DOCUMENTATION

MENTORING PROGRAMME TO INCREASE THE SHARE OF WOMEN IN LEADERSHIP POSITIONS IN THE CATHOLIC CHURCH

2015 – 2017
# CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>WELCOME!</td>
<td>4</td>
</tr>
<tr>
<td>SOME WORDS IN GREETING</td>
<td>6</td>
</tr>
<tr>
<td>BACKGROUND</td>
<td>8</td>
</tr>
<tr>
<td>The Hildegardis-Verein e.V.</td>
<td>9</td>
</tr>
<tr>
<td>THE PROGRAMME</td>
<td>11</td>
</tr>
<tr>
<td>The Four Core Elements of the Mentoring</td>
<td>11</td>
</tr>
<tr>
<td>Programme</td>
<td></td>
</tr>
<tr>
<td>The mentoring concept</td>
<td>12</td>
</tr>
<tr>
<td>German Society for Mentoring</td>
<td>14</td>
</tr>
<tr>
<td>The mentoring relationship/The tandem</td>
<td>15</td>
</tr>
<tr>
<td>Central seminars</td>
<td>18</td>
</tr>
<tr>
<td>The Mentee Projects</td>
<td>22</td>
</tr>
<tr>
<td>Intervision Groups</td>
<td>24</td>
</tr>
<tr>
<td>PARTICIPANTS</td>
<td>27</td>
</tr>
<tr>
<td>Facts &amp; Figures: Mentees</td>
<td>28</td>
</tr>
<tr>
<td>Facts &amp; Figures: Mentors</td>
<td>29</td>
</tr>
<tr>
<td>MAKING WOMEN VISIBLE</td>
<td>31</td>
</tr>
<tr>
<td>External Communications</td>
<td>32</td>
</tr>
<tr>
<td>HOW MENTORING WORKS</td>
<td>35</td>
</tr>
<tr>
<td>Effects for the Mentees</td>
<td>36</td>
</tr>
<tr>
<td>Effects for the Mentors</td>
<td>37</td>
</tr>
<tr>
<td>Effects in the dioceses</td>
<td>38</td>
</tr>
<tr>
<td>STEERING</td>
<td>41</td>
</tr>
<tr>
<td>Programme steering</td>
<td></td>
</tr>
<tr>
<td>Participating (arch)dioceses and contacts</td>
<td>43</td>
</tr>
<tr>
<td>Process supervision</td>
<td>44</td>
</tr>
<tr>
<td>Mentoring successes</td>
<td>48</td>
</tr>
<tr>
<td>A look ahead</td>
<td>49</td>
</tr>
<tr>
<td>Obituary</td>
<td>51</td>
</tr>
</tbody>
</table>

Hildegardis-Verein e.V. Wittelsbacherring 9 53115 Bonn, Germany  
Tel. +49 (0)228 96 95 249 Fax +49 (0)228 96 95 226  
past@hildegardis-verein.de  
Hildegardis-Verein  
Wittelsbacherring 9 53115 Bonn, Germany  
Tel. +49 (0)228 96 95 249 Fax +49 (0)228 96 95 226  
past@hildegardis-verein.de  
www.hildegardis-verein.de  
www.kirche-im-mentoring.de  

Imprint  
President: Prof. Dr. Gisela Muschiol  
Vice-president: Prof. Dr. Charlotte Kreuter-Kirchhof  
Managing secretary: Birgit Mock (V.i.S.d.P.)  
Editors: Birgit Mock, Juliane Rams, Dr. Ursula Sautter (chief), Alexandra Schmitz  
Layout: Marion Schmidt, grafixx-koeln.de  
Copy right: Unless otherwise stated, the image copyrights belong to the Hildegardis-Verein e.V. (Mark Hammans, Alexandra Schmitz)  

© 2018 Hildegardis Verein  
ISBN 978-3-9819854-3-6
Due to multiple requests, we have published an English version of our documentation “Church in Mentoring – Women on their Way up” for the first time. Our mentoring programme wants to increase the number of women in Church leadership positions. This goal extends beyond Germany. We would be delighted if our programme served as a stimulus for others. This brochure is an invitation to join in a discussion about the mentoring which the Hildegardis-Verein has been offering in cooperation with the German Bishops’ Conference since 2016.

The “mentoring programme for women in the Church has shown the multitude of different leadership tasks in the Church and prepared almost 100 women for a top management position in Germany’s Catholic Church. The 2013 “Trier Declaration” of the German bishops was a milestone on this way. Now, in 2018, we look back upon a successful programme with impressive participants. Two mentoring groups with a total of 40 tandems (each consisting of an experienced professional and a junior professional) from 14 (arch)dioceses have taken part by now. The super-diocesan programme we are conducting in Germany in cooperation with the German Bishops’ Conference (DBK) is the first of its kind in many different respects. It is aimed at women who work in and for the Church and aspire to assume a leadership position in the future. These “mentees” are accompanied by men and women – the “mentors” – who already hold such a position and pass on their experience. As an important part of our project steering group, human resources managers from the (arch)dioceses were involved in enhancing the programme design throughout the mentoring process and serve as advocates for an equal opportunities personnel policy in their home dioceses.

Six years ago we at the Hildegardis-Verein asked ourselves what could be done to increase the share of women in leadership positions in the Catholic Church. Thus Cardinal Reinhard Marx at the Bishops’ Synod in Rome in October 2018 about “Church in Mentoring – Women on their Way up”: “Church in Mentoring – Women on our Way up” has only been possible with the help of many different parties. We would like to express our particular gratitude to the German Bishops’ Conference which has been, and continues to be, a reliable cooperation partner. Without it the programme wouldn’t have been possible. We are also grateful to the Bonifatiuswerk of German Catholics for the financial support they extended to the German diaspora dioceses.

Of course, our thanks also go to the members of the project steering group for their efforts to anchor the programme in their (arch)dioceses and the close contact they maintained to “their” tandems. We also wish to express our thanks to our many other partners in the Church who are collaborating with us to boost the career prospects of women in the top-management of the Church. Our gratitude goes to all of our head office staff, especially Alexandra Schmitz, the project leader of “Church in Mentoring” and lynchpin of the programme. Last but not least, we thank the many women and men who, as mentees and mentors, formed the heart of “Church in Mentoring”: they are living proof that women can and want to take over leadership tasks in our Church and shape it as an organization.

The Hildegardis-Verein has promoted women for more than 110 years. For us “Church in Mentoring” is part of our strengths-based work as an association. Under our motto “Education lends you wings” we want to continue that work.

