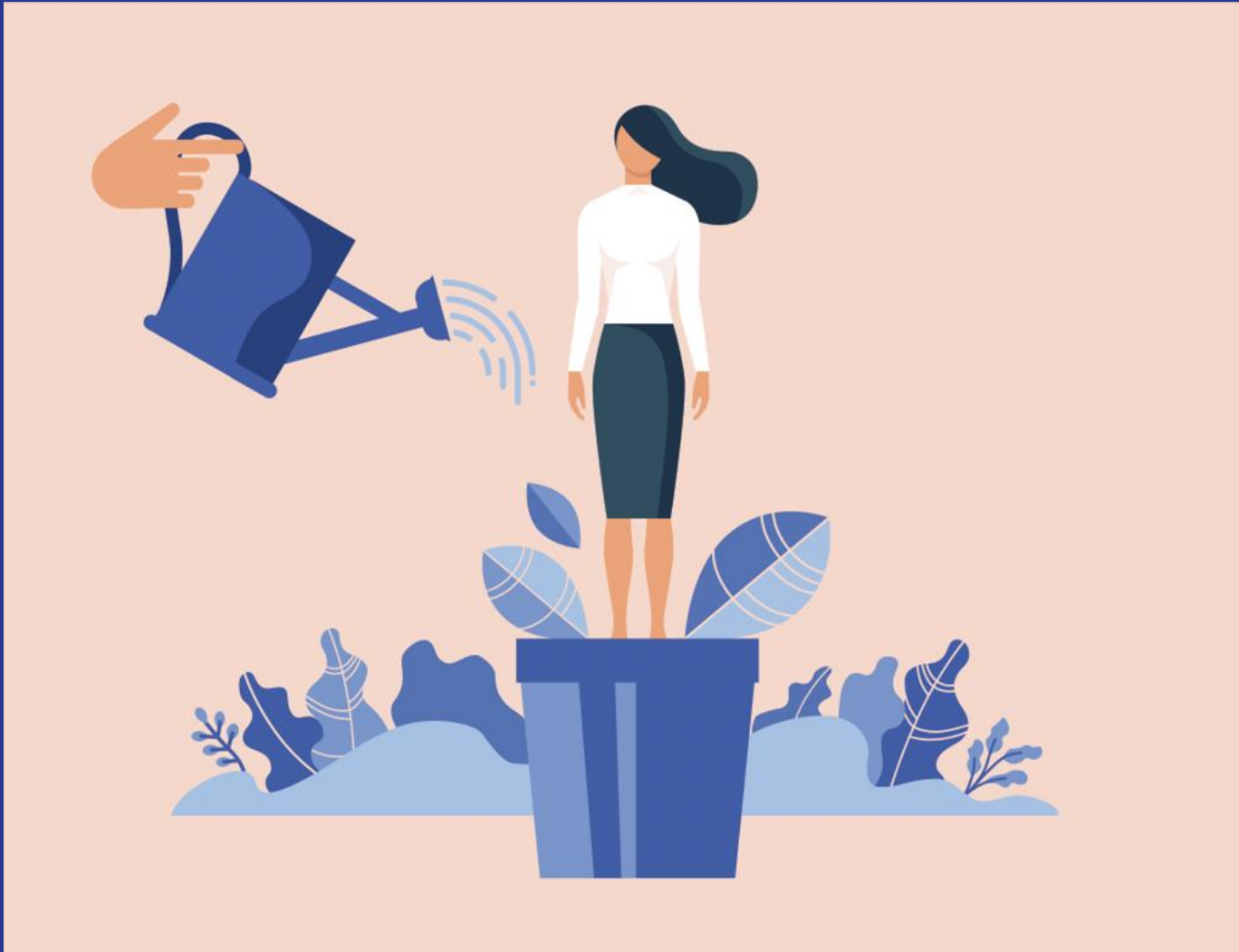


# The Power of Mentorships

*December 2023*



Cultivating Women  
in Leadership  
through Mentorship:

*An investigation focusing  
on Hospitality, Sales,  
Marketing, and Revenue  
Management Sectors*

*Presented to:*



Authored by Dr. Emily Ma, Professor of Hospitality, University of Surrey  
& Dr. Laurie Wu, Associate Professor, Temple University

# Engage

As part of our mission to engage leaders in a way that mentors and encourages others to excel and retains them in hospitality,

**HSMAI-Foundation** partnered with **Women In Travel THRIVE** to commission a research paper authored by Dr. Emily Ma, Professor of Hospitality, University of Surrey and Dr. Laurie Wu, Associate Professor, Temple University, that explores the **power of mentorships** in developing today's female leaders as we help address the imbalance of women in our industry's leadership ranks.



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**For mentees**, it is important that they:

- know what they want
- be clear about where they need help
- be open to opinions and advice
- value suggestions from mentors
- deliver what they promised
- proactively update mentors on their progress

**Being proactive is very critical for mentees**, and they should be proactive in reaching out, scheduling meetings with mentors, updating progress, seeking advice, and in making efforts to maintain connections with mentors. It is also important that mentees show gratitude to this relationship and mentors' commitment and dedication.

**For mentors**, it is important that they:

- show respect to the mentees
- understand mentees' needs and goals
- share aspirations
- If helpful, learn skills on how to coach mentees
- be transparent
- protect mentees' privacy

**For instance, one mentor shared** *'So, I really am looking for a valuable use of my time. I want to make sure I'm happy to schedule and provide any guidance to quite frankly, anyone who asks me for time. But I want to know that my time is valuable that people come prepared for it, and that they respect my time as well.'*

*And oftentimes interestingly, I learn a lot from my mentees. I'm a woman in my mid- 50s who was trained and did my leadership a long time ago. Things were very different. So, I think the most successful relationships are the ones where we have the ability to learn from each other.'*

# Executive Summary

In the evolving landscape of hospitality, travel, and tourism sector, mentorship emerges as a transformative instrument.

## 1 Mentorship Landscape

The industry witnesses a balanced mix of formal and informal, internal and external mentorship structures. The interplay of gender in mentorship cannot be ignored, affecting both the approach to mentoring and the comfort levels of the participants.

## 2 Core Motivations

Personal growth, the joy of imparting knowledge, and seeing a protégé succeed underscore the motivations.

## 3 Blueprint for Success

The success of a mentor-mentee relationship hinges on mutual respect, clarity of objectives, and a proactive stance. Effective networking emerges as a pivotal element in pairing mentors with suitable mentees.

## 4 Bond Preservation

The mentor-protégé relationship thrives on mutual gratification and genuine support, anchored further by shared philosophies and values.

## 5 Leadership Barriers

Despite the robust support system mentorship provides, women in the industry grapple with challenges ranging from inadequate guidance and work-life balance struggles to confidence issues.

## 6 Impact & Outcomes

A defining role of mentors is to instill confidence, unlock opportunities, and pave the way for women to ascend to leadership roles. Mentorship is a potent tool for empowerment, as there is an evident correlation between active mentoring and the cultivation of leadership qualities.

In summary,  
while mentorship provides  
a robust framework  
supporting women's  
advancement in the  
hospitality realm, it's  
imperative to recognize and  
address the inherent  
challenges to fully harness  
its potential.

Both mentors and mentees  
stand to gain immensely  
from this symbiotic  
relationship.





# About the Study

Although women make up the majority of the tourism and hospitality workforce, there is a persistent lack of women in top leadership positions (UNWTO, 2023). A combination of both structural and social factors contributes to this inadequacy, including societal expectations of women's roles and cultural stereotypes at work and home, lack of informal social support, embedded institutional, and organizational biases (e.g., lack of/limited maternity, paternity and work and family support, physical and mental health support during menopause, gender and race biases, mentorship, career advancement opportunities, etc.).

Many of these have been exacerbated through the pandemic, undoing years of progress toward gender parity in leadership. In addition to limited formal support, we suggest a lack of informal social support, such as mentorship, may be another important reason, building on preliminary findings of interviewing with top executive women leaders.

The purpose of this project is to explore the types, and roles of mentors in the career success of women in hospitality, particularly in the sectors of hospitality sales, marketing, and revenue management. There are research questions the project aims to answer:

1. What are common types of mentors and mentorships seen in the hospitality industry?
2. What are the advantages and disadvantages of different types, and what are some helpful strategies to find good mentors? What are the key ingredients for establishing and maintaining good mentorship relationships? What factors help mentors to become sponsors for mentees?
3. In what ways can mentors help women employees in hospitality with career and personal development, as well as progress toward leadership roles?
4. How does the mentorship relationship motivate female employees to be mentors for others and to become better leaders? How could mentorship programs help organizations create a more diverse, equal, and inclusive workplace?

