

# Forget A Mentor Find Sponsor The New Way To Fast Track Your Career

## Sylvia Ann Hewlett

Forget A Mentor Find Sponsor The New Way To Fast Track Your Career Sylvia Ann Hewlett Forget Mentors Find Sponsors The New Way to FastTrack Your Career Sylvia Ann Hewletts Revolutionary Approach Are you tired of feeling stuck in your career Do you diligently network attend workshops and even have a mentor yet still find yourself struggling to climb the corporate ladder Youre not alone According to renowned economist and author Sylvia Ann Hewlett the traditional mentormentee relationship might not be the most effective path to career advancement anymore Her groundbreaking work advocates for a new approach finding a sponsor This isnt just about networking its about securing a powerful advocate who actively champions your advancement Image A stylized graphic showing a network of people with one person highlighted prominently symbolizing a sponsor advocating for another Whats the Difference Between a Mentor and a Sponsor Many people use the terms mentor and sponsor interchangeably but theres a crucial distinction Mentor Offers guidance advice and shares their experience Think of them as a trusted advisor who helps you navigate your career path They offer valuable insights but dont necessarily have the power to directly influence your promotions or opportunities Sponsor Actively promotes your career advancement They use their influence and power within the organization to push for your promotions advocate for you in key meetings and open doors to new opportunities Theyre not just advising theyre acting on your behalf Image A simple table comparing Mentors and Sponsors highlighting key differences in roles and actions Why Sponsors are Crucial in Todays Workplace In todays fastpaced often opaque corporate world having a sponsor can be the difference between a steady climb and a stalled career Hewletts research highlights that women and minorities often lack access to the powerful networks and sponsorships needed to reach senior leadership positions Sponsors 2 Open Doors They introduce you to influential people you wouldnt otherwise meet Advocate for You They champion your ideas and capabilities to decisionmakers Push You Forward They actively seek out opportunities that

match your skills and ambitions Provide Visibility They ensure your accomplishments are recognized and rewarded Offer Strategic Advice They provide guidance tailored to advancement within the organization How to Find and Cultivate a Sponsor Finding a sponsor isnt about begging for favors its about building a genuine relationship based on mutual respect and trust Heres a stepbystep guide

- 1 Identify Potential Sponsors Look for individuals who Have Influence Hold senior positions and have a proven track record of success Share Your Values Align with your professional goals and ethics Demonstrate a Commitment to Diversity and Inclusion If applicable this is crucial for individuals from underrepresented groups
- 2 Build a Strong Relationship Demonstrate competence Consistently exceed expectations in your current role Seek out opportunities for interaction Attend company events participate in relevant committees and volunteer for challenging projects Network strategically Dont just collect business cards build genuine connections Be proactive Dont wait for them to reach out initiate conversations and demonstrate your initiative
- 3 Articulate Your Aspirations Clearly communicate your career goals and how you plan to achieve them Prepare a concise and compelling narrative that highlights your accomplishments and future potential
- 4 Seek Sponsorship Explicitly with tact This is the crucial step Dont be afraid to directly ask for sponsorship but do so strategically For example you could say Im aiming for position within the next timeframe Id be grateful for your advice and guidance on navigating that path and would greatly appreciate it if you would consider being a sponsor for me
- 5 Maintain the Relationship

3 Regularly update your sponsor on your progress seek their feedback and show your appreciation This isnt a onetime request its an ongoing relationship that requires nurturing

Image A flowchart illustrating the process of finding and cultivating a sponsor

Practical Examples

Example 1 Sarah a marketing manager identified a senior VP who had a track record of promoting women She proactively networked with her showcasing her achievements and eventually asked the VP to sponsor her for a leadership role The VP impressed by Sarahs skills and ambition actively supported her promotion

Example 2 David an engineer noticed a pattern of internal promotions among a particular department leads team He researched the leads career trajectory and then strategically approached them for mentorship and sponsorship The lead recognizing Davids potential facilitated his transfer to their team and guided his career advancement