Prof. Dr. Gisela Muschiol
President of the Hildegardis-Verein

Prof. Dr. Charlotte Kreuter-Kirchhof
Vice-president of the Hildegardis-Verein

Birgit Mock
Managing secretary of the Hildegardis-Verein
The German bishops want more women to take over leadership positions, be it in the ordinariates and Generalvikariate (‘general vicariates’), in the Catholic academies, schools and other educational institutions, in the various charitable organizations, the pastoral care fields or in the parishes. “As Church we can no longer afford to do without the charisms and competencies of women,” said Bishop Dr. Bode, the head of the Pastoral Commission of the German Bishops’ Conference. “So it is of great concern to me that women have an active say in the Church, that they co-shape the Church and give it a face.”

Various studies from the archidioeceses, the Central Committee of German Catholics (ZdK) and the Caritas Association show that in the Church – as a consequence of the above position of the German Bishops’ Conference – the trend is towards the more frequent assignment of women to leadership positions in the Church. “I am very grateful that the Hildegardis-Verein approached the Pastoral Commission of the German Bishops’ Conference and offered to actively tackle the issue that women are still clearly under-represented in leadership positions in the Church through a mentoring programme,” Bishop Bode said on the occasion of the kick-off seminar “Church in Mentoring – Women on their Way up.” It is quite extraordinary that the German Bishops’ Conference and a Catholic women’s organization, the Hildegardis-Verein, are conducting a joint project.

As an experienced mentoring provider, the Hildegardis-Verein developed the programme “Church in Mentoring – Women on their Way up.” 14 archdioceses participated in the programme with 40 tandems (80 mentees and mentors) in 2016/2017. Both the individual guidance and the opportunity to connect with others beyond their organization and diocese were considered to be of great benefit.

The commission “Women in the Church and Society”, a sub-commission of the Pastoral Commission, welcomed “Church in Mentoring – Women on their Way up” wholeheartedly and supported it from the start. The programme has made the dioceses more perceptive for the gender-equitable participation of women and men in work of the Church; it has demonstrated the multitude of leadership jobs in the Church which are accessible to women and, most of all, it has encouraged more women to apply for, or accept, a leadership position in the Church. The documentation on the first nationwide mentoring for women in the Church provides impressive proof of this - I hope it will make for stimulating reading. Most of all, I hope that you will be ceaseless in your commitment to achieve a just participation of women and men in leadership positions in the Church.

Dr. Ralph Poirel
Secretary of the Pastoral Commission and the Sub-commission “Women in the Church and Society” of the German Bishops’ Conference.

In the summer of 2018, two further mentoring groups commenced their work in the programme “Church in Mentoring – Women on their Way up.” Pope Francis emphasized in a 2013 address: “I like thinking, too, that the church is not [the masculine], “il chiesa” but [the feminine] “la chiesa”. The Church is woman, is mother, and this is beautiful.” Against this backdrop, it seems to me that it’s all the more important for the Church to make use of the manifold charismata of women when it comes to staffing her top management jobs. This is exactly where the programme “Church in Mentoring – Women on their Way up” comes in. Among other things, it aims to increase the share of women in the Church’s leadership positions and make the Church a more attractive employer. Experienced senior executives from Church institutions prepare female talent for such roles. Innovatively, “Church in Mentoring – Women on their Way up” thus makes a valuable contribution to the individual skills and career development of women in the church.
BACKGROUND

The idea for the development of “Church in Mentoring – Women on their Way up” took concrete shape in 2014 against the following backdrop:

- the shortage of skilled and management personnel in the Catholic Church
- a share of women in Church leadership positions of (just) 13% at top-management and of 19% at middle-management level
- exploratory talks with the German Bishops’ Conference about a possible cooperation
- exploratory talks with individual dioceses and subsequent demand analyses
- the adoption of the 2013 “Trier Declaration” in which the German bishops declare their intention to increase the share of women in leadership position in the Catholic church.

Church law allows women to take over many different leadership positions: in the ordinariats/general vicariates, Catholic aid organizations, as pastoral assistants in parishes and other fields, in the media as well as in education and research.

The reasons why they are so few women in such positions have been examined in several sociological studies, among them a survey conducted by the German Caritas Association in 2013. They number such factors as a lack of role models in church jobs, traditional role patterns in the family of origin, the fear of failure, as well as management jobs that are often time-consuming and require a great deal of mobility and are therefore (considered) to be hard to reconcile with family care work.

Both bottom-up as well as top-down measures are required to boost the number of women in leadership positions. Mentoring has proved to be an effective human resources instrument for the career promotion of women. With its long-term, hands-on expertise in designing and implementing mentoring programmes, the Hildegardis-Verein developed “Church in Mentoring – Women on their Way up”.

The programme aims to
- encourage women to lead
- prepare women for leadership
- raise the profile of women (in leadership) in the Church
- increase the share of women in higher and top management jobs in the Church
- contribute to a more gender-equitable personnel and organizational development in the Church and thus help make the Church fit for the future.

THE HILDEGARDIS-VEREIN e.V.

The Hildegardis-Verein specializes in the promotion of women and has its roots in the Catholic Church. As Germany’s oldest association for the promotion of women’s higher education, it can look back upon more than a century of experience in providing female academic talent with bespoke support. The Hildegardis-Verein has successfully conducted mentoring programmes for women and received multiple awards for the first Germany-wide mentoring project (2008-2013) for disabled female university students, e.g. in Germany’s ideas competition “Ort im Land der Ideen” (2010) and the Aggiornamento Prize of the 2014 Katholikentag (German Catholics’ Convention).

The Hildegardis-Verein can boast of a large network of women from all academic fields and all universities in Germany, from different professions and career levels. As project holder, the Hildegardis-Verein profits both from this extensive and multidimensional network as well as extensive, experience-based knowledge of the design, planning and implementation of target group-specific mentoring projects.

Extraordinarily positive: The feedback meeting with the Hildegardis-Verein at the end of the programme. Constructive. Frank. Professional.”

Stefan Hergemöller, Diocese of Essen, Mentor

The current programme “Church in Mentoring – Women on their Way up” has been certified by the German Society for Mentoring (DGM).
THE PROGRAMME

THE FOUR CORE ELEMENTS OF THE MENTORING PROGRAMME

“The Hildegardis-Verein programme was an important step towards supporting women in preparing for a leadership position in the Church. I sincerely hope that the German Bishops’ Conference will undertake further efforts to promote that endeavour.”

Angela Thelen, Diocese of Trier, Mentor

“Met many interesting people during my mentoring year. What I found especially rewarding was the input from selected speakers as well as the exchange of views with the other mentees. The participants have exciting career biographies, great qualifications and a lot of enthusiasm when it comes to assuming responsibility in the Church: their experiences have motivated me to spur my own development.”

