



CITY OF
AARHUS

KMP+ | HOUSE OF MENTORING |[®]

DI - Human Factors AS Diversity Icebreaker[®] Samarbejde på tværs af forskelle

Dette selv-udfyldningsskema er udviklet for at skabe en øget bevidsthed og forbedre kommunikationen og samarbejdet i teams. Når du har udfyldt spørgeskemaet, kan du afvise forsiden og finde en vejledning til, hvordan du kan aflæse dine præferencer.
For del 6 hakker indenfor hver række, så du prioriterer udsagnene efter hvor godt de passer på dig. Du skal ikke tænke for længe. Ideelt set skal du blot sætte hakker der hvor det først falder dig ind. Hvis du finder det helt umuligt at prioritere udsagnene i en række, kan du afkrydse to udsagn i hver række. Nedenfor kan du se et eksempel.

Ex. ☒ Jeg holder af, at dele mine tanker med andre ☒ Jeg trives i eget selskab

Her er 14 rækker. Sæt 6 hakker i hver række:

1	☒ Jeg har begge ben på jorden	☒ Jeg trives med at gøre ting sammen med andre	☒ Jeg kan godt lide at bruge mine hænder
2	☒ Hvis nogen skal påvirke mig, skal de præsentere de overordnede muligheder, der ligger ude i fremtiden	☒ Jeg kan blive så opslugt af en idé, at praktiske detaljer overses	☒ Jeg har ofte behov for forandringer
3	☒ Jeg interesserer mig for, hvilke muligheder, der ligger ude i fremtiden	☒ Hvis nogen skal påvirke mig, skal de præsentere fakta, detaljer og eksempler	☒ Jeg trives med at omgås mennesker, jeg ikke kender godt
4	☒ Jeg kan godt lide forslag, som er kreative og udsøgende	☒ Jeg interesserer mig for, hvordan ideer kan anvendes på en nyttig og praktisk måde	☒ Hvis nogen skal overbevise mig, skal de være personlige og entusiasmer
5	☒ Jeg mener, at kommunikation skal være mundtlig og personlig	☒ Jeg kan godt lide forslag, som tager hensyn til mennesker og deres følelser	☒ Jeg interesserer mig for, hvordan forslag påvirker os som mennesker
6	☒ Jeg viser mine følelser	☒ Jeg mener, at kommunikation sammenhænger	☒ Jeg kan godt lide forslag, som er direkte og nyttige
7	☒ Jeg trives bedst, når der er mennesker omkring mig	☒ Jeg er praktisk anlagt	☒ Jeg mener, at kommunikation skal være indæstet og præcis
8	☒ Jeg har mest sans for håndfaste ting	☒ Jeg kan godt lide opgaver, hvor jeg kan benytte de tekniske, logiske, og	☒ Jeg går ofte nye veje
9	☒ Jeg kunne bedre lide matematik end sprog i skolen	☒ Jeg er Blev overfor andre	☒ Jeg kan godt lide at diskutere med en grøntemåling
10	☒ Jeg kan godt lide at arbejde med tal	☒ Jeg vælter ikke ned	☒ Jeg kan bedst lide at arbejde på egen hånd
11	☒ Jeg er tilbøjelig overfor andre	☒ Jeg tager hensyn til andre	☒ Jeg mener, at kommunikation skal være indæstet og præcis
12	☒ Jeg kan godt lide at arbejde med tal	☒ Jeg vælter ikke ned	☒ Jeg kan bedst lide at arbejde på egen hånd
13	☒ Jeg er tilbøjelig overfor andre	☒ Jeg tager hensyn til andre	☒ Jeg mener, at kommunikation skal være indæstet og præcis
14	☒ Jeg kan godt lide at arbejde med tal	☒ Jeg vælter ikke ned	☒ Jeg kan bedst lide at arbejde på egen hånd

