

RODRIGO,  
ELIAS  
& MEDRANO  
ABOGADOS

# Mentoring

## Talent nurturing talent

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# Talent nurturing talent

was established as part of the Rodrigo, Elías & Medrano Abogados' (REM) diversity policy, with the purpose of supporting female lawyers in developing their career path at the firm.

Numerous studies show that mentoring is a determining factor in developing a successful career path and that it generally occurs spontaneously, not as a formal practice. In principle, it usually happens between individuals with similar characteristics, and given that most leadership positions in the world are held by men, it is not surprising that informal mentoring usually occurs among men<sup>1</sup>. Research also shows that executives who had a mentor – whether formal or not – are more likely to design and follow a career plan, have a higher income and level of education, and also, be mentors to next generations<sup>2</sup>. Mentoring programs have been proven to directly impact the development of strategic and soft skills, ability to receive feedback, make decisions, and generally, the mentee's self-esteem.

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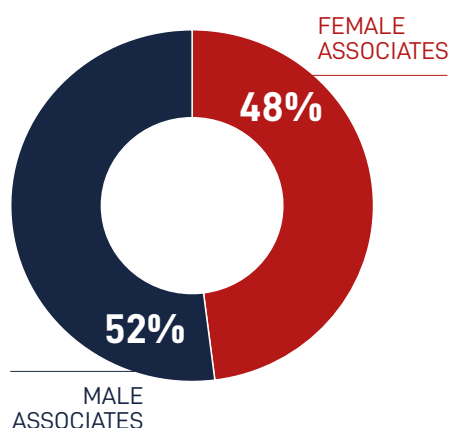
<sup>1</sup> Catalyst: "Creating Successful Mentoring Program: A Catalyst Guide". 2002.

<sup>2</sup> Roche, R. Gerard: "Much ado about mentors". Harvard Law Review.

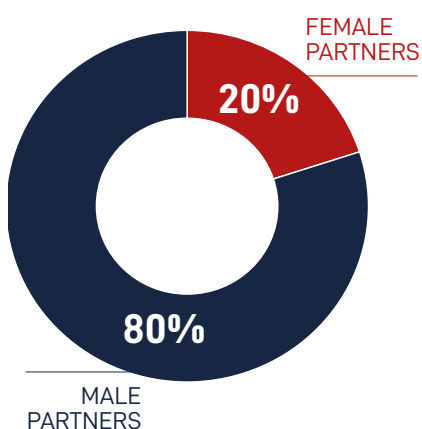




According to Latin Lawyer's "Women in Law 2016"<sup>3</sup> study, the average percentage of female partners in Latin America is 21%, and nearly one-fifth of the law firms ranked in the Latin Lawyer 250 have only one female partner. In Peru, the average for female partners is only 16% (ranking twelfth in the region). To illustrate these numbers, we find that among firms in the top three tiers of the Corporate/M&A of the Chambers Latin America 2017 ranking, while the number of male and female associates is relatively even, the ratio changes significantly as careers move forward. Further, 15% of these firms do not have any women as partners.



We want our mentoring program to be a tool for change in the legal market by helping our female associates develop their potential and acquire the necessary skills to build a successful career. The goal is to expand each mentee's career options, boost their ambition to grow, and allow them to take control and lead their professional future in the desired direction. Also, in the long term, we trust the program will assist female lawyers access leadership and decision-making positions in and out of the firm.



In addition, we hope this program will also serve to build relationships of trust and mutual support between younger and more experienced lawyers, and as a tool to continuously pass on skills and knowledge and bridge generation gaps.

<sup>3</sup> <http://latinlawyer.com/edition/1000807/women-in-law-2016> February 2017.





# Goals

The program will be carried out annually and will last nine months, of which: (i) one month corresponds to the selection process; (ii) seven months will be for workshops and mentor/mentee work sessions; and (iii) the last month will be for evaluation and results.

Each annual program will consist of a maximum of ten (10) mentor/mentee duos.

## The program's primary goals are:

- Have a positive impact on the mentee's career development.
- Change the mentee's self-perception as a lawyer and increase her self-confidence.
- For the mentee to gain clarity on how she wishes to orient her career.
- For the mentee to develop new skills and learn to make use of the available tools.
- Build a relationship of trust between the mentor and mentee.
- For the mentor to strengthen his/her skills and knowledge in order to help others grow.
- For mentors to learn more about the new generations' concerns and acquire new tools for their own development as lawyers and bosses.



# Program Topics

## Session 1

Introduction to the Mentoring and the Career Plan

## Session 2

Efficiency

## Session 3

Professional Image

## Session 4

Interpersonal Relationships

## Session 5

Work-Life Balance

## Session 6

Client Management

## Session 7

Final Career Scheme

## Session 8

Unconscious Bias

The program has been designed based on the learning needs identified among male and female associates at REM. The mentor/mentee sessions will take place in person once per month<sup>4</sup>, and will last approximately two hours each. The program will have a total of eight sessions.

The sessions will also be complemented by workshops covering certain topics as a group.

Mentors and mentees must prepare the reading and videos for each respective topic prior to each session.

<sup>4</sup> With the exception of the first month, in which Sessions 1 and 2 will both take place. Session 1 is an introductory session with a shorter duration.

# Mentors and Mentees



## About the Mentors

Program mentors will be lawyers at REM with a minimum of twelve years of experience in legal practice and three years at REM.

The selected mentors will participate in group work sessions to discuss the program's topics prior to mentee sessions.

## About the Mentees

All the associates may participate in the mentee selection process.





## About the selection process

Selection of mentors and mentees, as well as matching the participants, will be carried out by a panel made up of the managing partner, an external consultant specializing in selection processes and human resources, and team members in charge of creating and developing the program.

To the extent possible, duos (mentor and mentee) will not be made up of lawyers from the same department.

## Mentor success factors

- Built a relationship of trust with the mentee.
- Had an impact on developing the mentee's professional profile.
- Was able to successfully complete the mentoring sessions.
- Was given a positive evaluation by the mentee.
- Mentor strengthened his/her skills and knowledge in order to help others develop.



# Results

Once the program has ended, the mentor and mentee will evaluate their experience and the results obtained.

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