



Scaling Up Mentorship Programs @ Squarespace



Hi! I'm Hannah.

she/her/hers

Leadership & Learning @ Squarespace



aka Learning & Development





Squarespace is an **all-in-one platform** for your online brand or business.

- Founded in 2003
- 1,600+ employees
- Hybrid workforce with offices across US and Europe

- 01 Why Mentorship
- 02 The Process
- 03 Best Practices
- 04 Questions



Why Mentorship



The Opportunity

Scale and decentralize learning

Build a learning culture that starts at the top

Foster connection

Our Belief

We believe that **everyone has the capacity to be a leader**, and exposure-based peer learning provides an infrastructure for us to realize this

Coaching vs. Mentorship

COACHING

already in place,
significant
commitment from
coach & coachee

Helping employees
self-identify the
best path forward
for a particular
challenge

MENTORING

new initiative,
more knowledge
sharing, light lift
for mentors

Sharing
knowledge,
experiences, tips,
and **skills** to help
an employee grow

Getting Buy In

- Convincing senior leadership was easy
- Great tool already in place (PlusPlus)
- Harder sell (and learning opportunity for us) was getting **full commitment** and **clarity around roles and responsibilities** from our program sponsors



The Process

Early Decisions

- **Specific programs** rather than companywide launch
- Supplemental **learning content** (live and asynchronous)
- Focus on **career development** and **skill development**
- Intentional about whether mentees will browse and select mentors, or we'd do matching (**pros and cons to both**)

Identifying pilot groups

- We started where there was most demand: **ERGs**
- **Cohort-based leadership program** (aka “HiPo” program)

SQSP Mentorship Overview

04

Programs

70+

Mentors

100+

Pairings

Search by keyword

Q

SKILLS

Search by skills

DEPARTMENT

Search by departme

Q

TITLE

Search by title

Q

LOCATION

All Locations

Find a location

Mentorship


Sort by

Upcoming

+ New Session

Below are the 2023 Leadership Catalyst mentors! Each is ready to share their guidance, best practices, experiences, and tips as you continue to navigate your career at Squarespace.

31 people




Available: Apr 4

Abed Nadir

Director of Account Manage...
Channels & Services

Account Management Business




Available: Apr 12

Liz Lemon

Product Design Director
Product

Inclusive Leadership Adobe Illu




Request a Session

Michael Scott

Product Director
Product
New York

Leadership Development Agile




Request a Session

Walter White

Software Engineering Direct...
Engineering

Front-End Development Organi




Request a Session

Omar Little

Product Director
Product

Data Analysis New Product De




Request a Session

Olivia Pope

Director, Business Develop...
Channels & Services

Coaching Business Developme




Request a Session

Gloria Delgado-Pritchett

Software Engineering Direct...
Engineering
New York

Active Listening Agile Amaz




Request a Session

Ronald Gladden

Director, Customer Support
Customer Operations
Portland


Leadership Development Crisis



Request a Session

Sophia Burset

Software Engineering Direct...
Engineering




Request a Session

Tyrion Lannister

Director of Account Manage...
Marketing


Leadership Development Onbo



Request a Session

Shiv Roy


Senior Director, CRM
Marketing



Request a Session

Louis Huang

Principal Software Engineer,...
Engineering




Request a Session

Vivian Banks

Director, Product Analytics
Product
New York

Career Development Data Anal




Request a Session

Cookie Lyon

Software Engineering Direct...
Engineering
New York

Academic Counseling Agile Pro



Request a Session

NoHo Hank

Software Engineering Direct...
Engineering



Best Practices

Recruiting Mentors

- Lessons learned:
 - Emphasize **what is in it for them** (and ask them what they're hoping to get out of the experience, too)
 - Help mentors understand **the value that they can add**, regardless of level/perceived expertise
 - Reach out **individually** and **directly**
 - Make it **as simple as possible** for them to get set up in the system
 - Confirm mentors **before launching the program**

Training Mentors + Mentees

- In order to **upskill** everyone and **level-set** from the start, we created:
 - Live learning session (60-minutes) for mentors
 - Live learning session (60-minutes) for mentees
 - Asynchronous learning plans for mentors
 - Asynchronous learning plans for mentees

Comms to Mentors + Mentees

- We've seen increased utilization and satisfaction by introducing “nudges” to mentors and mentees:
 - [mentees] encouraging them to schedule sessions
 - [mentees] spotlighting specific mentors
 - [mentees] suggesting topics or questions to bring
 - [mentors] highlighting tools their mentees are learning
 - [mentors] Slack channel to share info and build community

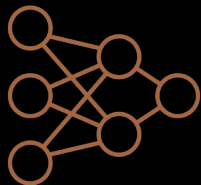
Measuring Effectiveness

- Tracked **engagements**
 - Note: many mentor/mentees booked their first meetings through our tool but scheduled subsequent meetings outside the system
- Reviewed **ratings**
- Created **supplemental surveys** (one for mentors and one for mentees) in Google Forms at the close of each program
- Lagging indicators: **Engagement Survey data** around growth, development, and belonging; **mobility data**; **retention**

Addressing Concerns About Letting Mentees Select Their Own Mentors

- Fear that **mentees will look for the most senior person** regardless of relevance
- Fear that **mentees will be shy** and not put themselves out there
- **Easier** to match people ourselves

What's Next?



Expanding mentorship to **new groups** across the company



Building **self-service toolkit** for leaders to launch their own mentorship programs



Iterate on guidelines to provide **clarity and support** while still building key skills



Questions?

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