

ElevateHer

Best Practices in Mentorship for Advancing Women in Workplaces



Canada



Women and Gender
Equality Canada

Femmes et Égalité
des genres Canada

Times
Change
Women's Employment Service

The logo for Times Change, featuring a stylized green and purple shape that resembles a leaf or a drop.

Women Need Great Mentors Now More Than Ever

Publisher: Forbes

Category: Opinion Piece

Relevance: Importance of mentorship

High Level Summary: Forbes explains the importance of mentorship to women in the workplace.

Link: [Click Here to Read Article](#)

Want to be a great mentor? Here's How

Publisher: Forbes

Category: Opinion Piece

Relevance: Mentorship best practices

High Level Summary: The article describes how great mentors should help mentees set goals, share insights from their own experiences, and encourage critical thinking rather than providing all the answers.

Link: [Click Here to Read Article](#)

"In 2024, Mentorship Remains a Critical Form of Professional Connection"

Publisher: Citizen

Category: Industry Voice

Relevance: Mentorship best practices

High Level Summary: Outlines key tips for mentors and mentees to utilize the mentorship relationship. The article highlights that effective mentorship involves proactive connection, mutual learning, and sharing diverse perspectives.

Link: [Click Here to Read Article](#)

RBC - Project Overview

Publisher: EnPoint

Category: Project Sample

Relevance: Inspiration

High Level Summary: "EnPoint's software assisted RBC in running an effective mentorship program to accelerate women's professional development."

Link: [Click Here to Read Article](#)

"Gender inequities in the workplace: A holistic review of organizational processes and practices"

Publisher: Human Resource Management Review, 33(3), 100968.

Category: Peer reviewed research

Relevance: Women in male dominated fields

High Level Summary: Performance evaluations and promotion processes within male-dominated workplaces expose persistent gender inequities.

Link: [Click Here to Read Article](#)

Matching by race and gender in mentoring relationships: Keeping our eyes on the prize.

Publisher: Journal of Social Issues, 67(3), 622-643.

Category: Peer reviewed research

Relevance: Minorities

High Level Summary: The study examines the importance of considering demographic factors in formal mentoring programs with minorities.

Link: [Click Here to Read Article](#)



"How can mentoring help you build your network and reputation in your field?"

Publisher: Yogesh Agarwal

Category: Opinion Piece

Relevance: Lessons for Mentorship

High Level Summary: A LinkedIn article written by a professional mentor that describes the impact of mentoring on building one's network and reputation.

Link: [Click Here to Read Article](#)

Funds of Knowledge: 3 Keys to Asset-Based Mentorship

Publisher: Careerwise by CERIC (2024)

Category: Industry Voice

Relevance: Women, Minorities

High Level Summary: An asset-based approach to mentorship using the “funds of knowledge” model. Encourages mentors to focus on skills women may be missing and guides protégés on building meaningful connections.

Link: [Click Here to Read Article](#)

A Better Approach to Mentorship

Publisher: Harvard Business Review

Category: Industry Voice

Relevance: Mentorship Best Practices

High Level Summary: This discussion examines the concept of homophily in mentorship—the tendency to form connections with individuals who share similar characteristics. Harvard advocates for mentoring relationships that pair mentees and mentors of different genders, rather than those of the same gender.

Link: [Click Here to Read Article](#)

5 Ways to Be a Better Mentor

Publisher: Forbes

Category: Opinion Piece

Relevance: Mentorship best practices

High Level Summary: The article provides key strategies for effective mentorship including setting clear expectations, encouraging open communication, and maintaining a learning mindset.

Link: [Click Here to Read Article](#)

Supporting early-career women researchers: lessons from a global mentorship programme

Publisher: Global Health Action, 16(1).

Category: Peer reviewed Research

Relevance: Women in male dominated fields

High Level Summary: The article found that targeted formal mentorship programmes impacted women mentees and helped to mitigate gendered power dynamics.

Link: [Click Here to Read Article](#)

Mentorship of Women in Academic Medicine: A Systematic Review.

Publisher: J GEN INTERN MED 34, 1322–1329 (2019)

Category: Peer reviewed Research

Relevance: Women in male dominated fields

High Level Summary: Women continue to be underrepresented in academic medicine, particularly in leadership positions. This article systematically evaluates the role of mentorship in addressing this inequity.

Link: [Click Here to Read Article](#)



Mentor functions and outcomes: A comparison of men and women in formal and informal mentoring relationships.

Publisher: Journal of Applied Psychology, 84(4), 529-550.

Category: Peer reviewed Research

Relevance: Women in male dominated fields

High Level Summary: An outdated but informative study that underscores the potential benefits of formal mentoring programs for women, particularly within male-dominated industries.

Link: [Click Here to Read Article](#)

The impact of gender in mentor-mentee success

Publisher: Int J Women's Dermatol. 2021 Sep; 7(4): 398-402.