Helga Matzhold, Archdiocese of Munich und Freising, Mentee

Dioceses MENTEE PROJECT

Nationwide INTERVISION

Hildegardis-Verein MENTORING

Dioceses TANDEM

Nationwide CENTRAL SEMINARS

MENTORING

Dioceses

TANDEM

CENTRAL

SEMINARS

MENTEE

PROJECT

INTERVISION

Hildegardis-Verein

DOCUMENTATION | CHURCH IN MENTORING | page 11
THE MENTORING CONCEPT

Networking, structural career promotion and individual mentoring relationships are important if you want to rise up the ranks to a leadership position, especially for women.

Mentoring is a tried and tested instrument for effective individual career promotion and sustainable human resources development.

Mentoring means support, advice and coaching through the exchange of private and work-related experiences. The mentor is a professionally experienced specialist or manager; the mentee is a woman with the desire to foster her academic, professional or personal development.

Networking, structural career promotion and individual mentoring relationships are important if you want to rise up the ranks to a leadership position, especially for women. Mentoring is a tried and tested instrument for effective individual career promotion and sustainable human resources development.

Mentoring means support, advice and coaching through the exchange of private and work-related experiences. The mentor is a professionally experienced specialist or manager; the mentee is a woman with the desire to foster her academic, professional or personal development.

Mentoring is a process. Ideally it means growth, mutuality and, ultimately, a win-win result for both members of the relationship. This result is not of a material nature, however. The personal support provided by the mentor enables the mentee to discover her talents, fulfill her potential and develop new skills. Mentoring allows the women to define their own goals and find the best ways and means to reach them.

The mentors benefit from the opportunity to reflect on their past career (and other) decisions, to view their own knowledge from a different perspective, develop their leadership skills and network with their co-mentors. Mentors in executive positions can contribute their experience and strategies in regard to conflict resolution, problem solving and leadership.

The programme aims to encourage women to take over executive positions in Church institutions and thus increase the overall share of women in such jobs. In the mid-term, it also aims to contribute to a more gender-sensitive leadership culture and human resources strategy in this pivotal field of social interaction.

We would be foolish if we did not use the talents of women in the church. Both in the Church and in society we haven’t always acted as the Bible says and God wills it: that women and men meet on the same level. We need to move forward, our Church too.”

Cardinal Reinhard Marx, Head of the German Bishops’ Conference

The mentoring programme has helped me grow on the personal and the professional level and I’m still putting some of the valuable tips I got there into practice today in my life. For me, one of the programme’s greatest strengths was that I could meet mentees and mentors from all over Germany and from different fields of work, this expanded my horizon enormously. I can recommend the programme whole-heartedly to any woman.”

Vanessa Lorraine Kienzle, Diocese of Aachen, Mentee

Recruiting, training and retaining talent

The programme aims to improve the information available on the Church as an employer and raise an interest in the Church as a workplace among well-qualified (young) women from all professional fields; thus help the Church gain better access to the talent these women have to offer as well as retain and train the female employees already at work in the Church.

Enhancing attractiveness

To attract talented people, an organization needs to offer attractive jobs with attractive conditions. To identify what such a job looks like, the programme fosters the exchange between mentees and mentors about actual work realities and ideal work expectations, allowing for a demand-driven reshaping of the former.

Expanding networks

The programme aims to establish a network of female talent, leaders and personnel managers from the German dioceses that will allow women from different sectoral fields of work, ages and regions to connect.

Fostering sustainability

By contributing to a more gender-equitable organizational strategy in the Church and enhancing the attractiveness of the work environment the institution has to offer, the programme wants to advance the long-term continuity of the Church in the coming decades.

© Erzbischöfliches Ordinariat München/Klaus D. Wolf
The German Society for Mentoring (DGM) is a consortium of German mentoring experts from the private sector, administration and civil society.

The organization’s aim is to disseminate the mentoring method and to develop and secure relevant quality standards. To be successful, mentoring programmes must be carefully designed and executed and fulfill certain quality standards. These were developed by the DGM members on the basis of many years of experience in implementing and evaluating mentoring concepts.

The DGM quality standards concern three different areas: the individual mentoring relationship, the programme framework as well as the institutional requirements of the participating organizations.

When it takes all important quality standards into account, mentoring can be a highly effective instrument of an effective and sustainable personnel and organizational development.

In May 2017, "Church in Mentoring" was awarded the DGM quality seal – with distinction. The judges particularly recognized that:

- The programme meets the quality requirements of the DGM in exemplary fashion.
- The programme, the accompanying material as well the sophisticated design give the impression of great professionalism!

More information: www.dg-mentoring.de

**THE MENTORING RELATIONSHIP/THE TANDEM**

Mentoring is a system of semi-structured guidance in which one person – the “mentor” – shares his or her knowledge, skills and experience to support another person – the so-called “mentee” – to progress in their own career or life.

Mentoring is more than ‘giving advice’, or passing on what one’s own experience was in a particular area or situation. It’s about motivating and empowering others to identify their own issues, goals and strengths, and helping them to find ways of resolving or reaching them - not by doing it for them, or expecting them to ‘do it the way I did it’, but by understanding and respecting different working styles.

The mentors of “Church in Mentoring – Women on their Way Up” are female and male executives with many years of on-the-job experience, most of them in Church institutions or associated organizations. The mentee are women who strive to enhance her professional profile and/or assume a leadership position in the Church.

The mentors and mentees form a so-called tandem in which they work together for twelve months.

The mentoring relationship is characterized by regular conversations in which the team of two discusses the mentee’s questions, goals, skills, problems and whatever other issues arise. The get-togethers take place at regular intervals of 4 to 6 weeks.

“I, too, found the tandem meetings to be very instructive because I always had to question myself: “Why did you make this decision?” or “Why did you proceed in this fashion and not in another?”

Frank Rutte-Merkel, Diocese of Aachen, Mentor

“The tandem work was enriching, not only in regard to structure, method, and the information that was exchanged, but also due to the high degree of spirituality that characterized the meetings.”

Marianne Habersetzer, Archdiocese of Munich and Freising, Mentor
A written contract ("mentoring agreement") contains the most important information in regard to the mentoring relationships, e.g. goals, measures, milestones, and the confidentiality of the meetings. The agreement is also used to monitor the development steps regularly.

The mentees have a proactive role in the tandem relationship. It is for them to suggest questions and topics, to take the initiative in arranging meetings and developing new goals. This also provides them with the chance to test a new, self-assertive communicative behaviour in a non-hierarchical setting. The meetings keep a log of each meeting that contains the most important points covered; the mentor receives a copy. Putting the results and insights of the meetings in writing contributes to a more targeted working and reflection process and allows the mentor to compare his or her own recollections with those of the mentee. The protocols serve as a clarifying memory aid in case of later disagreements.

The mentors act as role models, door-openers and facilitators. The provided knowledge and information, convey their skills and competences and explain the mechanics of their field of work and culture. They function as independent partners in the mentee’s professional and personal process of development by offering disinterested yet constructive feedback, advice, and encouragement. They open up their networks and permit the mentee insights into real-life leadership challenges.

