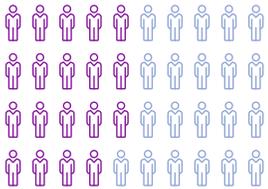


The Power of Female Mentors

WOMEN
MAKE
AMERICA

MANUFACTURING
Institute



Women make up almost half of the U.S workforce.



Women make up less than 30% of the manufacturing workforce.

✓ FACT

Male-dominated industries rely on mentorship for professional and career development more heavily than other industries. Yet, while **63% of women have never had any formal mentor**, more than 60% of men have had a CEO or senior executive-level mentor.

✓ FACT

Sixty percent of employees identify mentorship programs as a top retention measure, but only 31% of companies offer one.

✓ FACT

There are fewer female mentors than males. **With women making up less than 3% of manufacturing CEOs and only 22% of leadership roles, there are fewer women available to be mentors**, and those few are often over-tasked.

✓ FACT

Women receive fewer stretch assignments and more vague, personal and unhelpful feedback than men. These challenges prevent women from getting clear information about their performance and, as a result, hinder downstream outcomes, such as financial growth, professional development and promotions.

✓ FACT

Women, more than men, **experience negative outcomes when they display assertive traits, such as competitiveness or dominance.** Expressing these traits, including through negotiation and communicating expertise, hurts women's likability and, as a result, hinders downstream outcomes, such as hireability and promotions.

THE POWER OF FEMALE MENTORS

Mentors provide guidance and support, whether around a specific need or ongoing development. They listen to their mentees' experiences and give constructive, direct and honest feedback. Mentors play a critical part in both professional and personal development.

Still, traditional mentoring relationships have not been available or understanding of women's needs. In general, women must balance personal and professional responsibilities to a greater extent than men and consequently deal with higher levels of isolation, imposter syndrome and unconscious biases.

Woman–woman mentoring relationships can help address the challenges women face in their personal and professional roles. Mentors give women an avenue to practice their communication skills in a safe environment by focusing on growth and improvement. Mentors help build social capital for women, particularly in male-dominated settings. Mentors also help develop a leadership pipeline and successors. Mentors help new hires acclimate to company culture more quickly.

Over the next five years, The Manufacturing Institute’s **Women MAKE America Mentoring Program** will create a nationwide movement designed to change perceptions by training more than 1,000 female mentors and helping them connect to younger women in the industry and beyond by engaging with women in four-year colleges and universities, community colleges, high schools and middle schools. The Women MAKE America Mentoring Program acts on decades of research and more than a decade of impact to help close the gender gap in manufacturing.

✓ FACT

Women who are mentored:

- Are **better prepared** for promotions and have higher success rates;
- **Stay** with their organizations longer;
- Feel **more satisfied** with their jobs and careers; and,
- **Rate higher** on performance measures.

✓ FACT

Women who are mentored are more likely to pay it forward than men, making woman–woman mentorships a great multiplier. In fact, 65% of mentored women are now developing others at work, and 73% of women who are developing new talent at work are assisting women.



ASKING MEN TO LEAN IN AS SPONSORS

Sponsors are advocates who actively work to advance the career of their “sponsee,” touting their professional accomplishments, recommending them for new opportunities and connecting them to others in their network. A sponsor’s goal is the career progression of the sponsee.