# State of the Industry

The hospitality, travel, and tourism industries play a vital role in the global economy, contributing significantly to job creation, economic growth, and international trade. Prior to the pandemic between 2014-2019, travel and tourism were responsible for:

- **20%** of the new jobs generated worldwide
- **10.3%** of the total global workforce, employing around 334 million individuals
- **10.4%** of the global GDP, equivalent to an impressive US \$10 trillion in 2019.

Additionally, the economic impact was also evident through international visitor expenditure, which reached a substantial US \$1.9 trillion in the same year.





# TRAVEL & TOURISM: ECONOMIC IMPACT 2023<sup>1</sup>

<sup>1</sup> All values are in constant 2022 prices & exchange rates. As reported in March 2023

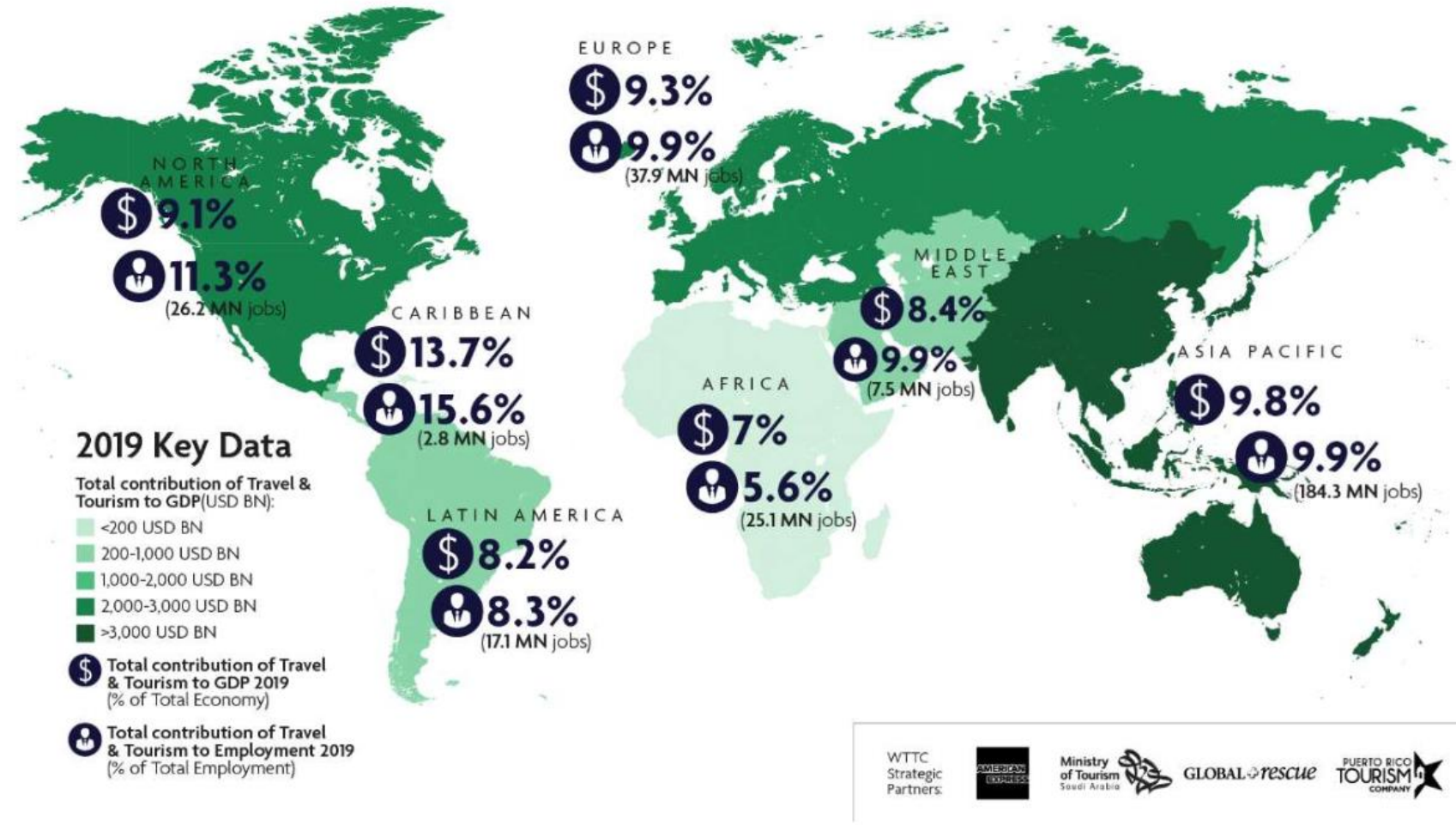


Figure 1

Source: World Travel & Tourism Council (WTTC). (2023). Travel & Tourism: Economic Impact 2023

## Chapter 1

# A Profile of Women in Leadership and Mentorship in US Hospitality Industry

*(Foundational Industry Research)*



## Women Make Up a **Majority** of the Workforce...

Women are an important workforce in the hospitality and tourism industry. Women make up the majority of the tourism and hospitality workforce across most regions of the world (UNWTO, 2023). In the U.S. accommodation sector more specifically, **the workforce consists of 58% women** (U.S. Bureau of Labor Statistics, 2023).

Women in the industry work various jobs ranging from housekeeper, restaurant server, front desk agent, accountant, night-audit, sales and marketing manager, general manager, etc.

## But Women Hold a **Minority** of Leadership Roles

Despite the popularity of hospitality jobs among women, only a limited number are working in leadership roles, particularly in top executive positions.

According to a recent study conducted by The Castell Project in 2022, there is evidence of progress in terms of women's representation in leadership roles within hotel companies. The report indicates that the gender imbalance is gradually decreasing. Currently, **women occupy one leadership position for every 10.3 men**, which marks an improvement compared to the ratio of one to 11.2 observed in 2019 (The Castell Project, 2022).

Evidently, there remains a significant amount of work to be undertaken in order to provide greater support for the advancement of women's careers and the enhancement of their leadership skills capacity.

Women occupy **1** leadership role for every **10.3** men

Hotel Company Leadership by Field

|                         | 2019 |       | 2020 |       | 2021 |       |
|-------------------------|------|-------|------|-------|------|-------|
|                         | Men  | Women | Men  | Women | Men  | Women |
| Accounting/ Finance     | 65%  | 35%   | 64%  | 36%   | 62%  | 38%   |
| Asset Management        | 85%  | 15%   | 83%  | 17%   | 79%  | 21%   |
| Construction/ Design    | 78%  | 22%   | 78%  | 22%   | 77%  | 23%   |
| HR                      | 19%  | 81%   | 20%  | 80%   | 23%  | 77%   |
| Investment/ Development | 91%  | 9%    | 91%  | 9%    | 90%  | 9%    |
| Leadership              | 92%  | 8%    | 92%  | 8%    | 91%  | 9%    |
| Legal                   | 65%  | 34%   | 67%  | 33%   | 65%  | 35%   |
| Operations              | 79%  | 21%   | 79%  | 21%   | 78%  | 22%   |
| Revenue Management      | 48%  | 52%   | 44%  | 56%   | 42%  | 58%   |
| Sales/ Marketing        | 43%  | 57%   | 42%  | 58%   | 40%  | 60%   |
| Technology/ Information | 88%  | 12%   | 87%  | 13%   | 92%  | 8%    |

Figure 2

Source: The Castell Project. (2022). Women hospitality industry leadership.



# Factors Hindering Women



Industry associations and researchers have an on-going interest to investigate factors that hinder or facilitate women from advancing in their career ladders. Factors that could potentially impede women's career progress encompass, though are not restricted to:

- inadequate representation in leadership roles,
- unsupportive organizational culture,
- repercussions for motherhood,
- unequal compensation,
- restricted entry to opportunities,
- gender-based bias and stereotypes, and
- difficulties in achieving work-life balance (Guillet et al., 2019; Liu & Li, 2020; Ma et al., 2022; Ma et al., 2021).

# Factors That Could Help Women

Factors that could help women to advance in careers include but are not limited to:

- equal opportunity policies
- diverse leadership
- leadership development programs
- mentorship and sponsorship
- flexible work arrangements
- supportive family policies

*(Dashper, 2020; Guillet et al., 2019; Jolly et al., 2022; Kim et al., 2023; Liu & Li, 2020; Russen et al., 2021).*

In particular, **having quality mentorship support** has been agreed as a critical factor that could help women's personal and career advancement.

Previous research shows that the majority of female business professionals concur to the significant role their mentor played in facilitating their career progression (Forbes, 2023). Women with mentors are also more likely to receive promotions through the support of mentorship (Catalyst, 2019).