Summary of Key Points Mentors provide guidance sponsors actively promote your career advancement Sponsors are particularly crucial for women and underrepresented groups Finding a sponsor requires proactive networking building genuine relationships and explicitly asking for sponsorship Cultivating the relationship through consistent communication and showing appreciation is vital for longterm success

5 FAQs

- 1 What if I cant find a sponsor within my organization Explore

networking opportunities outside your company perhaps through industry associations or professional groups 2 What if my potential sponsor declines Dont be discouraged It might not be the right fit or they may be too busy Continue networking and focus on building relationships with others 3 How do I know if someone is a good potential sponsor Look for individuals with influence a track record of success and a genuine interest in your career growth 4 Is it ever appropriate to ask for a specific benefit or promotion While you should articulate your aspirations directly demanding a promotion is rarely effective Focus on building a strong case for your capabilities and let your sponsor advocate for you 4 5 What if my sponsor doesnt deliver on their promises Its disappointing but it happens Reflect on the relationship and consider if its worth continuing Dont let this deter you from seeking out other potential sponsors By understanding the power of sponsorship and implementing these strategies you can significantly accelerate your career trajectory and achieve your professional ambitions Forget just mentoring embrace the power of sponsorship its the new way to fasttrack your success

Summary of Sylvia Ann Hewlett's Executive PresenceExecutive PresenceExecutive Presence 2.0Top TalentOff-ramps and On-rampsExecutive PresenceSylvia Ann HewlettThe Sponsor EffectThe Power of Out 2. 0Forget a Mentor, Find a SponsorWomen Want Five ThingsCreating a LifeHBR's 10 Must Reads on Women and Leadership (with bonus article "Sheryl Sandberg: The HBR Interview")A Lesser LifeThe Battle for Female Talent in ChinaDeveloping Female LeadersInnovation, Diversity and Market GrowthHBR's Women at Work CollectionThe New AdvantageBacklash Everest Media, Sylvia Ann Hewlett Sylvia Ann Hewlett Sylvia Ann Hewlett Sylvia Ann Hewlett Sylvia Ann Hewlett Iris Davis Sylvia Ann Hewlett Sylvia Ann Hewlett Sylvia Ann Hewlett Sylvia Ann Hewlett Harvard Business Review Sylvia Ann Hewlett Sylvia Ann Hewlett Kadi Cole Sylvia Ann Hewlett Harvard Business Review Howard J. Morgan Susan Faludi

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please note this is a companion version not the original book sample book insights 1 executive presence is not a measure of performance but rather of image it is a combination of qualities that telegraphs that you have what it takes to be in charge or deserve to be 2 the importance of nonmusical factors is often overlooked by musicians the way a musician presents themselves onstage is as important as their musical skills 3 the world of music illustrates the importance of image in the workplace the best predictor of success on the competition circuit was whether a pianist could communicate passion through body language and facial expression 4 the three pillars of ep are how you act how you speak and how you look they are not equally important but they are all important gravitas is the core characteristic signaling that you know your stuff cold is more important than either communication or appearance

are you leadership material more importantly do others perceive you to be sylvia ann hewlett a noted expert on workplace power and influence shows you how to identify and embody the executive presence ep that you need to succeed you can have the experience and qualifications of a leader but without executive presence you won't advance ep is an amalgam of qualities that true leaders exude a presence that telegraphs you're in charge or deserve to be articulating those qualities isn't easy however based on a nationwide survey of college graduates working across a range of sectors and occupations sylvia hewlett and the center for talent innovation discovered that ep is a dynamic cohesive mix of appearance communication and gravitas while these elements are not equal to have true ep you must know how to use all of them to your advantage filled with eye opening insights analysis and practical advice for both men and women mixed with illustrative examples from executives learning to use the ep executive presence will help you make the leap from working like an executive to feeling like an executive

in this updated and expanded edition of her celebrated book executive presence the missing link between merit and success one of the world's most influential business thinkers reveals the qualities essential to leadership in our fast changing post pandemic world some are timeless confidence decisiveness some are brand new the ability to command zoom and all are game changers nearly a decade ago economist sylvia ann hewlett cracked the code of executive presence ep drawing on complex data and in

