

Index

- Agentic capital, 68
- Antecedents
 - sponsee-driven, 15–18
 - sponsor-driven, 18–21
- Antecedents–interaction–outcomes framework, 56
- Aspiring manager, 99–101
- ASA. *See* Attraction-Selection-Attrition (ASA)
- Asking, 21–22, 56
- Attraction, 103
- Attraction-Selection-Attrition (ASA), 30
- Autoethnography, 3, 25–26

- Behaviours, 68
- Behaviours of the sponsee. *See* Sponsee behaviours
- Behaviours of the sponsor. *See* Sponsor behaviours
- Business process reengineering (BPR), 70

- Canadian Protégé Project, 135–137
- Capital
 - agentic, 68
 - concept, 63–65
 - home, 70–71
 - human, 68–70
 - social (*See* Social capital)
- Career blocking, 95
- Career models, 126–127, 130–131
- Caucasian, 22
- Character traits, 103–104
- Coach
 - role of, 5, 7
 - skills, 114
 - training process, 5

- Competencies
 - know-how, 13
 - know-whom, 13
 - know-why, 13
- Contingent work, 130
- Cultivation phase, 29–30
 - proactiveness, 30

- Dark relational problems
 - continuum, 96
- Dark side of sponsorship
 - career blocking, 95
 - favouritism, 90–92
 - forced obligation, 92–93
 - negative relations, 95–96
 - nepotism, 90–92
 - perception of an affair, 93
 - spoiling, 94
 - sponsor dependence, 94–95
- Deutsche Bank’s ATLAS programme, 133–135
- Developmental networks, 65–67
- Distancing, 96–97
- Diversity Action Committee (DAC), 133
- Dyadic interaction effects, 44–45, 59

- Energy management, 52
- Entrepreneurial network, 66
- Executive presence
 - appearance, 77
 - communication, 77
 - gravitas, 77
- Expanded professional network, 43

- Favouritism, 82–83, 90–92

- Gender, 22
- Glass ceiling, 2

- Home capital, 70–71
- Home support system
 - caring responsibility, 51
 - domestic work, 51
 - energy management, 52
 - investing time, career, 51–52
 - mental tax, 52
- Human capital, 68–70
- Initiation phase, 27–29
- ‘Invest now and harvest later’ relationship, 116
- Know-how competencies, 13, 67
- Know-whom competencies, 13
- Know-why competencies, 13
- ‘Lego bricks’ approach, 56
- Mental tax, 52
- Mentors
 - career advice, 6
 - defined, 5
 - function, 8–9
 - hierarchy of roles, 7
 - peer, 6
 - psychosocial advice, 6
 - reverse, 6
- Mentorship dysfunctions, 89
- Negative dyadic interaction effects, 45, 59
- Nepotism, 90–92
- Non-Caucasian, 22
- Organisation
 - outcomes, 45–46
 - sponsorship game plan, 117–124
 - women-only development programmes, 74
- Outcomes
 - dyadic interaction effects, 41, 44–45
 - organisation, 45–46, 118
 - sponsee, 41, 43, 59, 86
 - sponsor, 42, 43–44, 59, 86
- Partnership phase, 30–31
- Peer mentors, 6
- Perception risk, 83–84
- Phase model, 32
- Positive sponsor relationships, 90
- Prescriptive model
 - engagement guidelines, 121–122
 - metrics and measures of success, 122
 - selection and matching process, 120–121
 - support from the top, 122–123
- Proactiveness, 30
 - and agentic capital, 68
 - home support system, 57
 - sponsee, 57
- Qualtrics survey tool, 4
- Reciprocal nature, 35–39
- Reputational risk, 81–82, 85
- Resource-based view (RBV) of a firm, 63
- Reverse mentors, 6
- Risk management
 - sponsee, 84–85
 - sponsor, 81–84
- Risk-mitigating strategies
 - sponsee, 86–87
 - sponsor, 85–86
- Robust talent development strategy
 - DBS’ gendered strategy and policy, 119
 - gendered development strategy, 118
 - sponsorship programmes for women, 119
- Self-determination Theory, 19, 112
- Senior leader
 - how for, 115–116