Unfortunately, in hospitality and tourism contexts, partially determined by the customer orientation, and the physical and emotionally demanding nature of jobs, most attention has been devoted to how to motivate employees to continually engage in excellent service performance (e.g., Chiang & Jang, 2008; Hinkin & Tracey, 2000), there is a lack of research attention focus on service employees' personal and professional growth, particularly on how important mentors are to hospitality employees' career success.

Questions such as what the key ingredients for successful mentorships are, and what supports are needed from our hospitality employees to benefit from healthy mentorship are waiting to be answered, which warrant the necessity of this report.

## Chapter 2

# Mentorship Insights

from In-Depth Interviews of Women Executives in Hospitality

*(Qualitative Research)*



## Common Types of Mentors **Advantages & Disadvantages**

Several types of mentors are mentioned by participants, including:

- Internal mentors
- External mentors

Respondents also mentioned that it is important to have both:

- Female mentors
- Male mentors

## Internal Mentors

Many mentors are internal, either a colleague who joined the organization earlier than the mentee, or a supervisor or manager of the mentee. There are both pros and cons to having internal mentors.

**For pros**, internal mentors can have a much better understanding of the mentee's work environment, such as the internal policies, procedures, dynamics, and conflicts of the work environment. It would be easier for them to provide coaching and support to the mentee as an internal mentor, and they would be able to offer an insider's perspective.

On the other hand, **there are also cons** for only having internal mentors, such as proximity, or restrictions posed by internal politics or internal challenges.



*An internal mentor was great as they understand your work environment and the dynamics of the work environment. So, they can help coach you navigate the internal politics and the internal culture and all of those things. So, it's very helpful to have that internal perspective.*

*But, sometimes, they're too close and they may have some ulterior motives.*



*Mentee Interviewed*



## External Mentors

**Several advantages** are associated with having external mentors such as external mentors are not blinded by internal issues. They can provide outsiders' perspectives, give mentees more broad advice and guidance, and help pull mentees up toward the career ladders.

There are also **cons associated** with having external mentors. External mentors might not have a good knowledge of the mentees' companies and thus it can be difficult to give advice about internal issues.



*So, I find that it's helpful to have both the internal and the external (mentors). The disadvantage of the external is what the advantage of the internal is.*

*The external does not know your company. So, it's hard for them to give me advice on how to navigate, but they have an outsider perspective. They're able to pull themselves up and just give you more broad advice and guidance. I think they both play a very important role.*



*Mentee Interviewed*

## Female vs Male Mentors

Most mentees suggest that the gender of mentors does not matter, and they are both helpful. However, mentors of different genders could have different approaches.

Some suggested that female mentees could feel freer to express their vulnerability in front of a female mentor, and thus, build closer connections which contributes to a more successful mentorship relationship.

“

*Absolutely. I think I could be a bit more vulnerable with the female mentor as I've also been struggling with some more personal things and wasn't sure if I was going to stay in my current role for a bit, but she's encouraged me and things have gone better and we've had some changes in my management team currently.*

*So I think things are looking up, but I was more vulnerable with her on things, not just work, but life and what you want. And you know, your job is a lot and it's what you spend your time in. But what do you really want out of your life that makes you happy? So I'm able to have those conversations with her.*

”

*Mentee Interviewed*

# Roles of Mentors and **Women's Career Development**

Mentors can play various roles in mentees' career and personal development. Some of the most frequently mentioned roles include cheerleading, support, opening up opportunities for mentees, helping mentees to be successful, helping mentees to build confidence, advocating and giving women credit, etc. These roles are critically important for the success of women's careers.



For instance, one top executive shared her experience with her mentor at the early stage of her career:

*'I learned so much from her just from the perspective of having confidence in people and understanding that concept that we all now talk about a lot is that you can train for skill, but you have to hire for the talent. That's just what her belief was.'*

Another mentee said:

*'I do think that people (mentors) that have opened the door for me at early stages definitely played a role in my career development.....(they helped) put me in a leadership position at a fairly young age and likely against other candidates that may have been more senior. I think that was a pretty good indication that there was that level of trust and desire from that person to really help you succeed and help you to get to the next level...'*

## Key Ingredients for Good Mentorships

Participants shared some key ingredients needed for developing healthy mentorship relationships:

- effort from both mentors and mentees
- mutual respect
- mutual trust
- transparency
- honesty
- shared responsibilities.

All are critical to serve as the basis for developing successful mentorship relationships.

Developing and maintaining healthy and beneficial mentorship also has specific requirements for mentees and mentors, respectively.



# Useful Tips to Find Mentors

Despite the importance and benefits of having mentors, many may feel it is difficult to find good mentors. We obtained some suggestions from participants on useful tips to find mentors, such as:

- using both internal and external programs
- using your networks
- being proactive
- knowing what types of mentors you want.

One participant shared:

*“So, I think it's more about being proactive and asking for help, but again, being clear about where they need help and where they need guidance. So that the person that they ask feels confident that it's a good use of their time and that they can help.”*

Another participant stated:

*‘I think the biggest thing is networking. I would say networking is such an essential component. Obviously using the organization, Women in Travel Thrive was one of them because we created essentially a web of like-minded people that really wanted to interconnect and help one another succeed.*

*So, it was sort of women supporting women always. So that was definitely one of the biggest ways. But networking can be done anywhere. It could be done within your organization, outside, or just by joining (again) a lot of the groups where people meet and mingle. And then, also asking very specific people to introduce you to other people. So that's sort of that next level.’*

## Motivation for Being Mentors and Impact on Leadership

We also asked female top executives about their motivation to serve as mentors for others. Giving back is a frequently mentioned motivation for being a mentor for others.

For instance, one of the mentors shared:

*'Well, part of it is just that so many people helped me along the way. Even if it was just like one instance or not a full mentorship relationship that I just want to give it back or pay it forward. And two I'm one of those people that just really gets a rush from helping people and seeing them succeed. So, it's just really rewarding for me personally and emotionally to do it.'*

sounding board  
help  
advocate for women

help next gen

share learning  
willing

**Giving back** Going through the challenges of advancing in their career ladders, many mentors also want to help, support, and advocate for women in the workplace, which motivates them to serve as mentors. For instance, another women executive said:

*'For me, it's really been about giving back. I feel like I've benefited a lot from the mentor relationships I've had in my life, so I want to pay that forward where I am and where I'm able. I also often take a role of being an advocate for women in the workplace ...'*

**Learning from mentee** It is also encouraging to see that many mentors found the mentorship experience beneficial to themselves. Many expressed that serving as a mentor for others helped them become better leaders because these experiences helped to teach them how to communicate more effectively, how to have more honest conversations and understand the newer generations of employees better. For instance, one top executive we interviewed shared her experience with a mentee:

*'I think that it has helped me learn how to communicate more effectively, especially when I need to tell someone that there may be a better way for them to go about doing things...I think that it has forced me to have honest conversations that otherwise may have been uncomfortable to navigate...And one of my very first mentees was my master's student. She later became my research assistant and then she went on to get her PhD and we continued to work on studies together.'*



# Barriers for Women in Leadership

The gender imbalance of women in leadership in hospitality has been widely recognized by participants of the project. Some of the common identified barriers for the lack of women in leadership positions include:

- no paths for women
- no/lack of guidance
- lack of opportunities
- lack of experience
- personal choices (due to family reasons)
- lack of confidence
- wait to be totally ready for a promotional opportunities
- lack of resources and support
- difficulty to balance work and life
- lack of making women's voice heard

Many project participants noted that **women seem less confident** in evaluating their leadership capacities and potential. They hesitate if they think they are not ready.

One of the top executives we interviewed noted:

*'And you hear this a lot that women tend to wait until they're 100% ready to take on a promotion when men usually don't wait that long. They'll put their hand up first and volunteer for a promotion before a woman will.'*

**Family and personal choice** seem to be another commonly seen barrier preventing women from advancing to top leadership positions. For instance, one participant shared:

*'The more core reason these days is that women at a certain level, just simply drop off. They don't have the desire to continue to claw or fight their way to the top where they have to prioritize other parts of their lives. That could be childcare related...or wanting to do something else in their lives that may cause them to step back and create a more work-life balance.'*

## Chapter 3

# Assessment of the Impact of Mentorships

## Comprehensive Survey of Women in Hospitality

*(Quantitative Research)*



## The Basics of Mentor Relationships

The findings from the survey research largely echo the findings in the previous stage of research in highlighting the diversity of mentorship relationships within the hospitality industry.

Notably, approximately:

- **56% of participants** recounted engaging in formal mentorship relationships,
- while the remaining **44%** shared insights stemming from informal mentorship experiences.