"My mentee and I learned from each other. She has professional and life experience I lack and I was able to pass things on to her from my everyday job and behaviour as an executive that helped her on her way."

- Regina Lauther, Diocese of Essen, Mentor

"Efficient communication was very important, too. To answer questions at short notice, to explain connections. All that worked wonderfully well and with a great deal of mutual trust. And I myself learned a lot through my mentor’s feedback."

- Andréa Männel, Diocese of Essen, Mentor

"Personally, I have benefited greatly from the conversations with my mentor. I was able to thoroughly reflect on my observations and gain valuable impulses for my own behaviour and actions."

- Christiane Müßig, Diocese of Hildesheim, Mentee

"My mentor offered me good insights into the actions of an executive leader. Again and again, he also provided me with feedback on my own actions and encouraged me to show my strengths in crucial situations. The tandem was the heart of the mentoring programme for me."

- Eva-Maria Stockheim, Archdiocese of Munich and Freising, Mentee

"Efficient communication was very important, too. To answer questions at short notice, to explain connections. All that worked wonderfully well and with a great deal of mutual trust. And I myself learned a lot through my mentor’s feedback."

- Andréa Männel, Diocese of Essen, Mentor

"Personally, I have benefited greatly from the conversations with my mentor. I was able to thoroughly reflect on my observations and gain valuable impulses for my own behaviour and actions."

- Christiane Müßig, Diocese of Hildesheim, Mentee

"My mentor offered me good insights into the actions of an executive leader. Again and again, he also provided me with feedback on my own actions and encouraged me to show my strengths in crucial situations. The tandem was the heart of the mentoring programme for me."

- Eva-Maria Stockheim, Archdiocese of Munich and Freising, Mentee
The participants of the mentoring programme met at three central seminars. The kick-off seminars set the stage for the following mentoring year: They allowed the participants to get acquainted and canvassed their expectations and goals, clarify their roles within the tandem and agree on the dos and don’ts. In a first set of workshops, the mentees examined their strengths in a variation of a SWOT analysis and received input on useful career and leadership skills. The mentors discussed questions about role models, talent development and leadership qualities. While some units targeted the entire group others were exclusively dedicated to the mentees and mentors respectively. Of course, some time slots were also devoted to the tandems.

The mid-term seminars focused on the reflection of the interim results of the tandem activities and more intensive networking between the mentees. Centered on the topic “Leading as a Woman in a Church organization”, the training sessions and workshops covered such issues as successful communication, status and visibility as a female leader in a male-dominated organizational culture. Meanwhile, the mentors learned about “unconscious bias” and the importance to understand and overcome it.

"We experienced the entire spectrum of professions and types of work which women practice in the Church. What I still remember vividly from our exchanges: To be a leader always means that you need to become visible, to show yourself. It was exciting to experience the backlash this can trigger and to learn how to cope with it.”

Christiane Müßig, Diocese of Hildesheim, Mentee

"The mid-term seminar »Powerplay?! – Presence and Status Behaviour in Communications« has had a lasting effect on me.”

Barbara Niedermeier, Archdiocese of Munich and Freising

When the Catholic Church, of all things, promotes women

On the significance of the mentoring process


When an institution that clearly discriminates against women, prepare women for leadership positions, it’s either extraordinarily self-contradictory, or quite desperate, or a little clever. What’s special in the case of the Catholic Church is that, when it comes to gender differences, she is all of these three things: extraordinarily self-contradictory, quite desperate and somewhat clever. This is true at any time and anywhere by now. Yet in projects such as yours, and on days like this, it becomes wonderfully evident. This is what I would like to talk about here. […] Projects like this one work with the logic of changing social reality at a creeping pace. Nothing else is possible for the time being. The problem: Seen systemically, this logic of the creeping change of social realities rather transfers the risk onto you, the innovative and avant-garde grassroots actors. In addition, the basis for the current rise of women to leadership positions in the Church, (…) as shown by Andrea Qualbrink’s study, is a quite precarious pact between busy top clerics making promotion calls and competent and highly motivated women.

These are the three problems you are facing. You have to be able to be good at your job to hold your own in a leadership position in this Church, the institution transfers its own development issues onto you at least partly, and you are dependent on the pact with the clerics that support you.

That’s the way it is in our Church. It doesn’t have to stay like this. However, it’s true to say already: If you know where you are, you have the chance to hold your ground and really make a difference that makes a difference.

A mentoring process like this one, experience shows, increases the chances for this immensely. You have to applaud all those who designed, implemented and were responsible for it. And, of course, all those who graduated from it successfully. To all of you: My heartfelt congratulations!

Prof. Dr. Rainer Bucher, Institute for Pastoral Theology and Pastoral Psychology at the University of Graz, www.rainer-bucher.de

The complete version of the lecture can be downloaded from our website www.kirche-im-mentoring.de (German only).


The send-off seminars addressed the issue of “Leading in the Church – Leading by Values”. By individually presenting their projects to the mentoring group as well as external guests, the mentees received an inkling of the attention and visibility they are hoping for in the future. All seminars had a resource-oriented approach and provided space for multi-level networking and mutual counseling. The mentees received a formal document confirming their participation in the programme; the mentors were presented with a certificate of appreciation for their volunteer commitment.

“It was and is encouraging to see that women throughout Germany are on their way.”

Eva-Maria Düring, Archdiocese of Cologne, Mentee

“...an encouraging input I received at each seminar always helped me yet one step further along my way.”

Eva M. Dech, Diocese of Trier, Mentee

It’s not about one piece of the cake but about the whole pastry shop

Excerpts from a lecture given at the send-off seminar of the first mentoring group in Munich on June 21, 2017

The mentoring project is an expression of the problem-orientated self-perception of women in the Church but it doesn’t stop there. The programme and its approach are also about opening up an experience of the Gospel in today’s (working) world.

With a systemic look at the resources that women effectively present, the project shows what women have to offer and what the Church can be turned into together with them. Or in other words: it’s not just about improving the individual career and advancement opportunities of women in some parts of a diocese. What’s happening in the programme and in the tandem is relevant above and beyond the programme and the tandems. Yet time and space for reflection are required in the institutions to tap into this relevance. This shows that such projects always have the potential for organizational development.

In view of this fact, managers should have a vested interest in this potential and not just focus on the people involved as well as the framework conditions but also consult them accordingly in further deliberations. The mentoring programme and the mentee projects are not only about individual piece of the cake but about the organizational structures, patterns, ideals and dynamics. To keep up the metaphor, it is always about developing the pastry shop as well.