depth interviews with senior executives from sectors as different as finance and fashion she demonstrated that ep is a potent mix of gravitas communication and appearance executive presence became a classic translated into seven languages it s helped tens of thousands of ambitious accomplished professionals to fast track their careers chuck robbins ceo of cisco and thasunda brown duckett ceo tiaa are among the leaders who recommend this book for any up and comer seeking to rise through the ranks and do something extraordinary with their lives but ep has evolved black lives matter the metoo movement and a global pandemic have changed the leadership equation but how to answer that question in 2022 hewlett embarked on a second round of quantitative and qualitative research targeting seasoned leaders and thirty something year old executives at the cutting edge of the new economy fin tech gaming media her findings are timely as new executives find their feet in a post pandemic world hewlett demonstrates that in 2023 leaders worldwide seek to promote high performing men and women who exude confidence but also project authenticity and inclusivity they re also intent on advancing those who excel at leading remote teams and demonstrate a command of social media it s no coincidence that eddie glaude amanda gorman and gustavo dudamel are stars of this new edition of executive presence and the usual suspects hewlett s most potent message ten years ago and now is that ep is eminently learnable you don t need to have the voice of james earl jones the communication skills of steve jobs or the athleticism of michelle obama to ace ep you merely have to arm yourself with the tools and tactics contained in these pages

during tough economic times it s more vital than ever to hold on to and leverage your top performers they ve got the outsize smarts and dedication your firm needs to survive recession and emerge stronger yet in 2009 many employers are failing to support and sustain their best people loyalty and trust are out the window engagement is through the floor flight risk is at an all time high in top talent a volume in the memo to the ceo series sylvia ann hewlett presents new data detailing what has happened to top talent in this brutal down cycle she then explains how companies can re engage and re energize their stars drawing from virtual strategy sessions conducted within fourteen corporate giants including ge merrill lynch and time warner hewlett presents eight cutting edge interventions that have emerged as top picks for managers looking to motivate top talent in tough times including show that top leadership cares create a no spin zone characterized by candid frequent communication strengthen camaraderie and model stress busting behaviors provide powerful nonmonetary rewards concise and practical this guide is essential for employers seeking to turbo charge their star performers

examines the impact that a leave to care for children or elderly parents has on the career of professional women and proposes strategies that companies can undertake to retain and reintegrate talented female employees

performance hard work and sponsors get top talent recognized and promoted but leadership potential isn't enough to lever men and women into the executive suite leadership roles are given to those who also look and act the part top jobs often elude women because they lack executive presence or underestimate its importance executive presence depends on getting three things right appearance communication and gravitas this comes from the abstract on page 1

diving into the captivating pages of sylvia ann hewlett *beyond boundaries* readers embark on an inspiring journey through the life and legacy of a trailblazer whose resilience and vision have left an indelible mark on the realms of economics gender equality and workplace dynamics in the first chapter we uncover the formative years and influences that shaped sylvia ann hewlett's extraordinary trajectory from her humble beginnings in the mining valleys of south wales to the pivotal moments that cultivated her perspectives on gender and career readers are immersed in a narrative that beautifully weaves personal anecdotes with historical context as the narrative unfolds chapter 2 illuminates the academic journey of a remarkable mind from her groundbreaking achievements to the significant events that defined her educational pursuits this chapter provides readers with an intimate understanding of the intellectual foundation that underpins hewlett's distinguished career the subsequent chapters delve into her professional ascent the advocacy for women's empowerment and groundbreaking theories on mentorship and sponsorship readers witness her emergence as a proponent of gender equality and a tireless advocate for diversity and inclusion uncovering pivotal moments that dismantled workplace boundaries in the later chapters the book explores hewlett's influential research her legacy and the numerous accolades that affirm her impact on academia and business the final chapters offer readers a rare glimpse into sylvia ann hewlett's reflections on her personal journey providing insights that inspire self reflection and contemplation in a powerful and thought provoking conclusion readers are left with a profound sense of gratitude for the wisdom gained from sylvia ann hewlett's life story *beyond boundaries* leading change is not just a biography it's a testament to resilience a guide to transformation and an ode to the infinite possibilities that arise when one woman decides to change the world this book is a must read for anyone seeking inspiration empowerment and a roadmap to making a lasting impact in their

