

Case Study: Qantas Airways Limited



Background:

For four years (2010-2014), McCarthy Mentoring developed and managed a mentoring and leadership development program for senior women in the Qantas and Jetstar operations as a key component of the *Women@Qantas Development Program*. This was part of the Qantas Talent & Diversity initiative to reward and grow talented senior women transitioning to leadership. It also offered support and guidance during a time of significant change and business transformation. The participants were chosen for their leadership capacity, high performance and commitment to the group. They were located globally in: Sydney, Melbourne, Brisbane, London, Los Angeles, Frankfurt and Auckland (25 per annum).

Program Overview:

- Quarterly forums involving facilitated discussions with industry leaders and Qantas board members on key leadership themes
- Individual assessments via interview, organisation brief and CV review
- Strategic matching process to support mentees goals, ambitions and business challenges
- 12 month mentoring relationship with confidential independent advisors to offer guidance, insights, shared experience and broaden local networks
- Senior executive champions to promote and support the program
- Special launch and wrap up events for participants and senior management
- Training and resources to ensure participants were able to maximize the opportunity
- Ongoing communication with participants to review the process, provide relevant business articles and offer further tips on ensuring successful mentoring relationships
- Qantas Talent & Diversity Council presentations on key business initiatives by select program participants
- Networking events and connecting participants to develop relationships across the Group and allow sharing of challenges, ideas and experiences.
- Formal evaluation and reporting of the program against business objectives

Results:

- Of the 24 women who participated in 2011/12, 63% of the group were promoted since starting the program
- In 2013/14, 93% strongly agreed/agreed they had a greater capacity to manage workplace challenges; 86% strongly agreed/agreed that they had improved performance
- Women moving into significant new roles before or during the mentoring process were successful in their transition at a time of significant business change
- Other key benefits cited included greater confidence, improved motivation, clearer career direction, developed leadership skills and a better management approach
- The Mentoring Alumni formed a powerful and successful group of leaders encouraging an internal mentoring culture. 72% have since become mentors in the Qantas Next Generation Mentoring Program