

Case Study: IAG



Background

The IAG Mentoring Program is one of IAG's key talent development programs designed to build a pipeline of talented male and female leaders through developing their leadership capabilities, building their network across the organisation and supporting their career aspirations. The 12-month program offers mentees the opportunity to work one on one with an IAG executive to learn new skills, capabilities, broaden networks across the organisation, and progress their career goals. The program is also sponsored by a member of the group leadership team who also participates as a mentor.

For mentees the program provides the opportunity to draw on their mentors experience and insights into effective leadership, reflect and clarify professional and personal goals in a confidential setting, strengthen interpersonal relationship skills and expand internal networks.

For mentors the program provides the opportunity for sharing experience and insights to support their mentee in developing as a leader, providing an experience where mentees feel valued.

Feedback from the most recent program reported that the three key outcomes were: greater self-awareness & confidence; making better decisions and a greater capacity to manage difficult situations, particularly during COVID 19. Building trust, connections and having open conversations were critical to the program's success.

IAG realised that to achieve its strategic objectives, they need a diverse pool of talent, with diverse skills, capabilities, mindsets and experiences and has partnered with McCarthy Mentoring since 2017 to deliver this program to over 228 mentees and mentors.

The fourth annual program and first '100% virtual' program was launched in November 2020 with 82 people participating from across the group.

Program Overview

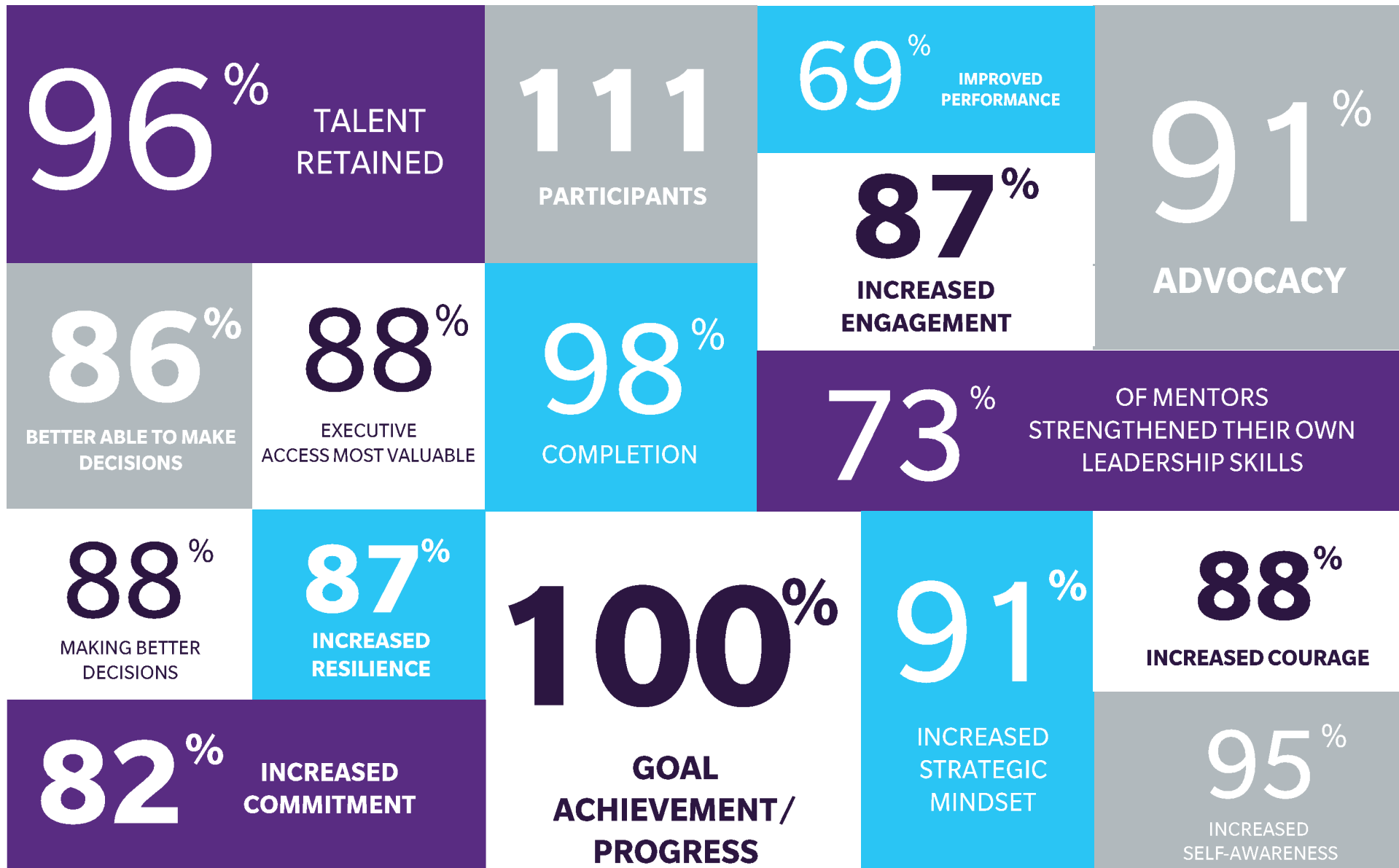
- Mentees selected as talent based on specific criteria
- Mentors sourced from senior executive and leadership teams across IAG
- Extensive interviewing of mentees and mentors
- Strategic matching process to support mentees goals, ambitions and business challenges
- 20 hours of mentoring sessions over a 12 month period including ongoing communication and engagement of participants
- Program launch for participants to enable knowledge sharing and building networks across IAG (virtual/face to face)
- Workshop for mentees and mentors to maximise the effectiveness of the program and develop their leadership skills (virtual/face to face)
- Resources (one2one Mentoring Guides and one2one online platform) for mentors and mentees to maximise the effectiveness of the program
- Mentee Circles and Mentor Debriefs held at the 6 month point to develop relationships and enable sharing of challenges, ideas and experiences (virtual/face to face)
- Formal evaluation and reporting of the program against program objectives and individual performance

Results

- 90% of mentees and mentors would recommend the program
- 69% of mentees have improved performance
- 72% of mentees have increased ability to effectively lead change
- 96% of mentees and 76% of mentors retained
- 87% of mentees have increased engagement
- 91% of mentees report improved strategic thinking
- 73% of mentors strengthened their own leadership capability
- 88% of mentees have improved decision-making
- 88% of mentees have greater confidence and self-awareness
- 86% of mentees can better manage challenging workplace situations



2019/2020 IAG Program Impact



* Insights based on end program evaluation August 2020