentor but did not indicate that a barrier to their advancement was the "lack of an influential mentor."
7. All significant at $p < .05$; data from Catalyst's studies *Women of Color in Professional Services*.
8. All relationships significant at $p < .05$; data from Catalyst's studies *Women of Color in Professional Services*.
9. Data in this guide comes from Catalyst's studies *Women of Color in Professional Services* and *Sponsoring Women to Success*.
10. While mentors in formal programs often enjoy positive outcomes and are sometimes expected by program administrators to have formal goals as part of the program, the focus in this tool is on the diverse woman as mentee.
11. Catalyst, *Women of Color in Corporate Management: Three Years Later* (2002).
12. Belle R. Ragins, "Diversified Mentoring Relationships In Organizations: A Power Perspective," *Academy of Management Review*, vol.22, no. 2 (1997): p. 482-521.
13. Heather Foust-Cummings, Sarah Dinolfo, and Jennifer Kohler, *Sponsoring Women to Success* (Catalyst, 2011).
14. David A. Thomas, "The Truth About Mentoring Minorities: Race Matters," *Harvard Business Review* (April 2001), p. 99-107.
15. For more detail on matching techniques, see Stacy D. Blake-Beard, Regina M. O'Neill, and Eileen M. McGowan, "Blind Dates? The Importance of Matching in Successful Mentoring Relationships," *The Handbook of Mentoring at Work*, Belle Rose Ragins and Kathy Kram ed., (Sage 2007), p. 617-632.
16. In comparison with white women, white men, and men of color, women of color in professional services firms were found to have narrower scopes of networks, meaning that they had fewer people whom they spoke with on a regular basis. Katherine Giscombe, *Women of Color in Accounting—Women of Color in Professional Services Series* (Catalyst, 2008); Deepali Bagati, *Women of Color in U.S. Law Firms—Women of Color in Professional Services Series* (Catalyst, 2009).
17. Diverse women have been found to be "guarded," meaning that they sometimes protect themselves by setting boundaries between themselves and others in less than inclusive environments. Katherine Giscombe, *Building Trust Between Managers and Diverse Women Direct Reports* (Catalyst, 2011).
18. David A. Harrison, Kenneth H. Price, and Myrtle P. Bell, "Beyond Relational Demography: Time and the Effects of Surface- and Deep-Level Diversity on Work Group Cohesion," *Academy of Management Journal*, vol. 41, no. 1 (1998), p. 96-107.
19. Foust-Cummings, Dinolfo, and Kohler.
20. Giscombe (2011).
21. Daniel B. Turban, Thomas W. Dougherty, and Felissa K. Lee, "The Impact Of Demographic Diversity and Perceived Similarity On Mentoring Outcomes: The Moderating Effect Of Time," *Academy of Management Proceedings*, (1999), p. E1-E6.
22. For more information on metrics and accountability see Sarah Dinolfo and Julie Nugent, *Making Mentoring Work* (Catalyst, 2010).
23. Catalyst, *D&I Practices: 2007 Catalyst Award Winner The Goldman Sachs Group, Inc.—Securing Talent and Excellence in the Pipeline: The Senior Women's Initiative* (2007).
24. Catalyst, *D&I Practices: 2007 Catalyst Award Winner PepsiCo, Inc.—Women of Color (WoC) Multicultural Alliance* (2007).
25. Catalyst, *D&I Practices: RBC Bank of Canada—Diversity Dialogues* (2010).
26. Catalyst, *D&I Practices: KPMG LLP—Achieving Results Through Mentoring* (2010).

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