

BAFT WOMEN IN TRANSACTION BANKING

MENTORSHIP PROGRAM GUIDELINES



BAFT

WOMEN IN TRANSACTION BANKING

INTRODUCTION

The Women in Transaction Banking initiative launched by BAFT has a goal of assisting banks to recruit, develop and maintain women in all levels of Transaction Banking, and to help women achieve personal and professional growth via Networking, Education, Mentorship, and Speaking Opportunities. This Mentorship Program Guideline has been developed to support Mentors and Mentees, as it shall provide guidance as well as outline rules of good conduct for mentoring. Adherence to the described rules is mandatory for all Mentors and Mentees subscribing to this role for the entire time they serve as a Mentor and receive mentorship as a Mentee.

MENTORSHIP PROGRAM-WIDE GOALS

1. Foster a Community of Practice:

- Create a supportive network of women in transaction banking, promoting collaboration, knowledge sharing, and mutual support.

2. Promote Gender Equality:

- Address gender imbalances by actively developing female talent and positioning women for leadership roles in transaction banking.

3. Enhance Employee Engagement and Retention:

- Increase employee satisfaction and loyalty by investing in their development and creating clear pathways for advancement.

4. Measure and Showcase Success:

- Track the progress of mentees and mentors to demonstrate the impact of the program on career development and organizational goals.
- Share success stories to inspire participation and highlight the value of mentorship within the organization.

TRADITIONAL MENTORSHIP GOALS

(a senior mentoring a junior)

1. Career Development:

- Provide guidance on career progression, skill development, and leadership opportunities.
- Offer insights into navigating the transaction banking industry, including overcoming gender-related challenges.

2. Networking and Visibility:

- Facilitate access to senior professionals and decision-makers within the organization and industry.
- Increase visibility of female talent in transaction banking, helping them build a strong personal brand.

3. Knowledge Transfer:

- Share knowledge about specific areas of transaction banking such as payments, trade finance, and cash management.
- Provide insights into industry trends, regulatory changes, and best practices.

4. Personal Growth:

- Support mentees in building confidence, developing negotiation skills, and managing work-life balance.
- Encourage participation in public speaking, panels, and industry forums to enhance their profile.

REVERSE MENTORSHIP GOALS

(a junior mentoring a senior)

1. Diverse Perspectives:

- Enable senior leaders to gain insights into the experiences and challenges faced by women and younger employees in the organization.
- Encourage understanding of new trends, technology, and the evolving needs of a diverse workforce.

2. Cultural Change:

- Promote an inclusive culture by encouraging senior leaders to reflect on unconscious biases and support diversity and inclusion initiatives.
- Create a feedback loop where senior leaders can learn about the effectiveness of current D&I policies and areas for improvement.

3. Digital and Social Trends Awareness:

- Educate senior mentors on digital transformation, emerging technologies, and social media trends that are influencing the transaction banking landscape.
- Help leaders understand the expectations of younger employees and customers regarding technology and digital engagement.

4. Leadership Adaptability:

- Enhance senior leaders' adaptability by exposing them to new ways of thinking and problem-solving, fostering innovation in their leadership approach.
- Encourage the adoption of agile methodologies and flexible work arrangements in response to changing workplace dynamics.

ELIGIBILITY

Mentors

1. Gainfully employed full-time and in good standing with a bank or solution provider
2. Capacity to spend at least one hour per month with your mentee
3. Willingness to follow the WTB BAFT Mentoring Guidelines

Mentees

1. Gainfully employed full-time with a bank or solution provider
2. Capacity to spend at least one hour per month with your mentor
3. Willingness to follow the WTB BAFT Mentoring Guidelines



If you have any questions, please reach out to Deepa Sinha, Senior Vice President, Payments & Financial Crimes, Women in Transaction Banking at dsinha@baft.org.

APPROACH TO EFFECTIVE MENTORING

1. Introductions:

- Spend the first meeting to get to know each other and set expectations (see below).

2. Establish rapport:

- Build a trusting and open relationship with your mentee. Create a safe space for them to share their goals, challenges, and aspirations.

3. Active listening:

- Pay attention to your mentee's concerns and goals. Listen actively, ask probing questions, and provide constructive feedback.

4. Set expectations:

- Clearly define the purpose, goals, and boundaries of the mentoring relationship.
- Discuss what both parties hope to achieve and how you will work together.

5. Tailor your approach:

- Adapt your mentoring style to suit your mentee's needs.
- Some mentees may prefer a more hands-on approach, while others may prefer a more independent learning experience.

6. Frequent meetings at a set cadence:

REGULAR MEETINGS:

- Schedule regular mentoring sessions to maintain continuity and progress.
- The frequency will depend on the mentee's needs and availability, but as a baseline, a **monthly** meeting is recommended.

FLEXIBILITY:

- Be flexible with scheduling to accommodate your mentee's work commitments and personal life.
- Consider virtual meetings if in-person sessions are not feasible.

RULES

1. Goal setting:

- Help each other set clear, achievable, and measurable goals.
- Work together to establish a plan and timeline for achieving those goals.
- Regularly review progress and adjust as necessary.
- As a mentee: Come prepared to the sessions with clear objectives and intention to what you like to achieve in this session and in the long-term.