own spheres of influence

are you investing in the right people many people know the benefit of finding a sponsor someone who goes beyond traditional mentorship to partner with a junior level employee to help build their skills advocate for them when opportunities arise and open doors but few realize that being a sponsor is just as important to career growth as finding one according to new research from economist and thought leader sylvia ann hewlett senior executives who sponsor rising talent are 53 percent more likely to be promoted than those who don't similarly middle level managers who have proteges are 167 percent more likely to be given stretch assignments well chosen proteges contribute stellar performance steadfast loyalty and capabilities that you the sponsor may lack thus increasing how fast and how far you can go but how do you find standout proteges let alone develop them so that they're able to come through for you and your organization this book has the answers you need combining powerful new data and rich examples drawn from in depth interviews with leaders from companies such as unilever aetna blizzard entertainment and ey the sponsor effect provides a seven step playbook for how you can become a successful sponsor you'll learn to identify the right mix of proteges include those with differing perspectives inspire your proteges and ignite their ambition instruct them to develop key skill sets inspect your picks for performance and loyalty instigate a deal detailing the terms of a relationship invest three ways and reap the rewards along the way you'll discover the enormous benefits of investing in these valuable relationships

who's pulling for you who's got your back who's putting your hat in the ring odds are this person is not a mentor but a sponsor mentors can build your self esteem and provide a sounding board but they're not your ticket to the top if you're interested in fast tracking your career what you need is a sponsor a senior level champion who believes in your potential and is willing to advocate for you as you pursue that next raise or promotion in this powerful yet practical book economist and thought leader sylvia ann hewlett author of ten critically acclaimed books including the groundbreaking off ramps and on ramps shows why sponsors are your proven link to success mixing solid data with vivid real life narratives hewlett reveals the two way street that makes sponsorship such a strong and mutually beneficial alliance the seven step map at the heart of this book allows you to chart your course toward your greatest goals whether you're looking to lead a company or drive a community campaign forget a mentor find a sponsor will help you forge the relationships that truly have the power to deliver you to your destination

hundreds of books have been written about the problems confronting women who want to combine a fulfilling career with motherhood sylvia ann hewlett's *creating a life* cuts away the myths and lies that surround the subject it goes to the very heart of the dilemma her message is simple if you want to have children plan for them with the same intensity you bring to your career ambitions *creating a life* is essential reading for a generation of women who have the chance to get it right and create a life

what will it take to create a more gender balanced workplace if you read nothing else on leadership and gender at work read these 10 articles by experts in the field we've combed through hundreds of articles in the harvard business review archive and selected the most important ones to help you understand where gender equality is today and how far we still have to go this book will inspire you to better understand the path women must take to leadership learn the root causes of the barriers that exist for women in the workplace check your own gender biases and distinguish between confidence and competence in your colleagues manage a more effective gender diversity program recognize the issues women face when speaking up about bias or harassment help women reenter the workforce after taking time off and create opportunities for them to reach their ambitions this collection of articles includes *women and the labyrinth of leadership* by alice h eagly and linda l carli *do women lack ambition* by anna fels *women rising the unseen barriers* by herminia ibarra robin ely and deborah kolb *women and the vision thing* by herminia ibarra and otília obodaru *the power of talk who gets heard and why* by deborah tannen *the memo every woman keeps in her desk* by kathleen reardon *why diversity programs fail* by frank dobbin and alexandra kalev *now what* by joan c williams and suzanne lebsack *the battle for female talent in emerging markets* by sylvia ann hewlett and ripa rashid *off ramps and on ramps keeping talented women on the road to success* by sylvia ann hewlett and carolyn buck luce and sheryl sandberg *the hbr interview* by sheryl sandberg and adi ignatius