## Gender of Mentorships

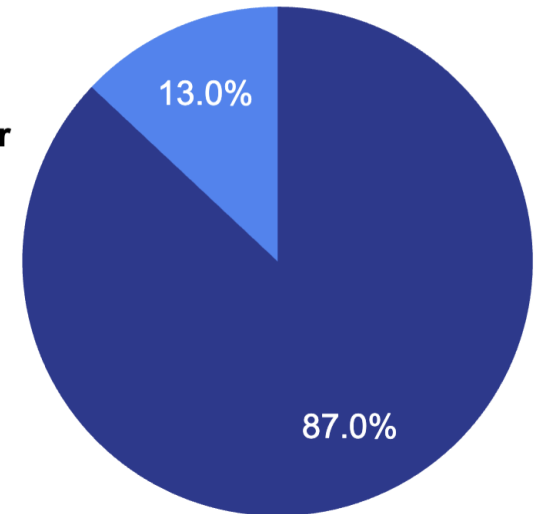
Furthermore, our research findings brought to light the intricate gender dynamics within mentorship relationships within the sales, marketing, and revenue management sectors of the hospitality industry. It is evident that **women-to-women mentorship relationships are the prevailing pattern** within the collected sample.

Notably, among participants who contributed their insights as mentees, an overwhelming **87%** revealed their engagement in mentorship relationships with fellow female professionals.

Likewise, among participants who took on the role of mentors, an impressive **92%** conveyed their experiences of guiding and supporting other female professionals.

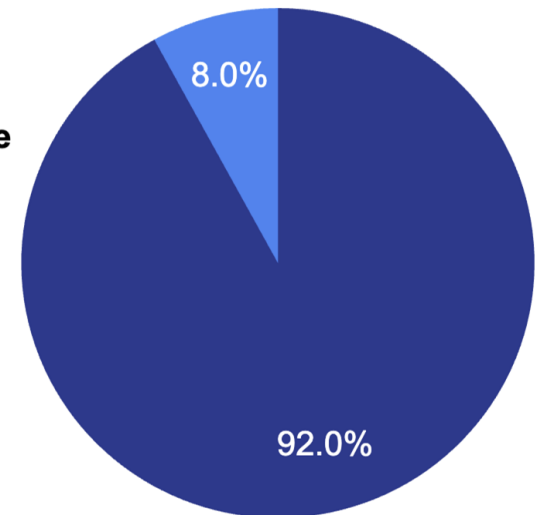
Gender of Mentor

- Female
- Male



Gender of Mentee

- Female
- Male



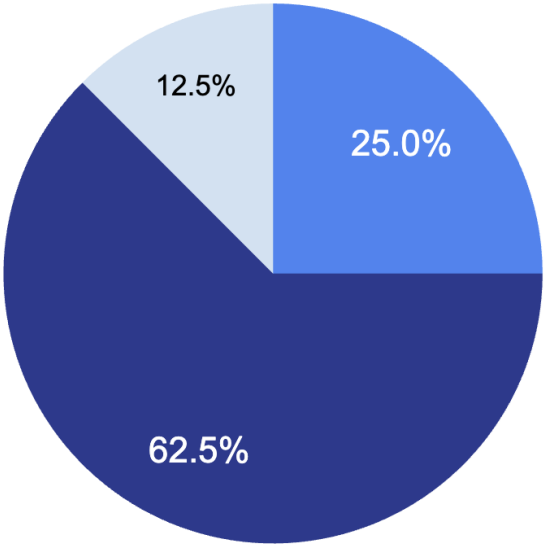
# Age Components of Mentorships

As indicated by the responses from survey participants,

- a substantial majority (62.5%) of their mentors fall within the age range of 41 to 50 years.
- at the same time, a significant portion (53.8%) of their protégés are aged between 21 and 30 years.

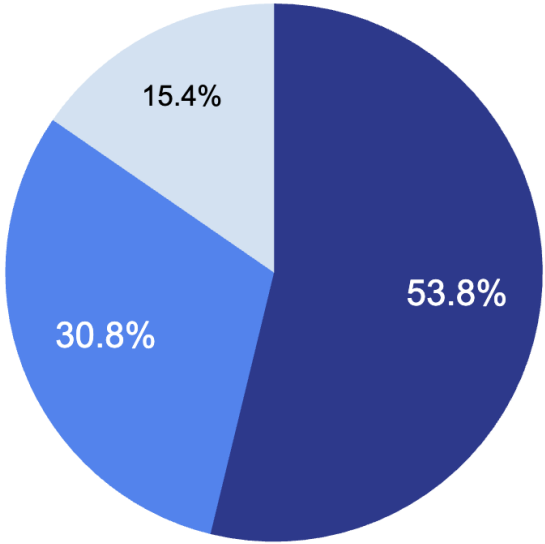
**Age of Mentor**

- 31-40
- 41-50
- 51-60



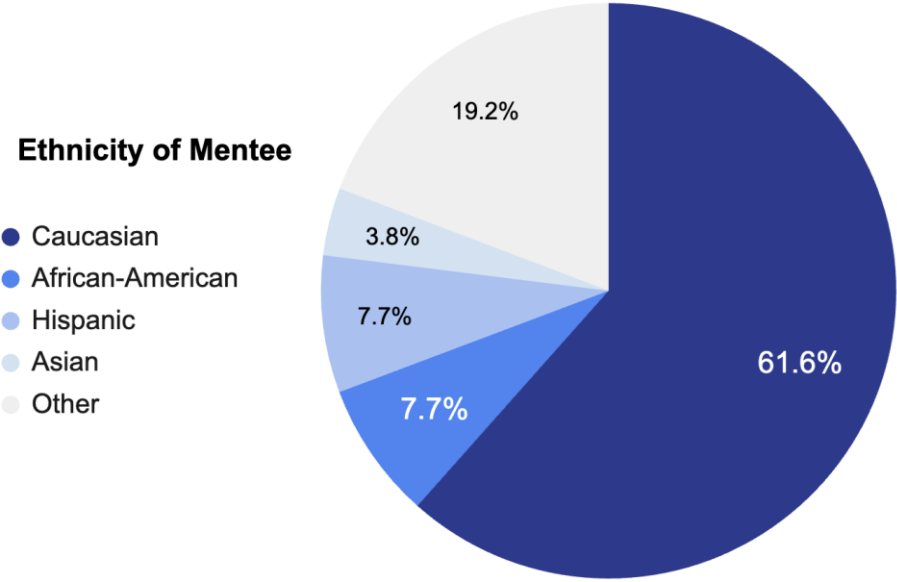
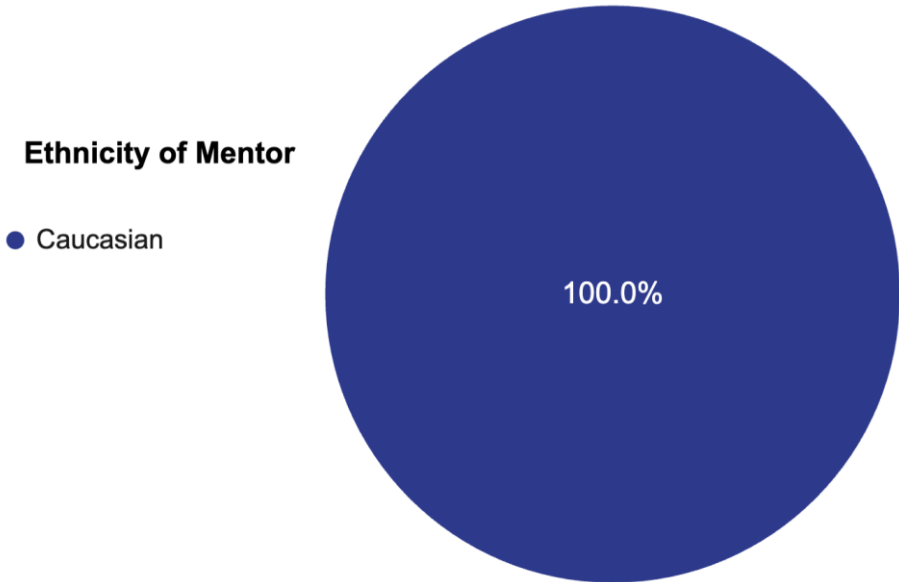
**Age of Mentee**