2. Confidentiality:

- Respect the confidentiality of your discussions.
- Keep all discussions, information, and personal details shared during mentoring sessions confidential, unless there is a legal or ethical obligation to disclose.
- **BE MINDFUL OF YOUR COMPANY'S CONFIDENTIAL & PROPRIETARY INFORMATION/DATA SHARING POLICIES.**

3. Respect and empathy:

- Treat each other with respect, empathy, and professionalism.
- Be mindful of their feelings, perspectives, and boundaries.
- Avoid judgmental or dismissive behavior.

4. Active listening:

- Practice active listening skills to understand your mentee's needs, concerns, and goals.
- Give them your full attention, maintain eye contact, and avoid interrupting.
- Reflect back on what they say to demonstrate understanding.

5. Constructive feedback:

- Mentors and Mentees shall both provide constructive feedback that is specific, timely, and focused on growth.
- As a mentor: balance positive reinforcement with areas for improvement. Offer suggestions for improvement and support your mentee in implementing changes.

6. Professional boundaries:

- Maintain professional boundaries.
- Avoid engaging in personal relationships or activities that could compromise the integrity of the mentoring relationship.

7. Knowledge and resources:

- As a mentor: stay up-to-date with industry trends, best practices, and relevant resources.
- Share your knowledge and provide access to resources that can support each other's development.

8. Continuous learning:

- As a mentor: foster a mindset of continuous learning and growth.
- Seek opportunities to enhance your own skills and knowledge.
- Share your own learning experiences with your mentee as appropriate.
- As a mentee: think thru what you are interested in learning and be proactive in seeking out that education/knowledge/information/skills.

9. Time management:

- Respect each other's time and be punctual for mentoring sessions.
- Be mindful of your own time commitments and ensure that both you have the capacity to provide consistent support and attention.

10. Feedback and evaluation:

- As a mentor: regularly seek feedback from your mentee on the effectiveness of the mentoring relationship.
- Be open to constructive criticism and use it to improve your mentoring skills.
- As a mentee: seek feedback from your mentor on your progress in the program and relationship.
- At the last meeting, the mentor should offer a summation of where the mentee was at the beginning of the sessions, and where they are at now, along with suggestions for the next 3-6 months.

11. Ethical conduct:

- Mentors and Mentees shall at all times adhere to ethical guidelines and professional standards.
- Avoid conflicts of interest, favoritism, or any behavior that may compromise the integrity of the mentoring relationship.

12. Self-awareness and self-reflection:

- As a mentor: continuously reflect on your own biases, assumptions, and limitations.
- Be aware of how they may impact your mentoring approach and be open to challenging and expanding your own perspectives.
- Remember, these guidelines and rules are not exhaustive; they only establish **minimum requirements** and it's important to adapt them to the specific needs and context of your mentoring relationship.

DO'S AND DON'TS

Do's:

- Share experiences: Draw on your own experiences to provide relevant insights and guidance. Share both successes and failures to help your mentee learn from your experiences.
- Provide constructive feedback: Offer feedback that is specific, actionable, and focused on growth. Balance positive reinforcement with areas for improvement.
- Encourage self-reflection: Guide your mentee to reflect on their strengths, weaknesses, and areas for development. Help them identify their solutions and strategies.
- Offer resources: Share relevant resources, such as articles, books, or training programs, to support your mentee's learning and development.

Don'ts:

- Impose your opinions: Avoid imposing your own values, goals, or career path onto your mentee. Instead, help them explore their own aspirations and make informed decisions.
- Micromanage: Allow your mentee to take ownership of their own growth. Avoid taking over tasks or dictating solutions. Instead, provide guidance and support.
- Overcommit: Be mindful of your time constraints and avoid overcommitting to mentoring relationships. Ensure you have the capacity to provide consistent support. Remember, mentoring is a two-way street.
- As a mentor, you have an opportunity to learn from your mentee as well. Be open to their perspectives and insights and foster a mutually beneficial relationship.

PREPARATION GUIDANCE FOR MENTEES

Introduction

- Name:
- Organization, Job title and department and location:
- Length of time in current role:
- Goals and expectations for the mentoring relationship:

Goals and Objectives

- What are your short-term and long-term career goals?
- How do you envision your mentor helping you achieve these goals?
- What specific objectives would you like to set for yourself during the mentoring relationship?
- What are your top 3 goals you would like to tackle throughout the mentoring term and which dependencies have you identified?

Current Challenges

- What are the main challenges you are currently facing in your role or career?
- Are there any specific areas where you feel you need guidance or support?
- Are there any skills or knowledge gaps that you would like to address?

Learning Style and Preferences

- How do you prefer to learn and receive feedback?
- Are there any specific resources or tools that you find helpful in your learning process?
- Do you have any preferences or expectations regarding the frequency and format of mentoring sessions?

Personal Development

- Are there any personal development areas you would like to focus on?
- How do you handle stress and setbacks?
- What motivates and inspires you in your work?

Communication and Expectations

- How would you like to communicate with your mentor (e.g., in-person meetings, email, video calls)?
- What are your expectations regarding response times and availability?
- Are there any specific ground rules or boundaries you would like to establish?

Additional Questions

- Is there anything else you would like to discuss or ask your mentor during the first session?
- Are there any specific topics or areas of expertise you would like your mentor to focus on?

Remember, this template is just a starting point. Feel free to modify and tailor it to your specific needs and goals. It's important to be open and honest in your responses to help your mentor understand your unique situation and provide the most relevant guidance and support.