what would your church look like if it maximized the dormant gifts of the women god has brought there discover how to develop and leverage the leadership abilities of women within your congregation leadership and people development veteran kadi cole offers a practical strategy to help church and organizational leaders craft cultures that facilitate the development of women as volunteer and staff leaders in developing female leaders cole shares eight easy to implement best practices that help accelerate a woman's organizational contribution such as seek to understand clearly define what you believe mine the marketplace



integrate spiritual formation and leadership development be an other create an environment of safety upgrade your people practices take on your culture combined with current research thorough appendices and references add even more guidance for setting vision milestones and goals using interviews and surveys of more than one thousand women in key church and organizational roles developing female leaders is a one of a kind resource for identifying what is missing today in your church to help it flourish in the future

get what you really want from your career as a woman you may face unfair challenges in the workplace from being passed over for promotion to being ignored in conversation unconscious bias and negative assumptions are working against you hbr s women at work collection will help you break through these barriers and help you get what you want from your career this two book set includes hbr s 10 must reads on women and leadership and the hbr guide for women at work the must read volume brings together the 10 best articles from harvard business review curated by our editors on gender dynamics in the workplace while the hbr guide provides practical and useful tips for how to identify and overcome the factors holding women back this unique compilation offers insights from world class experts including herminia ibarra joan williams sheryl sandberg and others it will inspire you to learn the root causes of the barriers that exist for women better understand the path women must take to leadership check your own gender biases and distinguish between confidence and competence manage a more effective gender diversity program advocate for yourself and demonstrate your leadership skills hbr s women at work collection is an invaluable resource for any woman seeking to reach her true leadership potential and for anyone man or woman looking to create a more gender balanced workforce

offering both a male and female perspective on the dilemmas women face in business this book provides the benefits of high level executive coaching to all women who want to take control of their careers and achieve their aspirations for corporate leadership despite efforts to increase diversity within fortune 500 companies and larger numbers of highly motivated and educated women in the workforce women remain vastly under represented at the highest levels of corporate leadership only about 15 percent of women hold senior executive positions and about 17 percent are represented on corporate boards worldwide only 3 4 percent of ceos are women these statistics are in spite of the fact that many companies are actively seeking to take

advantage of the financial boost that gender balance at the corporate level brings companies that have women in leadership roles are showing higher performance in various measures of profitability such as revenues assets and stockholder value how can qualified women leaders overcome the myriad longstanding hurdles of the corporate environment and reach the top coauthored by executive coaches to some of corporate america s most notable leaders this practical research and experience based guide identifies the various barriers that block women from reaching positions of corporate leadership and offers readers specific strategies and approaches that they can utilize to advance themselves into the positions they want and apply their talents and abilities at the very top the chapters address very specific challenges for women in the business world such as strengthening and leveraging their closest connections including those with their mentors and their sponsors understanding how performance means more than doing their jobs well garnering positive attention and recognition for their efforts and results and getting honest practical feedback that will serve to advance their careers

a new edition of the feminist classic with an all new introduction exploring the role of backlash in the 2016 election and laying out a path forward for 2020 and beyond winner of the national book critics circle award enraging enlightening and invigorating backlash is most of all true newsday first published in 1991 backlash made headlines and became a bestselling classic for its thoroughgoing debunking of a decadelong antifeminist backlash against women s advances a pulitzer prize winning journalist susan faludi brilliantly deconstructed the reigning myths about the costs of women s independence from the supposed man shortage to the infertility epidemic to career burnout to toxic day care and traced their circulation from reagan era politics through the echo chambers of mass media advertising and popular culture as faludi writes in a new preface for this edition much has changed in the intervening years the internet has given voice to a new generation of feminists corporations list gender equality among their core values in 2019 a record number of women entered congress yet the glass ceiling is still unshattered women are still punished for wanting to succeed and reproductive rights are hanging by a thread this startling and essential book helps explain why women s freedoms are still so demonized and threatened and urges us to choose a different future

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