Category: Industry Voice

Relevance: Women, Minorities

High Level Summary: Mentoring had an overall significant positive impact -98.5% of those in the spontaneous-mentor group rated the mentor as helpful compared to 87.6% in the official-mentor cohort.

Link: [Click Here to Read Article](#)

Canadian Apprenticeship forum: Women in male dominated fields

Publisher: CAF-FCA 2021

Category: Industry Voice

Relevance: Women, Minorities

High Level Summary: The report highlights efforts in outreach and recruitment to attract more women to enter trades and the gap in gender representation despite ongoing efforts to increase recruitment. 50+ organizations collaborated to develop resources aimed at increasing female participation.

Link: [Click Here to Read Article](#)

Mentoring in Academe: A Feminist Poststructural Lens on Stories of Women Engineering Faculty of Color

Publisher: Management Communication Quarterly, 29(3), 440-457

Category: Peer reviewed Research

Relevance: Minority Women (in Engineering /Tech Field)

High Level Summary: The study explores the importance of trust in mentoring relationships, which is crucial for effective mentorship programs particularly for women in Engineering.

Link: [Click Here to Read Article](#)

Windmill Microlending - Project Overview

Publisher: EnPoint

Category: Project Sample

Relevance: Inspiration

High Level Summary: EnPoint's project overview for Windmill Microlending's mentorship program to help mentees gain employment.

Link: [Click Here to Read Article](#)

Women in Communications and Technology - Client Project Overview

Publisher: EnPoint

Category: Project Sample

Relevance: Inspiration

High Level Summary: EnPoint's project overview that outlines a mentorship program developed for its former non-profit client, Women in Communication and Technology.

Link: [Click Here to Read Article](#)



Does mentoring matter? A multidisciplinary meta-analysis comparing mentored and non-mentored individuals.

Publisher: Northern Ontario Business

Category: Peer reviewed Research

Relevance: Formal Mentoring across populations /fields.

High Level Summary: A meta-analysis that highlights the consistent effectiveness of formal mentoring programs across youth, academic, and workplace settings, confirming their positive impact on career attitudes, work attitudes, and some career outcomes.

Link: [Click Here to Read Article](#)

Impact of gender on the formation and outcome of formal mentoring relationships in the life sciences

Publisher: PLOS Biol 20(9): e3001771

Category: Peer reviewed Research

Relevance: Formal Mentoring

High Level Summary: This study highlights the tendency for graduate-level mentoring relationships to form more frequently between mentors and trainees of the same gender, with women graduate students in the social and life sciences reporting greater psychosocial support from female mentors during their PhD training.

Link: [Click Here to Read Article](#)

YWCA - Project Overview

Publisher: EnPoint

Category: Project Sample

Relevance: Inspiration

High Level Summary: The YWCA used the EnPoint Mentorship Software to run two cohorts of their Business Builders program, a mentorship program for newcomer women who were starting their own businesses in Nova Scotia."

Link: [Click Here to Read Article](#)

"Breaking the Glass Ceiling: A Multiregional Study of Mentorship and Leadership in All-Women Surgical Teams"

Publisher: Journal of Healthcare Leadership, Volume 16, 403–414.

Category: Peer reviewed Research

Relevance: Women in male dominated fields

High Level Summary: Women in healthcare face significant challenges in advancing to senior leadership positions. Although they represent approximately 75% of the healthcare workforce, women occupy only 25% of leadership roles within the sector.

Link: [Click Here to Read Article](#)

The significance of mentorship in supporting the career advancement of women in the public sector

Publisher: Heliyon, 7(6).

Category: Peer reviewed Research

Relevance: Women in male dominated fields

High Level Summary: This article used statistical testing to determine the significance of mentorship in career advancement of South African Women in the public sector.

Link: [Click Here to Read Article](#)

Advance & HSG Gender Intelligence Report 2024

Publisher: Competence Centre for Diversity & Inclusion (2024)

Category: Research Report

Relevance: Gender Equity in Business

High Level Summary: Offers actionable recommendations like diversifying career paths, rethinking development opportunities, and making transparent decisions.

Link: [Click Here to Read Article](#)



Support, networks, and relationships: Findings from a mixed-methods evaluation of a mentorship programme for early career women researchers in sexual and reproductive health and rights.

Publisher: A Thorson, A., & Brizuela, V. (2023). PLOS ONE, 18(12).

Category: Peer reviewed Research

Relevance: Women in male dominated fields

High Level Summary: Research associated with WHO mentorship program which ran a pilot in 2021 and surveyed participants afterwards.