Prof. Dr. Hildegard Wustmans, Leiterin des Dezernates Pastoral Dienste im Bischoflichen Ordinariat des Bistums Limburg

The complete version of the lecture can be downloaded from our website www.kirche-im-mentoring.de (German only).

1 Cf. Barbara Baumann, “Es geht nicht um die Hälfte des Kuchens, es geht um die ganze Konditorei”. Mentoring-Programme im Spannungsfeld von individueller (Karriere-/Förderung und (universitäre) Organisationsentwicklung, in: Maria Elisabeth Aigner/Krisha Rapp (Hg.), Klar. Klar anders! Mentoring für Wissenschaftlerinnen (Werkstatt Theologie Bd.19), Wien 2011, 163.
All mentees were responsible for the development and implementation of a project during the mentoring. With no restrictions on subject matter or form, the results that were submitted at the end of the year were correspondingly multifaceted. Here’s just a small selection:

**Exhibition “Goodbye, my child”**
Dr. Annette Stechmann, clinical pastoral carer, Diocese of Hildesheim

“It’s good and important to talk; but if words can no longer be found for what happened creativity may help”, says Dr. Annette Stechmann. So the pastoral carer organized a painting course for the mothers of still-born babies at the clinic where she works. Under the guidance of an art and creative therapist, the women were able to express their feelings in shapes and colours. The works were later exhibited in St. Michael’s church in the town of Weende.

**A new market for Oberhausen-Styrum**
Martina Stodt-Serve, parish assistant, Diocese of Essen

Locals have been able to buy fruit and vegetables at a regional farmers’ market on the premises of the church of St. Joseph in Oberhausen-Styrum that has been taking place once a month since 2016. It was parish assistant Martina Stodt-Serve who came up with the idea: after the local supermarket had closed down, she wanted to make sure the parishioners would still be supplied with fresh-off-the-field produce. The idea caught on: volunteer helpers took over from her and have thus brought new life to the church square and the surrounding quarter.

**Development of a qualification module for church councillors**
Theresia Kubat, clerical assistant, Diocese of Dresden-Meißen

As part of an exploratory process conducted by the Diocese of Dresden-Meißen, Theresia Kubat developed a training concept for the honorary church councillors in her bishopric. “Next to the desire for networking and exchange, there was a great demand for more information on the structural changes in the diocese”, she explains. “As well as for the opportunity to give experience-based feedback.” The training programme, which “is also meant to be a sign of appreciation”, will be implemented soon.

**“Mentoring – does it help you assume a leadership role?”**
Julia Mokry, pastoral carer for Catholic rural youth in Bavaria, Archdiocese of Munich & Freising

Pastoral carer Julia Mokry – one of the mentees to successfully take over a leadership role in the course of the mentoring – devoted her project work on examining such questions as: “How do I interact with my co-workers as a manager? How do I define good leadership? How do I feel when I conduct a job interview or an appraisal meeting? How do I structure my work day effectively? When and how should I be reachable inside and outside the office?” These were just a few of the issues the tandem discussed and the answers to which Mokry presented in a short but illustrative video.
INTERVISION GROUPS

The mentees were encouraged to form regional intervision groups on a voluntary basis. These groups met in the intervals between the central seminars, with the option to be continued once the programme had ended. One day per intervision meeting was recommended.

The topics to be discussed as well as the venue and time of the meetings were determined by the group participants themselves. If desired, the Hildegardis-Verein provided back-upping through guidance, moderation, and supervision. Going beyond information sharing, the intervision groups offered the mentees safe spaces for peer counselling on any current professional or personal issues. Practicing this important problem-solving tool will also benefit them in the leadership positions they hope to take over in future.

Intervision is a type of peer-to-peer counselling. Professional peers jointly look for solution strategies for a real-life problem.

“People in my intervision group came from completely different professional contexts and we were able to exchange views in a very intense fashion and get to know each other. This was one of the highlights of the entire programme for me. The get-togethers were mutually empowering – and very enjoyable, too!”

Anna-Maria Fischer, Archdiocese of Cologne, Mentee

“The intervision groups gave us time for a more intensive exchange of views and experiences. The interdisciplinary perspective was particularly helpful – as a theologian I benefited greatly by receiving impulses e.g. from the admin department or Church law!”

Ines Klepka, Diocese of Hildesheim, Mentee

“I now know that there are committed women all over Germany who do great things and who I can ask for advice at any time.”

Barbara Niedermeier, Archdiocese of Munich and Freising, Mentee

“The mentoring programme endowed me with self-assurance in many - sometimes new - situations and strengthened me in my work in management!”

Julia Mokry, Archdiocese of Munich and Freising, Mentee
PARTICIPANTS

Group 1

Diocese of Aachen
Carina Quirmbach
Vanessa Lorraine Kienzle
Ute Simon
Angela Göbel
Frank Rutte-Merkel
Franz-Josef Unland

Archdiocese of Bamberg
Maike Bruns
Dr. Norbert Jung

Diocese of Essen
Christiane Gerard
Martina Stödt-Serve
Dr. Nicole Stockhoff
Stefan Hergemöller
Regina Lourage-Kleeberg
Berthold Rose †

Diocese of Hildesheim
Ines Klepka
Christiane Müßig
Annette Stechmann
Dr. Anne Korte-Polier
Bettina Sylakt-Kern
Hans Georg Ruhe

Diocese of Limburg
Annika Frey
Dr. Friederike Lanz
Anneliese Wohn
Franz-Josef Stratliner

Diocese of Münster
Beate Petsch
Iris Sielker
Prof. Dr. Reinhold Ahlers
Christel Plenter

Diocese of Munich and Freising
Janine Gartner
Andrea Sinz
Helga Matshold
Dr. Sandra Kump
Dr. Marianne Habersetzer
Bettina Nickel

Diocese of Trier
Eva Maria Dech
Daniela Michels
Angela Thelen
Cordula Schad

Diocese of Cologne
Eva-Maria Düring
Anne-Maria Fischer
Rainer Tuschenbörner
Andrea Gersch

Diocese of Limburg
Annika Frey
Dr. Friederike Lanz
Anneliese Wohn
Franz-Josef Stratliner

Diocese of Münster
Beate Petsch
Iris Sielker
Prof. Dr. Reinhold Ahlers
Christel Plenter

Archdiocese of Munich and Freising
Janine Gartner
Andrea Sinz
Helga Matshold
Dr. Sandra Kump
Dr. Marianne Habersetzer
Bettina Nickel

Diocese of Trier
Eva Maria Dech
Daniela Michels
Angela Thelen
Cordula Schad

Diocese of Cologne
Cathrin Brück-Thies
Elisabeth Wessel
Rainer Braun-Paffhausen
Volker Schärten

Group 2

Diözesancaritasverband Berlin
Susanne van Schewick
Hona Haapolo
Christina Busch
Dr. Gabriele Pollert
Elke Strohecker
Prof. Dr. Gabriele Kuhn-Zuber