- 21-30
- 31-40
- 41-50



# Ethnicity Components of Mentorships

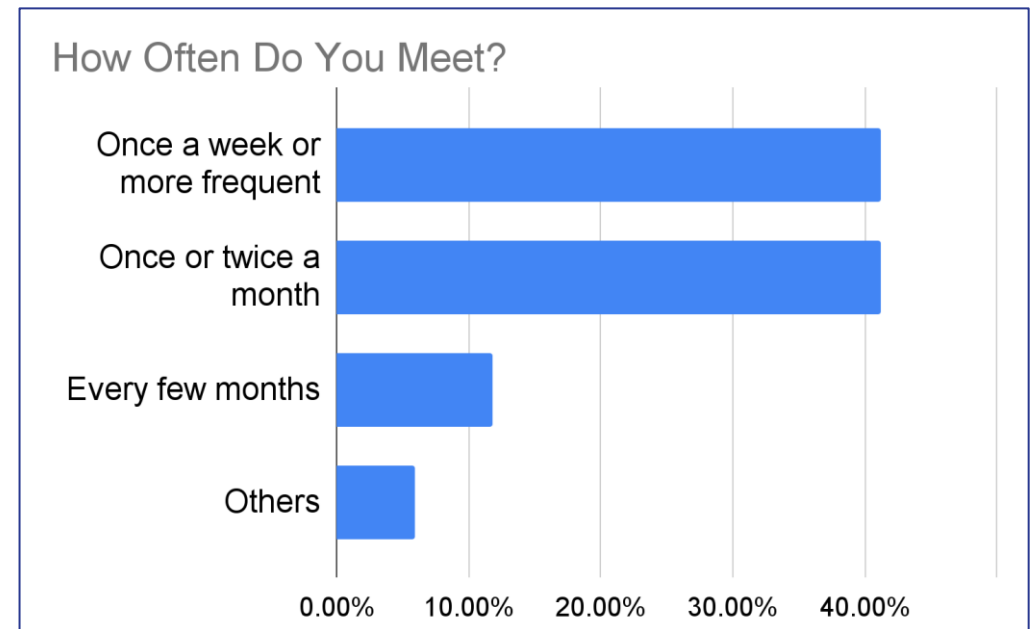
In terms of ethnicity, our survey predominantly involved interactions with mentors or protégés of Caucasian descent.



## Frequency of Mentorship Meetings

Majority (82.4%) of the participants meet with mentor/protégé more than once a month.

- 41.2% reported regular **weekly interactions**
- 41.2% engaged **once or twice a month**
- 11.8% meet **every few months**, and approximately
- 5.9% meet with mentor/protégé on a **per-request or ongoing basis**.



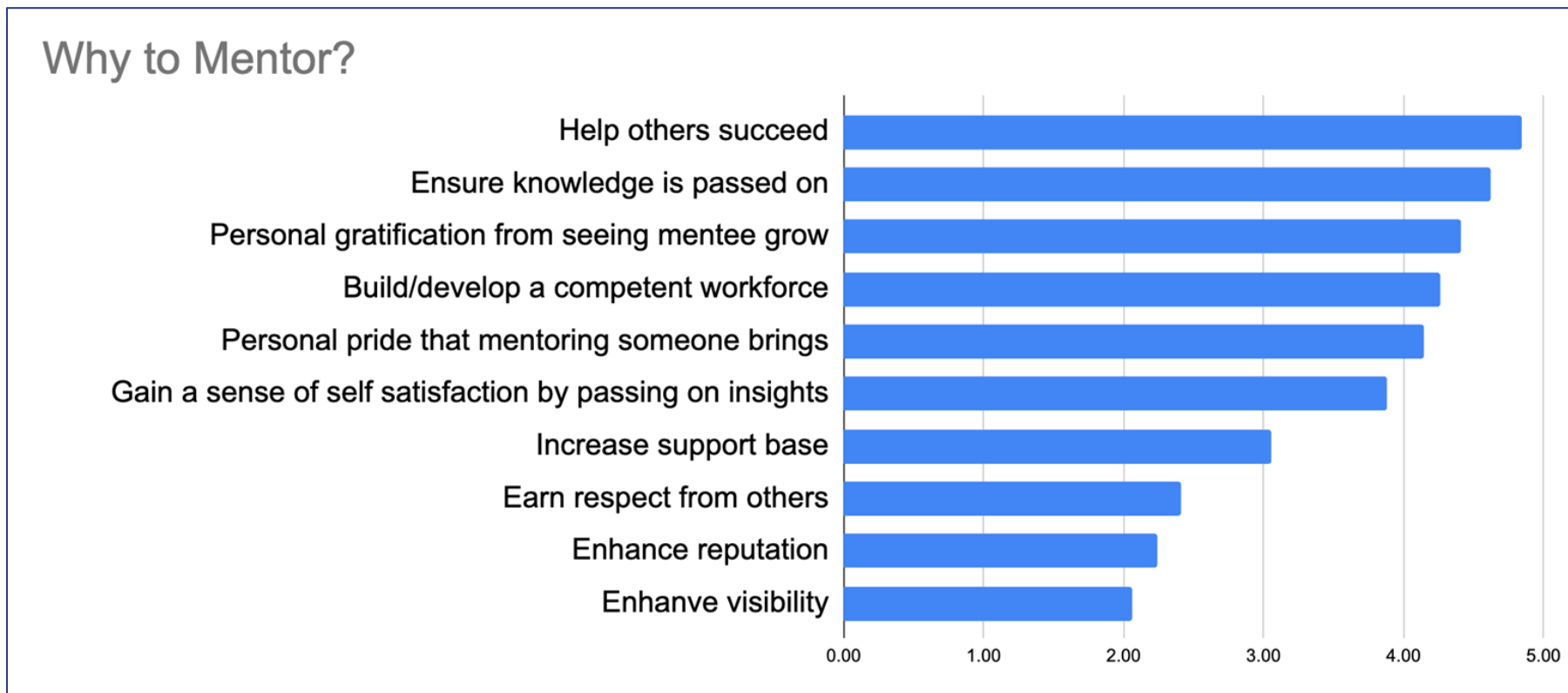
Furthermore, in terms of the duration of their mentoring relationships, the data reveals that:

- 47.1% of the participants have been involved for up to a year.
- 47.1% have sustained their mentorship connections for more than a year but up to five years.
- 8.5% of the sample have engaged in mentoring relationships that have spanned over five years.

## Mentoring Motives and Functions

Motivations for individuals to assume mentoring roles encompass a diverse spectrum. Among all mentoring motives, prosocial motives that center on helping others succeed, passing on knowledge and information to others, and witnessing the growth and development of protégés stand out as the foremost driving forces.

In stark contrast, motivations that revolve around augmenting one's own social status (e.g., to earn respect from others, to enhance reputation, and to enhance visibility) are positioned at the lower end of the spectrum.





**Emotional support.** At the same time, mentors undertake a diverse array of functions aimed at bolstering the growth of their protégés. As illuminated by our survey participants, these prominent functions center on furnishing **emotional support** through various means. Noteworthy practices include:

- demonstrating good listening skills in conversations
- conveying feelings of respect to protégés
- sharing ideas with them
- encouraging them to prepare for advancement
- conveying empathy when protégés share their concerns and feelings

**Personal sharing:** In addition, the female professionals in our sample engage in the practices of **personal sharing** within their mentoring relationships. This entails the sharing of personal experiences to inspire protégés with alternative perspectives to problems and the sharing of their own history of career. Encouraging protégés to reciprocate and share their anxieties and fears is another integral facet of this practice.

**Instrumental support** is less common in mentorship relationships. This encompasses activities like:

- providing feedback on performance
- mitigating obstacles to protégés' promotions
- assigning tasks that facilitate skill enhancement and promotion readiness
- furnishing opportunities for growth.