- networks, 137
- what for, 113–115
- why for, 111–113
- Separation phase, 31–32
- Social capital
 - concept, 64
 - development network, 65–67
 - influence, 64
 - information, 64
 - reinforcement, 65
 - social credentials, 64
- Spoiling, 94
- Sponsees
 - behaviours, 39, 57, 58–59
 - defined, 7
 - outcomes, 41, 43, 59, 86
- Sponsee behaviours
 - be a trusted advisor, 38
 - importance, 38–39
 - learning, 42–43
 - outcomes, 43
 - perform above expectations, 36
 - provide organisational insights, 37
 - provide sponsorship back in return, 38
 - provide training and expert advice, 37–38
 - risks, 84–85
 - sponsor recognition, 36–37
 - support sponsor's success, 36
- Sponsee-driven antecedents
 - attraction, 17
 - character traits, 17–18
 - consistent track record of performance, 16
 - leadership potential, 16–17
- Sponsor behaviours
 - access to external networks, 12
 - access to senior leader networks, 12
 - building confidence, 76
 - build political acumen, 12
 - develop confidence, 12
 - ensure candidacy for roles, 12
 - fight for promotion, 12
 - give actionable career advice, 12
 - give personal advice, 12
 - nurture and teach, 12, 75
 - political acumen, 76
 - provide advocacy, 12
 - provide image advice, 12, 75
 - provide protection, 12
 - provide stretch assignments, 12, 76
 - provide visibility and exposure, 12
- Sponsor dependence, 94–95
- Sponsor-driven antecedents
 - empathy, 19–20
 - prior sponsee experience, 18–19
 - psychological need satisfaction, 19
 - quid pro quo, 20–21
- Sponsor relationship
 - autoethnography, 25–26
 - cultivation phase, 29–30
 - implications to practice, 32–33
 - initiating process, 23
 - initiation phase, 27–29
 - outcomes, 41–47, 59
 - partnership phase, 30–31
 - phase model, 32
 - proactiveness, 30
 - reciprocal nature, 35–39
 - reciprocity and mutuality, 58
 - risk management, 81–88
 - self-reinforcing cyclical nature, 65
 - separation phase, 31–32
- Sponsors
 - behaviours, 12, 58
 - career advice, 10. *See also* Sponsor behaviours
 - defined, 6
 - function, 9–12
 - hierarchy of roles, 7
 - image building, 12
 - learning, 42–43
 - outcomes, 43–44
 - protection, 11
 - stretch assignments, 10

- sudden departure, 84–85
- visibility and exposure, 9
- Sponsorship
 - antecedents (*See* Antecedents)
 - application, 125–131
 - capital framework, 63–71
 - career moves, 129–130
 - career progression, 137
 - case studies, 133–137
 - currency, 13–14
 - definition, 7–8
 - prescriptive model, 119–123
 - skills and experience, 127–129
 - women leaders, 78–79
- Sponsorship game plan
 - ask for sponsorship, 104–105
 - aspiring manager, 99–101
 - attraction, 103
 - being proactive, 105–106
 - character traits, 103–104
 - earn and find a sponsor, 101–102
 - leadership potential, 103
 - maximise your sponsor relationship, 105
 - network of sponsors, 108
 - organisation, 117–124
 - senior leader, 111–116
 - sponsor's success, 106
 - strong track record of performance, 102–103
 - trusted partnership, 107–108
- Sponsorship model
 - developing, 55–56
 - impact of gender, 58
 - outcomes, 59
 - Part 1, 56–57, 59, 60
 - Part 2, 57–59, 60, 61
- proactiveness, 57
- reciprocity and mutuality, 58
- sponsee behaviours, 58–59
- sponsor behaviours, 58
- Sponsorship programmes, 74–78, 123–124
- Sticky floor syndrome, 2
- 'Swing power,' 64
- Termination, 96–97
- Trust, 45
- Unique capital resources, 71
- Unpaid work, 49
- Volatile, uncertain, complex and ambiguous (VUCA), 67, 70, 128
- Women
 - children responsibility, 50
 - 'drop off' figures, 1
 - education, 1
 - glass ceiling, 2
 - home support system, 60
 - inability, 2
 - leaders, 73–79
 - Organisation for Economic Cooperation and Development (OECD) report, 51
 - sponsorship, 78–79
 - sponsorship programmes, 119
 - sticky floor, 2
- Women in Communications and Technology (WCT), 133
- Women-only leadership programmes, 74