Diocese of Dresden-Meissen
Claudia Bohme
Theresa Kubat
Monika Munch
Katharina Bummenger
Karl-Heinz Maischer
Dr. Hans-Christian Merkel

Archdiocese of Hamburg
Evelin Sidlo
Walburger Heesing

Diocese of Osnabrück
Alwine Röckner
Christine Holscher
Maria Feimann
Prof. Dr. Judith Könemann

Diocese of Munich and Freising
Julia Mokry
Barbara Niedermeier
Eva-Maria Stockheim
Robert Lappy
Mathias Pollok
Dr. Gabriele Rüttiger
FACTS & FIGURES: MENTEES

Age

- 3: <31
- 21: 31-40
- 14: 41-50
- 2: ≥51

Marital status

- 2: Divorced
- 14: Single
- 23: Married
- 1: Widowed

Number of children

- 20: no children
- 3: 1 child
- 12: 2 children
- 4: 3 children
- 1: 4 children

Occupational field

- 25: Diocesan administration
- 8: Pastoral care
- 4: Caritas
- 2: Associations
- 1: School

FACTS & FIGURES: MENTORS

Age

- 2: 31-40
- 9: 41-50
- 27: ≥51

Marital status

- 3: Divorced
- 11: Single
- 24: Married

Number of children

- 19: no children
- 3: 1 child
- 10: 2 children
- 4: 3 children
- 2: 4 children
- 1: >4 children

Occupational field

- 21: Diocesan administration
- 10: Pastoral care
- 2: Caritas
- 2: Associations
- 2: University
- 1: School
"Women in Church leadership positions" – an unattractive topic for the media? By no means. Due to active external communication work via the bi-lingual German-English project website and regular press and save-the-date bulletins, "Church in Mentoring" received a lot of public attention right from the start, not only in diocesan news reports but in the local, national and international media as well.

In the course of the last two years, we had numerous opportunities to present the programme, its concept and its goals to more than just mentoring and Church insiders. Many of the mentees and mentors were prepared to give interviews or let journalists shadow them. Consequently, the resulting news stories were not just enumerations of the theoretical and practical elements of mentoring but revealed the people behind the facts, vividly illustrating the individual and the socio-political relevance of the programme.

“We need and want more women in leadership positions in our Church and therefore have to provide structural preconditions that encourage women to apply for them, too.”

Dr. Norbert Köster, Diocese of Münster, Vicar General
EXTERNAL COMMUNICATIONS

Here's just a small selection of media which reported on our project:

**WDR**
- “Katholische Kirche will Frauen in Führungspositionen bringen”
- “Catholic Church wants to elevate women to leadership positions”

**WDR**
- “Frauen-Power für katholische Kirche?”
- “Women’s power for the Church?”

**NDR**
- Interview with Birgit Mock

**Deutschlandfunk**
- Interview with Prof. Dr. Charlotte Kreuter-Kirchhof

**Katholisch.de**
- “Es braucht Autörität und Handlungsvollmacht”
- “Authority and the power to act are required”

**Bistumspresse**
- “Von null auf 20 – in 30 Jahren”
- “From zero to 20 – in 30 years”

**Radio Vaticana**
- “Mehr Frauen in kirchliche Leitung: Ideen die verändern”
- “More women in Catholic leadership: Ideas that cause change”

**Bayrischer Rundfunk**
- “Frauen steigen auf – vielleicht irgendwann…”
- “Women on the way up – perhaps at some stage…”

**Katholisch.de**
- “Ein Jahr auf dem Weg in die Führungspositionen”
- “A year on the way to leadership positions”

**Domradio.de**
- “Katholische Kirche fördert weibliche Führungskräfte – «Marktlücke» entdeckt”
- “Catholic Church promotes women – «Market gap» discovered”

**Katholisch.de**
- “Förderprogramm für Frauen in der Kirche beliebt”
- “Career programme for women popular in the Church”

**KNA**
- “Förderprogramm eröffnet Chancen”
- “Career programme opens opportunities”

**Catt.ch**
- “Il cardinale Marx incoraggia la presenza femminile nella Chiesa – Folie rinunciare al talento delle donne”

**KathStern**
- “Kirche im Mentoring – Frauen steigen auf”

**La Croix**
- “Femmes dans l’Église, l’Allemagne passe à l’action”
- “Women in the Church, Germany takes action”

**Merkur.de**
- “Katholische Kirche sucht weibliche Chefs”
- “Church wants more female managers”

**Osservatore Romano**
- “Bildung verleiht Flügel”
- “Education lends you wings”

**Radio Vaticana**
- “Mentoring für Frauen verläuft gut”
- “Mentoring for women is going well”

**Süddeutsche Zeitung**
- “Kardinal Marx für Frauenförderung in katholischer Kirche”
- “Cardinal Marx advocated in Catholic church”

**Tag des Herrn**
- “Frauen-Aufstieg in der Kirche”
- “Ascent of women in the Church”

**The Tablet**
- “Bishops pledge promotion of women”

**Zenit**
- “Kirche im Mentoring”
- “Church in mentoring”
HOW MENTORING WORKS

The mentoring programme had effects on different levels and in different ways. Both the tandem work and the exchange between the mentees and between the mentors were of significance in the process.

ON THE INDIVIDUAL LEVEL

- Reflection of own values
- Self-ascertainment of own strengths
- Self-reflection as a leadership quality
- Reflection of leadership role models

ON THE ORGANIZATIONAL LEVEL

- Rethinking organizational values & culture
- Visibility of women (in leadership)
- New role models, dealing with the existing images of women in the Church
- Gender-sensitive personnel development
- Development of new strategies
- Creation of a talent pool

“The mentoring programme has strengthened me. I have discovered my fortes and developed my leadership qualities. I think being open to change is a pre-condition for professional success in the Church. New situations frequently present opportunities which we women should accept boldly.”

Nicole Hackief, Diocese of Essen, Mentor

“The mentoring programme made me take a closer look at where and how I can promote a young colleague.”

Bettina Syldatk-Kern, Diocese of Hildesheim, Mentee
EFFECTS FOR THE MENTEES

The mentees were able to clarify their goals and roles.

They found opportunities to plan their career within the diocese.

The mentees learned to take responsibility for their own development, became more self-confident and experienced the value of self-marketing.

The mentees developed an understanding of leadership.

Looking beyond their own “backyard/diocese” was a crucial experience for the mentees. They began to look at their field of work with different eyes – this also included a positive assessment of their own situation.

The mentees recognized the importance of networks.

Some of the mentees had been promoted to executive positions in the course of the mentoring programme.

The mentors assumed responsibility for the next generation.

The conversations in with the mentee made them reflect their own career and their impact on the system.

