

**THE GAME PLAN OF SUCCESSFUL
CAREER SPONSORSHIP: HARNESSING
THE TALENT OF ASPIRING MANAGERS
AND SENIOR LEADERS**

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THE GAME PLAN OF SUCCESSFUL CAREER SPONSORSHIP: HARNESSING THE TALENT OF ASPIRING MANAGERS AND SENIOR LEADERS

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INVESTOR IN PEOPLE

To my husband, children and Phil.

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Table of Contents

Acknowledgements	<i>vii</i>
Preface	<i>xv</i>
Chapter 1 The Case for Sponsorship	1
1.1 Overview of My Research Methodology	3
1.2 A Coach, a Mentor and a Sponsor	4
1.2.1 Coach	5
1.2.2 Mentor	6
1.2.3 Sponsor	6
1.3 Definition of Sponsorship	7
1.4 What Mentors Do	8
1.5 What Sponsors Do	9
1.6 The Currency of Sponsorship	13
Chapter 2 The Antecedents of Sponsorship	15
2.1 Antecedents of Sponsorship	15
2.1.1 Sponsee-driven Antecedents	15
2.1.2 Sponsor-driven Antecedents	18
2.2 Importance of Asking	21
2.3 Impact of Gender	22
2.4 Process of Initiating a Sponsor Relationship	23
Chapter 3 Phases of Sponsor Relationship	25
3.1 Primary Research Method – Autoethnography	25
3.2 Phases of Sponsor Relationship	26
3.2.1 Initiation Phase	27
3.2.2 Cultivation Phase	29

3.2.3	Partnership Phase	30
3.2.4	Separation Phase	31
3.3	Phase Model of the Sponsor Relationship	32
3.4	Implications to Practice	32
Chapter 4	Reciprocal Nature of the Sponsor Relationship	35
4.1	Sponsee's Behaviours	36
4.1.1	Support Sponsor's Success	36
4.1.2	Provide Organisational Insights	37
4.1.3	Provide Training and Expert Advice	37
4.1.4	Be a Trusted Advisor	38
4.1.5	Provide Sponsorship Back in Return	38
4.2	Importance of Sponsee's Behaviours	38
Chapter 5	Outcomes from the Sponsor Relationship	41
5.1	Learning for the Sponsee and Sponsor	42
5.2	Other Outcomes for the Sponsee	43
5.3	Other Outcomes for the Sponsor	43
5.4	Dyadic Interaction Effects	44
5.5	Outcomes for the Organisation	45
5.6	Sponsor Relationships Yield Multiple Outcomes	46
Chapter 6	The Importance of a Home Support System	49
6.1	Home Support System	50
6.2	Benefits of the Home Support System	51
6.2.1	Addresses Caring Responsibility and Domestic Work	51
6.2.2	Time for Investing in Career	51
6.2.3	Energy Management	52
6.2.4	Reduction in Mental Tax	52
6.3	More Progress to Be Made at Home	53
Chapter 7	The Sponsorship Model	55
7.1	Developing the Sponsorship Model	55
7.2	Antecedents – Interaction – Outcomes Framework	56
7.3	Part 1 of the Sponsorship Model	56

7.4	Part 2 of the Sponsorship Model	57
7.4.1	Proactiveness of the Sponsee and a Home Support System	57
7.4.2	The Reciprocity and Mutuality of the Sponsor Relationship	58
7.4.3	Outcomes from the Sponsor Relationship	59
7.5	The Sponsorship Model	59
Chapter 8	The Capital Framework of Sponsorship	63
8.1	The Resource-based View of a Firm	63
8.2	Concept of Capital and Social Capital	63
8.3	Social Capital and the Concept of a Development Network	65
8.4	Agentic Capital and Human Capital	67
8.4.1	Proactiveness and Agentic Capital	68
8.4.2	Human Capital	68
8.5	Home Capital	70
8.6	Unique Capital Resources	71
Chapter 9	Sponsorship and the Development of Women Leaders	73
9.1	Shortcomings of Traditional and Women Leadership Development Programmes	73
9.2	How Sponsorship Programmes Contribute to Professional and Personal Development	74
9.3	Sponsorship as an Effective Strategy for Development Especially for Women	78
Chapter 10	The Risks of Sponsor Relationships	81
10.1	Risks to the Sponsor	81
10.1.1	Reputational Risk	81
10.1.2	Favouritism	82
10.1.3	Perception Risk of a Misconstrued Affair	83
10.1.4	Risk of the Sponsee Taking Advantage of the Sponsor	84
10.2	Risks to the Sponsee	84
10.2.1	Sudden Departure of the Sponsor	84
10.2.2	Reputational Risk	85