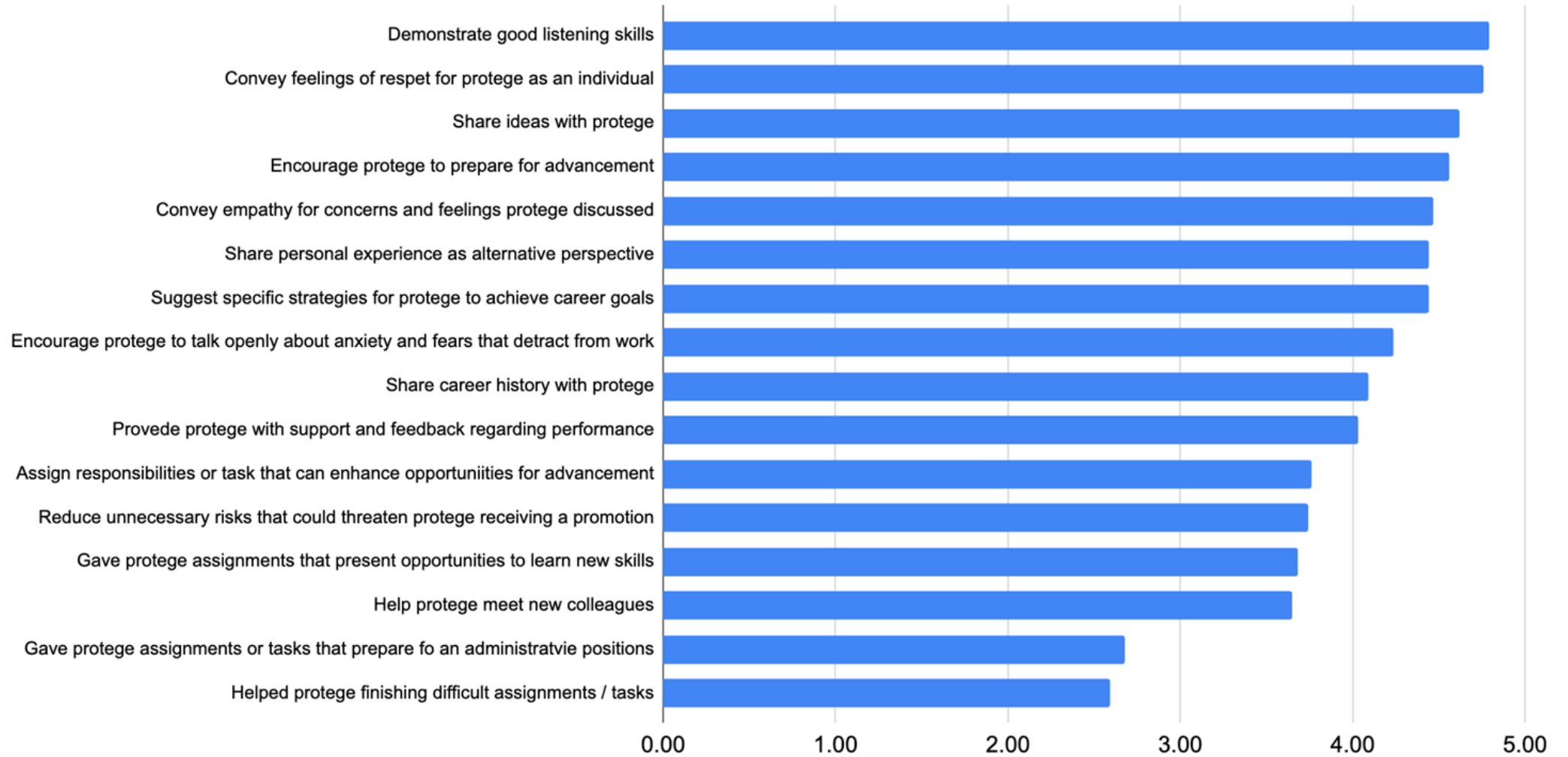
Direct assignment or task-specific support emerges as Mentors are propelled by these motives:

- to build a support base
- to develop a competent workforce
- to pass on insights and knowledge

These motivations fuel their role as sponsors for protégés, wherein they extend support through avenues such as helping them to finish challenging tasks, giving assignments/tasks that enhance proteges' opportunities for enhancement, and connecting them to new colleagues.

# Approaches for Mentoring

## How to Mentor



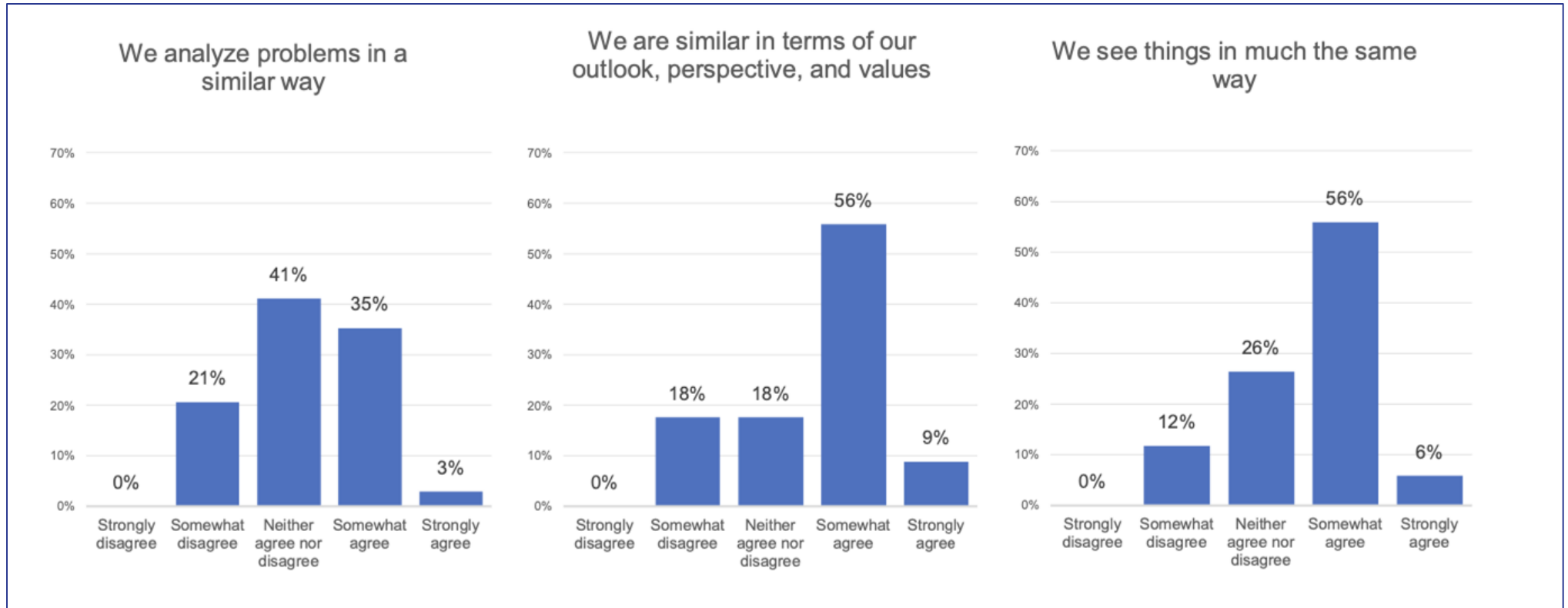
# Willingness to Remain in Mentoring Relationships

**Women mentors'** willingness to remain in mentoring relationships are driven by numerous motivations. The **profound personal gratification** derived from witnessing the growth and development of a protégé stands as a pivotal catalyst motivating mentors to maintain their commitment to the relationship in the long run. Complementing this driver is the act of **providing instrumental support**. This form of instrumental support encompasses actions like reducing proteges' risks and barriers to promotions, assigning responsibilities or tasks that can enhance opportunities for advancement, or giving assignments/tasks that prepare proteges for promotion into leadership positions.

**For protégés**, the pivotal factors that influence their inclination to persist in mentoring relationships are the acquisition of authentic and instrumental support. When protégés perceive that their mentors listen to their sharing in conversations, they are more likely to commit to maintaining an ongoing relationship with the mentor. In addition, protégés are more willing to remain in contact with mentors when mentors give them assignments or tasks that prepare for promotion into leadership positions.

Another crucial factor that fuels the commitment to maintaining mentoring relationships is protégé-mentor similarity. A majority of the sample acknowledged being moderately similar, if not more, to their respective mentor or protégé. As visualized, such protégé-mentor similarity can stem from shared approaches to problem-solving or a general alignment in outlook, perspectives, and values. Importantly, these perceptions of similarity with either the protégé or mentor are positively correlated with women's willingness to commit to maintaining an on-going mentoring relationship.