The programme caused the mentors to analyze their leadership style as a man or a woman – in some cases they developed an awareness of gender-specific differences in management behaviour, communication and judgement.

Many of the mentors have developed a greater interest in other departments and fields of work in their own diocese.

The mentors began to see themselves as champions of their mentees and as multipliers for the “women in leadership” issue.

The mentors experienced appreciation as experienced professionals but also as individuals.

“I have benefited from the mentoring programme as a whole. Particularly the insight that it’s mainly up to me. How I see myself, how involved I become and with how much self-confidence I act. I now no longer wait for others to pave my way.”

Christiane Müßig, Diocese of Hildesheim, Mentee

“My participation in the programme alone has expanded my view of women in leadership. I considered the fact that I was seen as a sign of appreciation.”

Verena Redemann, Diocese of Magdeburg, Mentee

“I am retired now, I want to offer my services where they are needed; it’s my special concern that working mothers apply for leadership positions.”

Stefan Hergemöller, Diocese of Essen, Mentor

Marianne Habersetzer, Archdiocese of Munich and Freising, Mentor

“The tandem work was productive and intensive. We met regularly and discussed leadership situations. My mentee also witnessed real-life leadership situations, e.g. meetings. This caused me to reflect my own behaviour, too, because I wanted to show her how debates are moderated, how superiors chair meetings.”

Marianne Habersetzer, Archdiocese of Munich and Freising, Mentor
EFFECTS IN THE DIOCESES

The mentoring programme was mainly attractive to women who consider applying for a leadership position in the Church. The dioceses, on their part, examined current (and future) criteria for staffing leadership positions and strategic personnel development policies. As a result, the mentoring programme had an impact not only on the individual but also the organizational level:

The issue “women in leadership” received new consideration.

- Male-made internal management structures and the “image of women” within the organization received scrutiny.
- Promoting young (female) talent became an integral part of the leadership topic.
- Some dioceses experienced friction.
- The mentoring programme gave visibility to women with an interest in leadership. The argument “There simply are no women out there who want to lead” no longer holds water.
- Some dioceses established additional programmes for those applicants who weren’t accepted into the programme – this enlarged the pool of women interested in leadership even further.

Frank Rutte-Merkel,
Diocese of Aachen,
Mentor

“I have been touting the continued participation of our diocese in the Hildegardis programme, allowing more of our female colleagues to experience this exciting project. As an employer, the Diocese of Aachen should have a vested interest in making other, highly-motivated women fit for leadership responsibility.”

Manuela Weinhardt-Franz,
Diocese of Hildesheim,
Member of the project steering committee

“The great response to our call for applications was a great vindication! In order to recognize how many women want to set forth and are ready for change, it sometimes takes a very special programme like this one.”
A steering group consisting of representatives of the participating (arch)dioceses, the German Bishops’ Conference and the Hildegardis-Verein was established before the official programme kick-off. This ensured that the specific characteristics and wishes of the individual (arch)dioceses were given due consideration. The diocesan representatives were responsible for a multitude of project-related tasks: they were (co-)responsible for the selection of the mentees and mentors, ongoing communication with the participants from their (arch)diocese, organizing the commencement and conclusion of the tandem activities in their area of responsibility, introducing the mentee and the mentee project in executive committees in the (arch)diocese, meetings with the regional media, conducting performance reviews etc. In many cases, the steering group members kept in close touch with their mentees and mentors, providing them with answers to questions on all aspects of the programme.

Frank Rutte-Merkel, Diocese of Aachen, Mentor

"Project steering in our diocese was conducted with a great deal of commitment – and I am very grateful for that! Especially given the existing challenges within the system, I felt well taken care of."

Barbara Niedermeier, Archdiocese of Munich and Freising, Mentor

"The Project Steering Group created a very good standing for us in our diocese through additional meetings and training."

Hildegardis-Verein

Dioceses

Bishops’ conference

STEERING GROUP

"Project steering in our diocese was conducted with a great deal of commitment – and I am very grateful for that! Especially given the existing challenges within the system, I felt well taken care of."

Barbara Niedermeier, Archdiocese of Munich and Freising, Mentor

"The Project Steering Group created a very good standing for us in our diocese through additional meetings and training."

Hildegardis-Verein

Dioceses

Bishops’ conference

STEERING GROUP

"Project steering in our diocese was conducted with a great deal of commitment – and I am very grateful for that! Especially given the existing challenges within the system, I felt well taken care of."

Barbara Niedermeier, Archdiocese of Munich and Freising, Mentor

"The Project Steering Group created a very good standing for us in our diocese through additional meetings and training."

Hildegardis-Verein

Dioceses

Bishops’ conference

STEERING GROUP
The persons responsible maintained the contact between the Hildegardis-Verein and the (arch)diocese and reported to the steering group on the measures implemented in their region in regard to the promotion of women and personnel development.

The steering group became a nationwide forum for the discussion and strategic enhancement of gender-equal organizational development.

From left to right: Weinhardt-Franz, Korte, Polier, Stechmann, Sylwik, Kern, Müßig, Klepka

“I recommend the establishment of a Germany-wide Church-run recruitment agency for women in leadership. It could identify management functions that are becoming vacant in Church institutions and enlist, train and broker potential female executives.”

Hans Georg Ruhe,
Diocese of Hildesheim,
Mentor
To monitor the implementation of the mentoring programme and act as strategic and conceptual consultant, a process supervisor was commissioned. Here are some brief observations from her perspective:

**Topicality**

The programme “Church in Mentoring – Women on their Way up” was the Hildegardis-Verein’s response to the 2013 commitment of the German bishops to increase the share of women in leadership positions in the Catholic Church (Final declaration of the study day “Co-operation between women and men in the service and the life of the Church”). Contributing majorly to the efforts of other lay associations to foster this issue, the Hildegardis-Verein’s response to the 2013 commitment of the German bishops to increase the share of women in leadership positions in the Catholic Church (Final declaration of the study day “Co-operation between women and men in the service and the life of the Church”).

**Mentoring as a method**

The Hildegardis-Verein has had many years of professional experience with the design and implementation of successful mentoring programmes. As a result, this tried and tested instrument of human resources development was an obvious choice for the career promotion of women in the Church. Not surprisingly, the tandem relationship proved to be the main pillar of the programme. The mentors and (especially) the mentees considered their bilateral exchange as crucial for the acquisition of both formal and informal knowledge about job promotion, leadership and their employer. Tandem work reflects the insights of career research regarding such issues as the relevance of knowledge founded on experience, personal guidance and support, networking, and self-effectiveness – an advantage mentoring has compared to pure and simple training schemes that surprised me positively.