10.3	Risk-mitigating Strategies	85
10.3.1	Risk-mitigating Strategies for the Sponsor	85
10.3.2	Risk-mitigating Strategies for the Sponsee	86
10.4	Management of Risks	87
Chapter 11	The Dark Side of Sponsorship	89
11.1	Factors that Contribute to Dark Side of Sponsorship	90
11.1.1	Favouritism and Nepotism	90
11.1.2	Forced Obligation	92
11.1.3	Perception of an Affair	93
11.1.4	Spoiling	94
11.1.5	Sponsor Dependence	94
11.1.6	Career Blocking	95
11.1.7	Negative Relations	95
11.2	Dark Relational Problems Continuum	96
11.3	Distancing and Termination	96
Chapter 12	The Sponsorship Game Plan for the Aspiring Manager	99
12.1	What's in It for You as the Aspiring Manager	99
12.2	The Successful Sponsorship Game Plan	101
12.2.1	How to Earn and Find a Sponsor	101
12.2.2	Strategies for You to Maximise Your Sponsor Relationship	105
12.2.3	Moving to a Trusted Partnership	107
12.2.4	The Importance of a Network of Sponsors	108
12.3	Sponsorship Is Critical for Getting Ahead	109
Chapter 13	The Sponsorship Game Plan for the Senior Leader	111
13.1	The Game Plan of Sponsorship for the Senior Leader	111
13.1.1	The Why for the Senior Leader	111
13.1.2	The What for the Senior Leader	113
13.1.3	The How for the Senior Leader	115
13.2	'Invest Now and Harvest Later' Relationship	116

Chapter 14	The Sponsorship Game Plan for the Organisation	117
14.1	A Critical Need for a Robust Talent Development Strategy	117
14.1.1	Gendered Development Strategy	118
14.1.2	Sponsorship Programmes for Women	119
14.2	Prescriptive Model of Sponsorship	119
14.2.1	The Selection and Matching Process	121
14.2.2	The Engagement Guidelines	122
14.2.3	Metrics and Measures of Success	122
14.2.4	Support from the Top	123
14.3	Sponsorship Programmes for Advancing Women	123
Chapter 15	Sponsorship and its Application to the Future of Work	125
15.1	Six Different Career Models	126
15.2	How Sponsorship Can Help You Build a Range of Skills and Experience	127
15.3	How Sponsorship Can Help You Make Career Moves	129
15.4	Career Models and Sponsorship	130
Chapter 16	Sponsorship Case Studies	133
16.1	Deutsche Bank's ATLAS Programme	133
16.2	The Canadian Protégé Project	135
16.2.1	Critical Success Factors	136
16.3	Importance of Senior Leader Networks	137
16.4	The Impact of Sponsorship on Career Progression	137
	References	139
	Appendix: Research Methodology	147
	Endnotes	153
	Index	159
	About the Author	163

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Preface

Despite implementing multiple mentoring programs, Women and Leadership conferences, networking events and many other initiatives in my roles as the lead for Diversity and Inclusion at Microsoft and Women-in-Business Group, the progress of women up the corporate ladder remained slow. I wondered whether there could be another answer to solving the problem of too few women leaders.

I became intrigued by the topic of career sponsorship several years ago. The more I read about sponsorship, the more I came to appreciate the importance of sponsorship for career success. It also made me realise that a significant portion of my corporate success was due to sponsorship from senior leaders who not only nurtured my growth, but also opened many opportunities in my career.

Even though there existed practitioner-oriented articles on sponsorship then, there was a lack of empirical evidence on this important topic – which led me to pursue doctoral research. I wanted to contribute to the knowledge of sponsorship, as I believed then and still do believe that it is one of the keys to solving the problem of too few senior women leaders at the top of the corporate ladder.

As the world of work becomes more ‘boundaryless’ and more contingent, in a work environment where frequent career changes and contractual work are the norm, sponsorship will be critical to traverse the boundaries of organisations to secure the top and coveted jobs.

This book is primarily based on my doctoral dissertation. In this book, I cover in detail the phenomenon of the sponsor relationship and its impact on career success. Unlike previous accounts of sponsorship, my account of sponsorship combines both the perspectives of the sponsee (the person being sponsored) and the sponsor.

The chapters of this book have been carefully laid out to answer the questions of the why, what and how of sponsorship. Sponsorship is a reciprocal and mutually beneficial relationship – both the sponsor and sponsee can benefit from this relationship. I also highlight that sponsorship is not an all bright and rosy relationship. There are circumstances that drive the sponsor relationship to turn sour – that is, the dark side of sponsorship exists – which is why it is prudent for sponsors and sponsees to have strategies to mitigate the risks that are inherent in the sponsor relationship.

In this book, I also offer the game plan of successful sponsorship for the various stakeholders of sponsorship, specifically the sponsee, sponsor and organisation, and I show how these stakeholders can harness sponsorship for their individual and collective success. I conclude this book by elaborating on two case

studies – Deutsche Bank’s ATLAS (Accomplished Top Leaders Advancement Strategy) programme and Canada’s The Protégé Project.

The chapters are organised as follows:

- Chapter 1: The Case for Sponsorship
- Chapter 2: The Antecedents of Sponsorship
- Chapter 3: Phases of Sponsor Relationship
- Chapter 4: Reciprocal Nature of the Sponsor Relationship
- Chapter 5: Outcomes from the Sponsor Relationship
- Chapter 6: The Importance of a Home Support System
- Chapter 7: The Sponsorship Model
- Chapter 8: The Capital Framework of Sponsorship
- Chapter 9: Sponsorship and the Development of Women Leaders
- Chapter 10: The Risks of Sponsor Relationships
- Chapter 11: The Dark Side of Sponsorship
- Chapter 12: The Sponsorship Game Plan for the Aspiring Manager
- Chapter 13: The Sponsorship Game Plan for the Senior Leader
- Chapter 14: The Sponsorship Game Plan for the Organisation
- Chapter 15: Sponsorship and its Application to the Future of Work
- Chapter 16: Sponsorship Case Studies

Thank you for reading my book. If you have any suggestions or would like to offer your thoughts on this important topic, please feel free to write to me at jang@communicatio.com.sg.