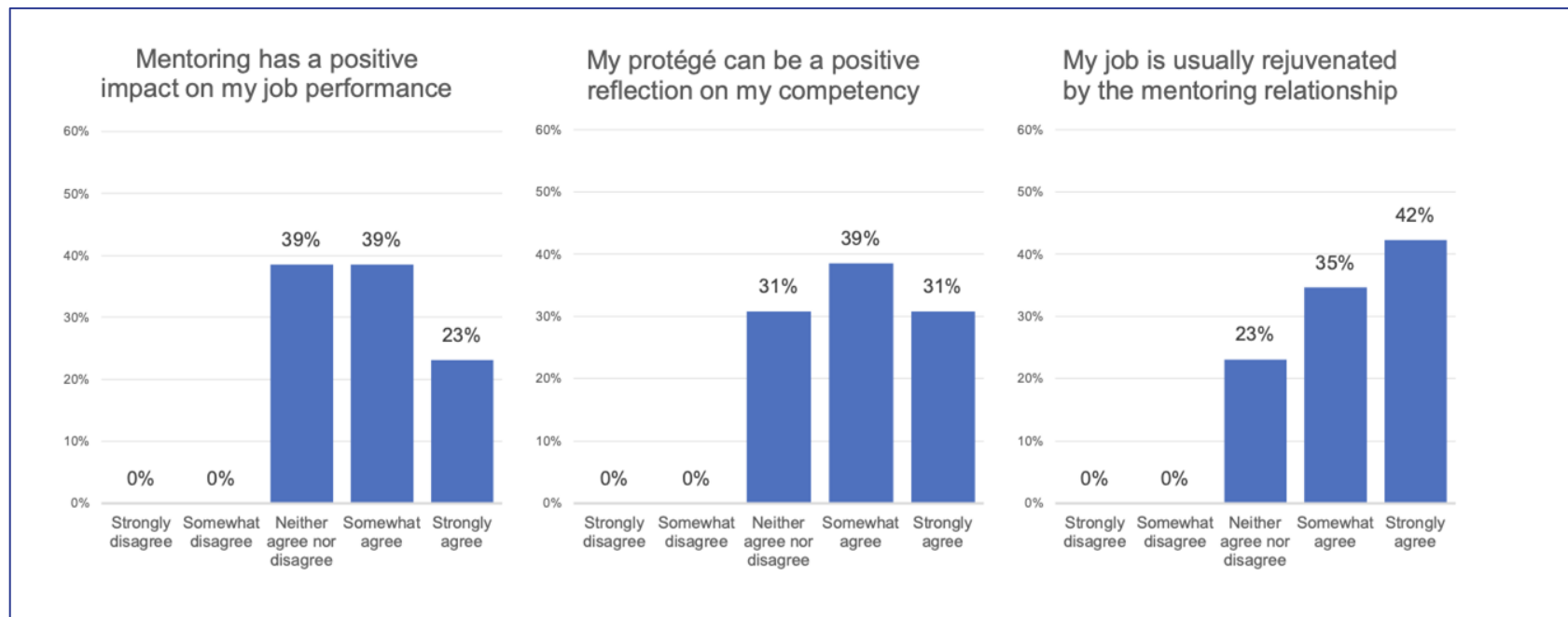
# Factors for Sustainable Mentoring



# How Mentorship Relationships Empower Women Professionals

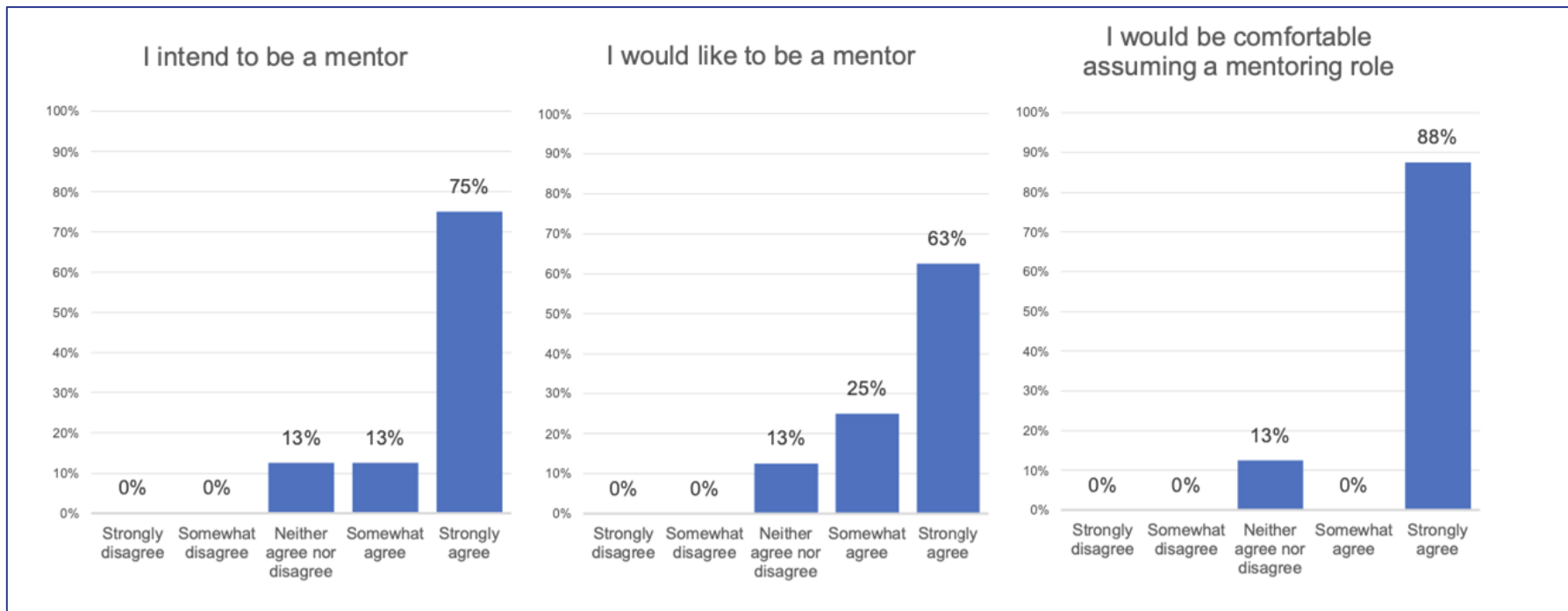
Mentoring relationships hold a pivotal role in fostering empowerment among women professionals within the hospitality sales and marketing sectors. Among those participants who have been mentoring others, a vast majority perceive their job being positively impacted by the mentoring experience. Of these individuals:

- 62% attest to the favorable impact of mentoring on their job performance
- 70% concur that their protégés serve as positive reflections of their own competency
- 77% acknowledge that their job experiences a renewed sense of vitality and energy as a result of their engagement in mentoring relationships



## Willingness to Mentor

Engagement in mentoring relationships possesses the potential to ignite a desire among women professionals to take on mentorship roles in the future. Drawing from their own experiences within these mentoring relationships (either as a mentor or a protégé), a significant number of our participants expressed a robust intention and enthusiasm to be a mentor. Furthermore, their prior involvement in mentoring relationships, whether as mentors or protégés, fosters a sense of ease and readiness in assuming mentoring responsibilities.



## Reward for Being a Mentor

Moreover, the rewarding experience of mentoring others can also empower women professionals through bolstering their leadership capabilities. A substantial number of our participants conveyed that they appreciate the experiences of mentoring others and regard such experiences as rewarding. This sentiment is underscored by their sense of fulfillment and satisfaction in imparting wisdom to their protégés. Notably, many participants regard the role of mentorship as one of the most gratifying experiences within their careers, contributing to their growth as leaders.

### The rewarding experience of mentoring others





Additionally, **the fulfilling experience of mentoring others is closely intertwined with one's leadership abilities**, particularly in the domains of articulating visions and inspiring others through instilling pride and respect.

Our findings suggest that those who regard their mentoring experiences as self-rewarding are more likely to practice **transformational leadership**. In everyday organizational settings, these individuals demonstrate a heightened propensity to convey a coherent and optimistic vision for the future to their team members.

Moreover, they excel in fostering sentiments of pride, respect, and inspiration within their team members, thereby contributing to a positive and motivating work environment.



## Chapter 4

# Recommendations and Action Points



Based on the findings presented in earlier chapters of this research, this next section details recommended action points and strategies for the industry in ten key areas:

1. Diversifying mentorship types
2. Leveraging mentorship roles for women's career development:
3. Cultivating key ingredients for successful mentorship
4. Enhancing mentorship motivations
5. Overcoming barriers for women in leadership
6. Fostering mentorship networks
7. Recognizing the importance of mentor-protégé matching
8. Promoting transformational leadership through mentorship
9. Promoting gender diversity in leadership
10. Continuous evaluation and improvement

# 1. Diversifying Mentorship Types

## **Formal vs. Informal Mentoring Relationships:**

Organizations and industry associations should actively promote a mix of formal and informal mentoring relationships by promoting the engagement of both internal and external mentors. This balance will allow mentees to benefit from different perspectives – internal mentors can share with mentees a deep understanding of the organizational culture, while external mentors will be able to bring fresh insights from outside the organization.

## **Gender-Diverse Mentorship Relationships:**

Recognizing the value of diverse perspectives, organizations should emphasize the importance of mentorship relationships across different genders. Encouraging mentorship connections with both female and male mentors enables mentees to receive a broader range of guidance and support.



## 2. Leveraging Mentorship Roles for Women's Career Development

**Career Development Advocacy:** Organizations should underscore the pivotal role that mentorship plays in women's career advancement. This can be achieved through targeted communication campaigns that promote the positive impact of mentorship on women. Such promotions can highlight the success stories of women who have benefitted from mentorship in their career trajectories.

**Early Career Opportunities:** Moreover, organizations should work on early career interventions to foster the establishment of mentorship relationships for women professionals at an early career stage and provide them with opportunities to take on leadership roles. This empowerment can have a lasting impact on their confidence and trajectory within the organization and the industry.

**Mentoring as a Way to Develop Leadership Capacity:** Mentorship experience not only benefits mentees, but it could also be a meaningful experience for mentors. Many mentors find serving as a mentor encourages closer connection with mentees, trains mentors' communication skills, and opens opportunities to better understand different generations of employees. This helps them to become more effective leaders because they can understand and influence others more effectively. This is particularly important for women aiming to advance further in their careers or taking leadership roles. Serving as a mentor for others not only benefits others, but could also be an effective way to unlock and develop essential skills needed for leadership roles. Organizations should communicate these messages, particularly to mid-career female workers aiming to further advance their careers.