Gender equality at top management level

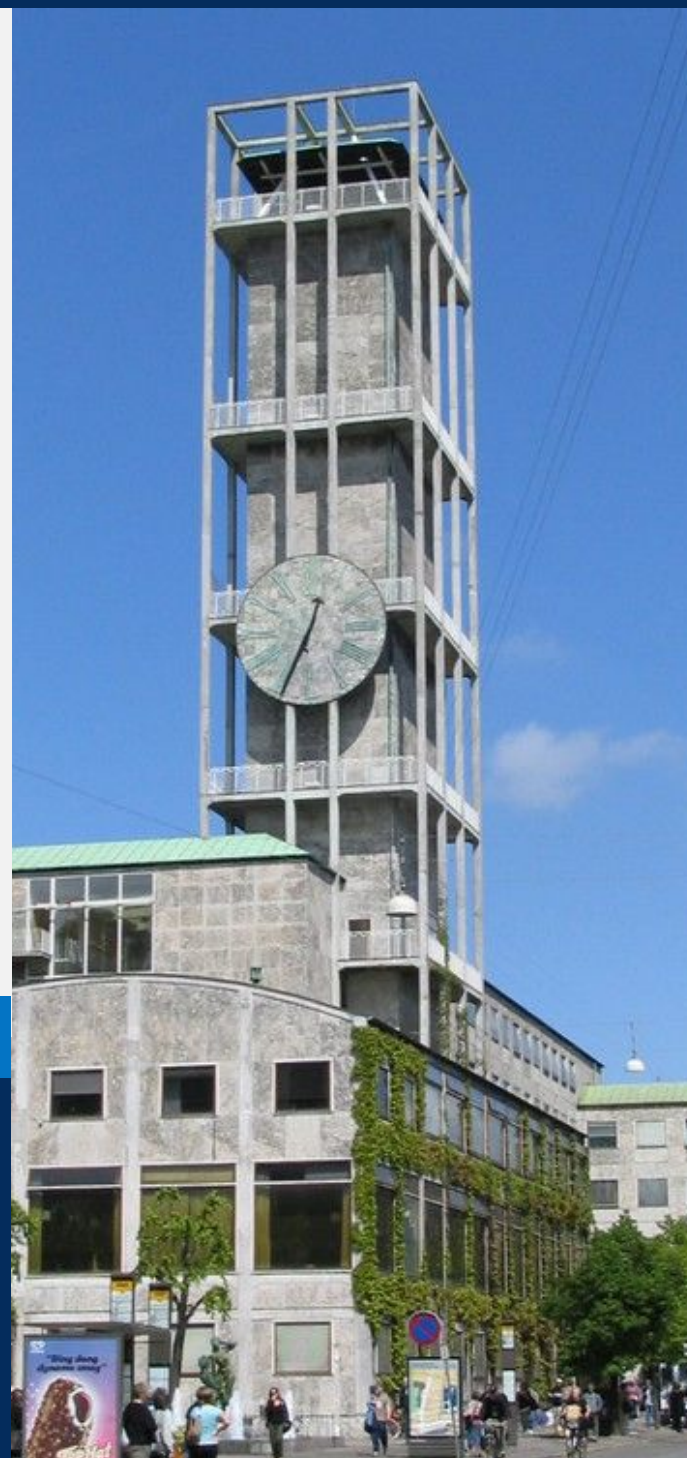
CASE by KMP+ House of Mentoring

City of Aarhus is the second largest municipality in Denmark with over 355,000 citizens*.

City of Aarhus has approximately 22,000 employees of which about 3,000 are managers. Working with gender equality is an integral part of the work in City of Aarhus, and there is high attention to gender equality within management.

In 2019, Aarhus City Council decided that a special focus had to be directed at the upper management levels in relation to gender equality.

**Residents living in Aarhus Municipality 355,589 - (2022 Q2 = 01-04-2022)*



Purpose & strategy

The Goal for City of Aarhus is to have an equal representation of men and women among directors and heads of administration. Therefore, these 3 initiatives have been launched; Empowered and knowledge-informed recruitment, cultural development, and a mentoring programme for upper management levels which was launched in the autumn of 2021.

“ It is the city council that decided in 2019 that the City of Aarhus should have a mentoring programme as a tool to achieve the goal of creating gender equality and diversity at management levels. The organization is an important prerequisite for succeeding. Therefore, there is a focus on cross-organizational activities. ”

Anders Kirkedal Nielsen, Programme Manager

The mentoring programme will contribute to increased understanding and willingness to collaborate across organizational boundaries and at all levels, to increase diversity in management positions and in management teams in general, and to contribute to gender equality at the two top management levels.

The City of Aarhus is governed by a magistrate management structure, which means that in terms of governance there are some completely natural siloes in the organization, which can also become barriers to collaboration. The mentoring programme is one initiative meant to contribute to overcome these barriers.

“It's great that we're getting away from silo thinking. This helps to support creating that "we feeling". And that's also why I've signed up to participate", states a mentor.

“Among colleagues, I hear only positive comments about good mentoring dialogues - this creates a broader understanding beyond the silos", states a mentee.

With the mentoring programme, City of Aarhus wishes to contribute to increased understanding and to collaborate across organizational boundaries throughout the organization both at management and employee levels.