Link: [Click Here to Read Article](#)

"Mentorship Insider Presents: 4 Mistakes Mini-Series Mistake #2: The Wild West Mentorship Program"

Publisher: EnPoint

Category: EnPoint Blog

Relevance: Inspiration

High Level Summary: Explains the importance of structure in a mentorship program. This article provides a detailed outlook on the impact of program structure on continued success.

Link: [Click Here to Read Article](#)

"Mentorship Insider Presents: 4 Mistakes Mini-Series Mistake #3: Lack of Clear (& Consistent) Communication"

Publisher: EnPoint

Category: EnPoint Blog

Relevance: Inspiration

High Level Summary: Highlights the importance of effective communication in a mentorship program, and uses real life examples of mentorship programs that have excelled due to communication structure.

Link: [Click Here to Read Article](#)

A Conceptual Framework for Mentorship Support to Early-Career Black Women Academics in South Africa

Publisher: African Journal of Inter/Multidisciplinary Studies, 6(1), pp. 1–15. Category: Peer reviewed Research

Relevance: Women in male dominated fields

High Level Summary: This article employs a qualitative research approach to explore structural support via mentorship on academics' career advancement for

Link: [Click Here to Read Article](#)

Exploring Personal, Relational, and Collective Experiences and Mentorship Connections that enhance or inhibit Professional Development and Career Advancement of Native American Faculty in STEM Fields: A Qualitative Study.

Publisher: Journal of Diversity in Higher Education, 17(1), 14–26.

Category: Peer reviewed Research

Relevance: Marginalized Women

High Level Summary: A qualitative study that used Indigenous Research Methodologies to examine the experiences of Native American (NA) participants in STEM mentorship programs, with a focus on the barriers to their success.

Link: [Click Here to Read Article](#)

Mentorship Insider Presents: Maximizing Impact: Monitoring and Measuring Mentorship Programs

Publisher: EnPoint

Category: EnPoint Blog

Relevance: Inspiration

High Level Summary: Suggests how to monitor mentorship program to maximize impact.

Link: [Click Here to Read Article](#)



Don't Just Mentor Women and People of Color. Sponsor Them.

Publisher: Harvard Business Review

Category: Industry Voice

Relevance: Sponsorship for Black/racialized women in the workforce

High Level Summary: Distinguishing between sponsorship and mentorship is essential for providing comprehensive support to women and members of historically marginalized communities (HMCs) in their careers.

Link: [Click Here to Read Article](#)

The Surprising Power of Questions

Publisher: Harvard Business Review

Category: Industry Voice

Relevance: Questioning, setting up mentors/ sponsors for success

High Level Summary: In conversations, strategic questioning facilitates effective information exchange and fosters interpersonal connections, particularly in mentee-mentor relationships.

Link: [Click Here to Read Article](#)

How to mentor or sponsor women — without sending the wrong message

Publisher: HR Dive

Category: Industry Voice

Relevance: Lessons for Mentorship /Sponsorship for women

High Level Summary: Key recommendations for effective mentoring and sponsoring programs include set clear goals, establish a formal structure, secure senior leadership commitment, promote diversity, encourage two-way relationships, and provide training.

Link: [Click Here to Read Article](#)

Mentor status, occupational context, and protégé career outcomes: Differential returns for males and females.

Publisher: Journal of Vocational Behavior, 83(3), 514-527.

Category: Peer reviewed Research

Relevance: Same-gender role models

High Level Summary: This study examines the importance of same-gender role models for women.

Link: [Click Here to Read Article](#)

"Mentorship Insider Presents: 4 Mistakes Mini-Series Mistake #1: Lacking a Defined Objective"

Publisher: EnPoint

Category: EnPoint Blog

Relevance: Tips on Mentorship /Sponsorship for women

High Level Summary: An outline of targeted reflection questions for reflection to aid companies in creating clearly defined objectives for impactful mentorship programs.

Link: [Click Here to Read Article](#)

What Men Can Do to Be Better Mentors and Sponsors to Women

Publisher: Harvard Business Review

Category: Industry Voice

Relevance: Lessons for Mentorship /Sponsorship for women

High Level Summary: Key recommendations for enhancing sponsorship programs include identify high-potential diverse talent, determine the right stretch role, provide development and support, champion promotions and recognition

Link: [Click Here to Read Article](#)



Women in The Workplace: 10th Anniversary Report

Publisher: McKinsey & Company

Category: Research Report

Relevance: women in male-dominated fields

High Level Summary: McKinsey's article presents the current insights on women's advancement in corporate settings, drawing on a decade of research. While there has been some progress in representation compared to previous years, gender imbalances persist.

Link: [Click Here to Read Article](#)

"What's the Difference Between Mentorship & Sponsorship?"

Publisher: EnPoint

Category: EnPoint Blog

Relevance: Lessons for Mentorship /Sponsorship for women

High Level Summary: Case studies that examine the differences between mentorship and sponsorship.

Link: [Click Here to Read Article](#)