**The programme elements**

The programme elements are

- The three group seminars provided the necessary space for training and networking. Training topics included career promotion, leadership, and women as professionals in the Church. The two-day events also served as network and exchange forums on all levels: between the mentees, between the mentors and between mentees and mentors.
- Due to the Germany-wide nature of the programme, the seminars had the added value of allowing for reflection on the similarities and differences between the institutional structures of the participating (arch)dioceses: I observed that the mentees and mentors devoted a lot of time to discussing these organizational issues and the effects they have on individual experiences of work, leading to strong cross-diocesan connections and support.
- The presentation of the different mentee projects developed by the programme participants at the send-off seminars made a great impression on me: their variety, their creativity, their implementation in the face of adversity and in the confidence with which they were showcased. These project presentations should be given more room in the next mentoring cycle.
- It turned out to be crucial that the project – and the fact that it forms an integral part of the programme – be communicated clearly to the mentees and their line managers as early as the selection process. This should include precise information on its extent and the time to be devoted to it as well as the parameters of the final presentation. In addition, the mentees should, if necessary, acquire knowledge on project management. In some cases, projects which didn’t fit into the structure of the organization in which they were conducted caused friction and, sometimes, opposition: while in itself a valuable insight into the organization, this proved to be unexpected and stressful for the mentees.

**The project steering group**

As members of the project steering group, human resources representatives from the participating (arch)dioceses were directly and

Although not used by all mentees – and to greatly varying degrees by those who did –, the intervisio groups proved to be an important programme element overall. At my first (of two) visit to a regional intervision group I received a strong impression of the impact the programme had had in the various organizations by then: the women discussed the reactions their involvement in the mentoring had elicited in their workplace as well as their expectations of the effect the programme would have on their professional careers. While both the reactions reported and the expectations varied, most mentees experienced that their participation in the programme had repercussions they actively had to learn how to cope with.

At the second meeting, we focused on personal resources, competencies and skills, goals and strategies as well as professional worries and open issues. Of the course, “women in leadership in the Church” and how to address this subject with their local bishop was another topic we devoted time. Throughout these meetings, I was greatly impressed by the confident and intense manner in which the mentees collaborated in these discussions.
actively involved in the programme right from the start. This proved to be crucial in all phases of the project and in all areas since it allowed for process-oriented improvements. To give one example: in the initial phase of the project, feedback from the steering group members led to changes in the tandem recruitment and matching method that were better aligned to the organizational structures of the different diocesan institutions.

Time-consuming as it was, the cooperation with the human resources human resources staff from the participating (arch)dioceses not only led to continuous programmatic adaptations but also boosted an inter-diocesan communication on personnel policy that had not previously existed. Future mentoring cycles will profit from this in-depth interchange.

Conclusion
In the course of the mentoring, I had the privilege of meeting many highly-motivated, loyal, and spiritual women with a strong desire to lead. I am glad that the programme and the great number of applications for the next cycle prove that there are women out there who are ready and willing to take over leadership positions in the Catholic Church – with all the responsibility entailed. I hope that the women will benefit lastingly from the programme, the support provided by their mentors and the contacts they were able to establish among themselves.

I am also delighted about the enthusiasm with which the mentors got to know and support their mentees – despite the considerable amount of time this incurred. I trust they, too, will benefit from this interchange as well as from the inter-diocesan network they established so actively with the other mentees and mentors.

I think that the mentees and mentors of the first mentoring cycle will be able to serve as facilitators for the “new” mentees and mentors in their (arch)dioceses, e.g. advise on how to best organize the tandem work.

Given all the positive feedback, I hope that the programme will have lasting effect on the organizations and the Church as an institution by:

- raising the profile of women interested in a leadership,
- enabling women to take over leadership positions,
- diversifying the image of women in the Church,
- motivating mentees and mentors, women and men, who want to evolve the leadership culture in the Church to network across diocesan borders,
- fostering the exchange between human resources managers and equal opportunities’ staff on gender-equitable personnel and organizational development,
- making the topic more attractive both in the individual dioceses and beyond. Then ordinariates prove they can be “learning organizations”, which, by gaining knowledge from the mentoring programme and participants, take constructive action.
MENTORING SUCCESSES

Female talent identify their strengths, specify their goals and assure themselves of their basic attitudes and values.

Senior executives become advocates for the importance of promoting female talent.

Junior executives qualify for leadership by acquiring skills and competencies and simultaneously apply this knowledge on the job.

The project steering groups develop into a super-diocesan forum for gender-equitable personnel and organizational development issues.

A collegial network of future female leaders is created.

The (arch)dioceses have a talent pool of 40 female junior professionals with an interest in leadership at their disposal.

More than a quarter of the participating junior professionals are already assigned to new and more responsible positions before the end of the mentoring period.

Mentoring proves to be a space for learning that combines theory and practice, personality development and the acquisition of structural, communicative and expert knowledge.

Women in leadership gain (increased) visibility in the Church.

Church proves itself as a learning organization that encourages both junior professionals and senior executives to self-reflect, evolve and think outside the box.

A LOOK AHEAD

The high demand for the second mentoring cycle (2018-2020) exceeded all our expectations: While we had originally planned another 20 tandems in the third mentoring group (2018-2020), that number was almost doubled to 35 – split into two parallel sub-groups – to accommodate all the many applications submitted by the German dioceses and Catholic relief organizations. The fourth set of tandems will commence their work in 2019.

Due to the process-orientation of the programme, this second mentoring cycle boasted several improvements that resulted from:

- Review meetings with the (arch)dioceses and the German Bishops’ Conference
- Joint analyses at project steering group assemblies
- External evaluation (8 qualitative interviews with mentees, mentors and members of the project steering group)
- Discussions with the participants at the central seminars and the evaluation of questionnaires.

While the core elements remain the same, the programme now also boasts a more strictly standardized selection and matching process, longer group seminars (three instead of two days), a tighter organizational integration of the mentee projects, extended regional intervisitation work, additional programme units for the mentors and more intensive project steering.

We at the Hildegardis-Verein are looking forward to all the new encounters ahead and the way we will travel together.

Our anticipation is mainly based on the productive, valuable and trust-based cooperation we experienced with the mentees, the mentors, the steering group members, and all the others who made the first mentoring cycle possible. We are optimistic that the network of the women and men who want to co-shape and lead our Church in future will continue to grow.
OBITUARY

Two wonderful people who co-shaped the programme with a great deal of creativity and commitment died in the course of the mentoring year.

Berthold Rose, long-term chief employee representative at the Bischofliche Generalvikariat (general vicariate) in Essen and head of the department “World Church and Mission” unexpectedly died on December 22, 2016, at the age of 60. He was a mentor for the Diocese of Essen in our programme.

Robert Josef Olbricht, pastoral assistant, supervisor and coach in the Archdiocese of Hamburg died suddenly on January 10, 2017. He represented his diocese in the project steering group.