### 3. Cultivating Key Ingredients for Successful Mentorship

**Promoting Open Communication:** Organizations should establish a culture that promotes open communication, mutual respect, and trust between mentors and mentees. Organizations should offer mentorship training programs to enhance participants' effective communication skills in practicing active listening and providing constructive feedback.

**Mentorship Training:** In addition, organizations should provide mentors and mentees with training to enhance their respective capacities in the mentoring relationship. Workshops and resources that focus on coaching, motivational techniques, and relationship-building skills can contribute to more effective and fulfilling mentorship relationships.



## 4. Enhancing Mentorship Motivations

**Intrinsic Rewards Emphasis:** Organizations should highlight the intrinsic rewards associated with mentorship, emphasizing the personal fulfillment and positive impact of mentorship relationships on both mentees and mentors. Demonstrating the emotional and intellectual gratification that mentorship brings can inspire more individuals to become mentors.

**Skill and Leadership Development:** Organizations should consider highlighting the integral role of mentorship in fostering crucial leadership competencies. By showcasing how mentorship enhances communication, coaching, and motivational proficiencies, organizations can attract individuals who seek to cultivate their leadership potential through engaging in mentorship.





## 5. Overcoming Barriers for Women Leadership

### **Comprehensive Support Programs:**

Organizations should implement comprehensive support programs that address the barriers women face in leadership. For instance, organizations should consider initiatives that focus on providing guidance on work-life balance, offering resources for skill development, and creating pathways for leadership advancement.

**Cultural Change:** Supportive organizational culture is crucial to encouraging women to pursue leadership roles. Organizations should focus on developing such supportive culture. For instance, organizations can implement flexible work arrangements and initiatives that ensure a healthy work-life balance, making it easier for women to pursue both personal and professional goals.



## 6. Fostering Mentorship Network

**Structured Mentorship Programs:** Establish structured internal and external mentorship programs that offer women professionals a clear path to connect with mentors. These programs should outline mentorship goals, expectations, and guidelines to ensure a fruitful relationship.

**Empowerment Through Networking:** Moreover, organizations can encourage women professionals to take the initiative in seeking mentors. Organizations can facilitate networking events, forums, and platforms where potential mentors and mentees can interact and establish connections.



## 7. Recognizing the Importance of Mentor-Protégé Matching

**Structured Matching:** Organizations should consider protégé-mentor similarity as a factor in the matching process. Aligning mentors and mentees based on their shared attributes, analytic approach and values can enhance the effectiveness of mentorship relationships

**Highlight Shared Values:** It is imperative that organizations promote mentor-mentee pairs to identify shared values, perspectives, and experiences that nurture a sense of likeness and similarity. These shared attributes contribute to building stronger, more meaningful mentoring relationships.



## 8. Promoting Transformational Leadership Through Mentorship

**Leadership Skill Development:** Mentorship serves as a practical avenue for developing transformational leadership qualities. Organizations should devote efforts to foster positive mentor-mentee interactions that facilitate enhanced communication, empowerment, and inspiration within teams.

**Lead by Example:** In internal promotions, organizations can showcase stories of successful leaders who attribute their transformational leadership skills to mentorship experiences. By illustrating the connection between mentorship and leadership, organizations can inspire aspiring leaders to participate in mentorship.



## 9. Promote Gender Diversity In Leadership

**Inclusive Recruitment:** Organizations should actively seek to reduce gender disparities by implementing inclusive recruitment practices. Ensuring equal consideration for leadership roles contributes to fostering a diverse leadership landscape.

**Leadership Development Programs:** Develop targeted leadership development programs aimed at empowering women to take on leadership roles. Organizations can provide mentorship components within these programs to provide aspiring women leaders with guidance and support.



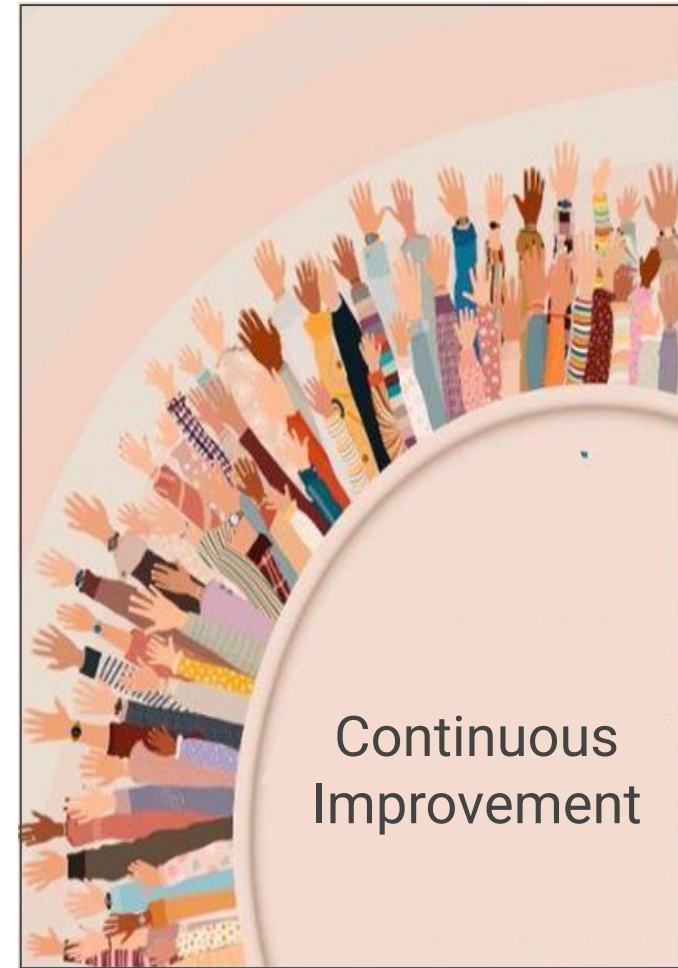


## 10. Continuous Evaluation and Improvement

**Feedback Collection:** It is important to note that organizations should regularly collect feedback from participants engaged in mentorship programs to gauge their effectiveness. Organizations can use this feedback to identify areas of improvement and refine the mentorship initiatives.

**Iterative Refinement:** Organizations should also continuously improve mentorship programs based on collected feedback and outcomes. In addition, organizations should regularly update program structures, training materials, and support resources to ensure they align with the evolving needs of program participants.

By implementing these recommendations, organizations can create an inclusive and empowering environment that fosters mentorship, supports women professionals in their career development, and promotes gender diversity in leadership roles within the hospitality industry.





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# Summary Sheet:

## Recommendations & Action Points

Based on the finding presented from this research, here are the recommended action points and strategies for the industry:

### Diversify mentorship types

- Formal & informal
- Gender diversity

### Mentor for career development

- Career advocate
- Early career opportunity
- Mentoring leaders

### Cultivate ingredients for mentor success

- Open communication
- Mentorship training

### Enhance mentorship motivations

- Intrinsic rewards
- Skill & leadership development

### Overcome leadership barriers

- Support program
- Cultural change

### Foster mentoring networks

- Structured program
- Networking empowerment

### Value mentor - protege matching

- Structured matching
- Highlight shared values

### Transformational leadership

- Leadership skill development
- Lead by example

### Promote gender diverse leaders

- Inclusive recruitment
- Leadership programs

### Continuous improvement

- Feedback collection
- Iterative refinement

# Executive Summary Recap

In the evolving landscape of hospitality, travel, and tourism sector, mentorship emerges as a transformative instrument. The research explores 6 key findings:

## 1 Mentorship Landscape

Balanced mix of in mentorship structures including:

- Formal & informal
- Internal & external

Gender affects both the approach to mentorships and mentee comfort levels.

## 2 Core Motivations

Key mentorship motivators include:

- Personal growth
- The joy of imparting knowledge
- Protege's success

## 3 Blueprint for Success

Mentor-mentee relationship requires

- Mutual respect
- Clarity of objectives
- Proactive stance

Effective networking is key in pairing mentors with suitable mentees

## 4 Bond Preservation

Mentor-protége relationship thrives on:

- Mutual gratification &
- Genuine support

Anchored further by:

- Shared philosophies
- Shared values

## 5 Leadership Barriers

Despite the robust support system mentorships provide, the main challenges women in the industry grapple with include:

- Inadequate guidance
- Work-life balance
- Confidence issues

## 6 Impact & Outcomes

Defining role of mentors is to:

- Instill confidence
- Unlock opportunities
- Pave the way for women to ascend to leadership roles

Mentorship is a potent tool for empowerment.