Programme Design

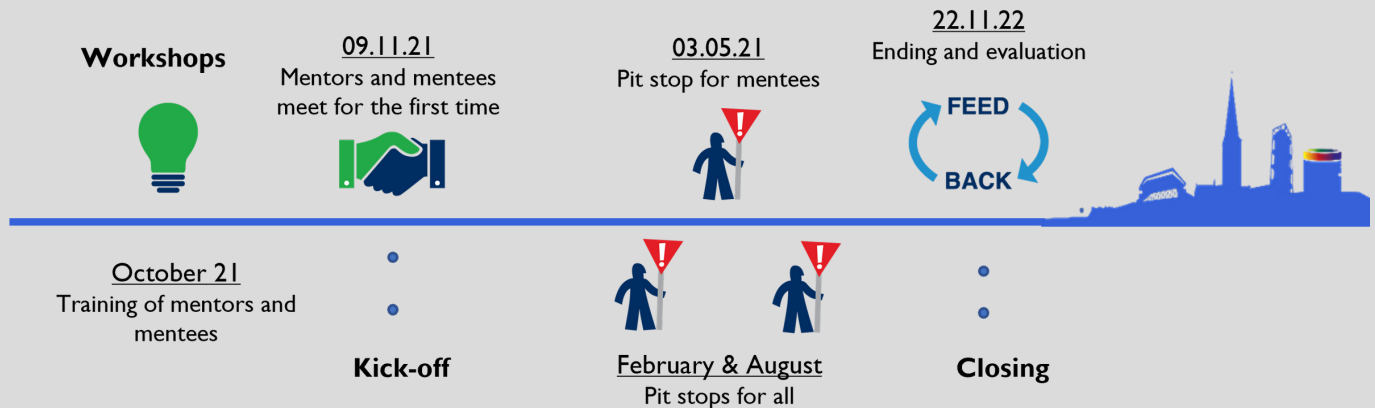
The mentoring programme was scheduled to be launched in 2020, but due to Covid-19 it was postponed for a year and started in the autumn of 2021. The mentoring programme has a duration of 12 months.

Before the mentors and mentee met for the first time, they all went through professional training sessions. Next, all participants came together for a joint kick-off. Here the focus was on ensuring mutual understanding of the learning process creating a solid foundation for the mentor/mentee collaboration, and the mentor/mentee match was revealed to the participants.

Approximately every 3 months, participants were invited to a pit stop with the purpose of keeping attention on the programme and the mentor/mentee collaboration, sharing experiences, building networks, and receiving inspiration for mentoring themes through internal keynote speakers.

Finally, everyone met for a closing workshop, where the mentors and mentees were given the opportunity to evaluate the process and the programme and, not least, celebrate their achievements.

Timeline for all activities



Recruiting and selecting participants

The mentoring programme included 3 management levels. Level 1 and 2 managers had the opportunity to apply to be mentors. While level 2 and 3 managers could apply to be mentees. Interested managers applied by completing an application form in which they presented their motivation for participation and why they wanted to either be mentor or mentee.

14 mentor/mentee pairs were matched in the first round, based on the criteria of creating pairs across the departments, ensuring appropriate difference for mutual learning, as well as considering the interests and experience of mentors and mentees.

"Networking across the organisation and knowledge sharing contribute to breaking down barriers because we are so busy that we only look inside and not out of our own department. We need more of that. I have gained access to a level of management that I didn't have before. We cannot do this ourselves. It required a framework for us to be able to do it, and the mentoring programme offers that", states a mentor

"Great match. I learned so many important things from the mentor/mentee collaboration that I can use in the different collaborations I'm a part of", states a mentor.

"We had set up some matching criteria, including that mentors and mentees should come from different departments, and that their learning goals could match. We have received really good feedback on the matching. We have also learned what we should pay attention to in the next programme. Mentoring is a mutual learning relationship, and both mentors and mentees express that they have learned a lot from their collaboration,"

states Jette Nissen, Programme Manager, City of Aarhus.



"The mentoring programme should definitely continue, a very good initiative. I wish it had been there 10-15 years ago," states a mentee.

"Provides opportunity for reflection - what to do in the last part of my career", states a mentor.

Reflections on the programme and intentions for the future

The mentoring programme helps to strengthen the organization and contributes to cross-organizational and mutual learning relationships at the City of Aarhus. Both mentors and mentees feel that the programme contributes to their own personal career development.

"I have gained something different from the mentoring programme than I expected. I have achieved something that is tangible", states a mentee.

"I learned to make my own leadership visible. It made me reflect on how I am and what I would like to be as a leader", states a mentor.

How KMP+ House of Mentoring supports the City of Aarhus

- Programme design and training of programme management - Mentor+Design Package
- Design and facilitation of workshops for training mentors and mentees
- Design and facilitation of kick-off event - creating the foundation for a good learning process.
- Knowledge sharing with the programme management - e.g. assistance with the design of pit stops
- Evaluation of the mentoring programme - Mentor+Survey
- Support materials for mentors and mentees - Workbook for mentor and mentees



This case has been prepared in collaboration with the City of Aarhus

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