

Mentoring as a tool for promoting inclusion

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Femmes & Sciences

FEMMES & SCIENCES
a s s o c i a t i o n



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-> 01/07/2025 | SF2A

<https://www.femmesetsciences.fr/mentorat>

01

Femmes & Sciences Association

Promoting women scientists

Promoting scientific and technical careers

President : **Françoise Conan**

- Encourage young women to take up scientific and technical careers.
- Strengthen the position of women in scientific and technical careers, in both the public and private sectors.
- To promote and enhance the perception of science among women and the visibility of women in science.

560

Members

31

Legal entities

15

Regions



Occitanie West Coordinators

➤ Interventions & Resources

Stereotypes - The job of researcher

➤ Making Women Scientists Visible

Games – Exhibition

➤ Support : Mentoring



SCAN ME



Julie BATUT



Michèle CODDEVILLE



Martine KNIBIEHLER



Céline MERLET



Florence SEDES



Mentoring Programme: AIMS

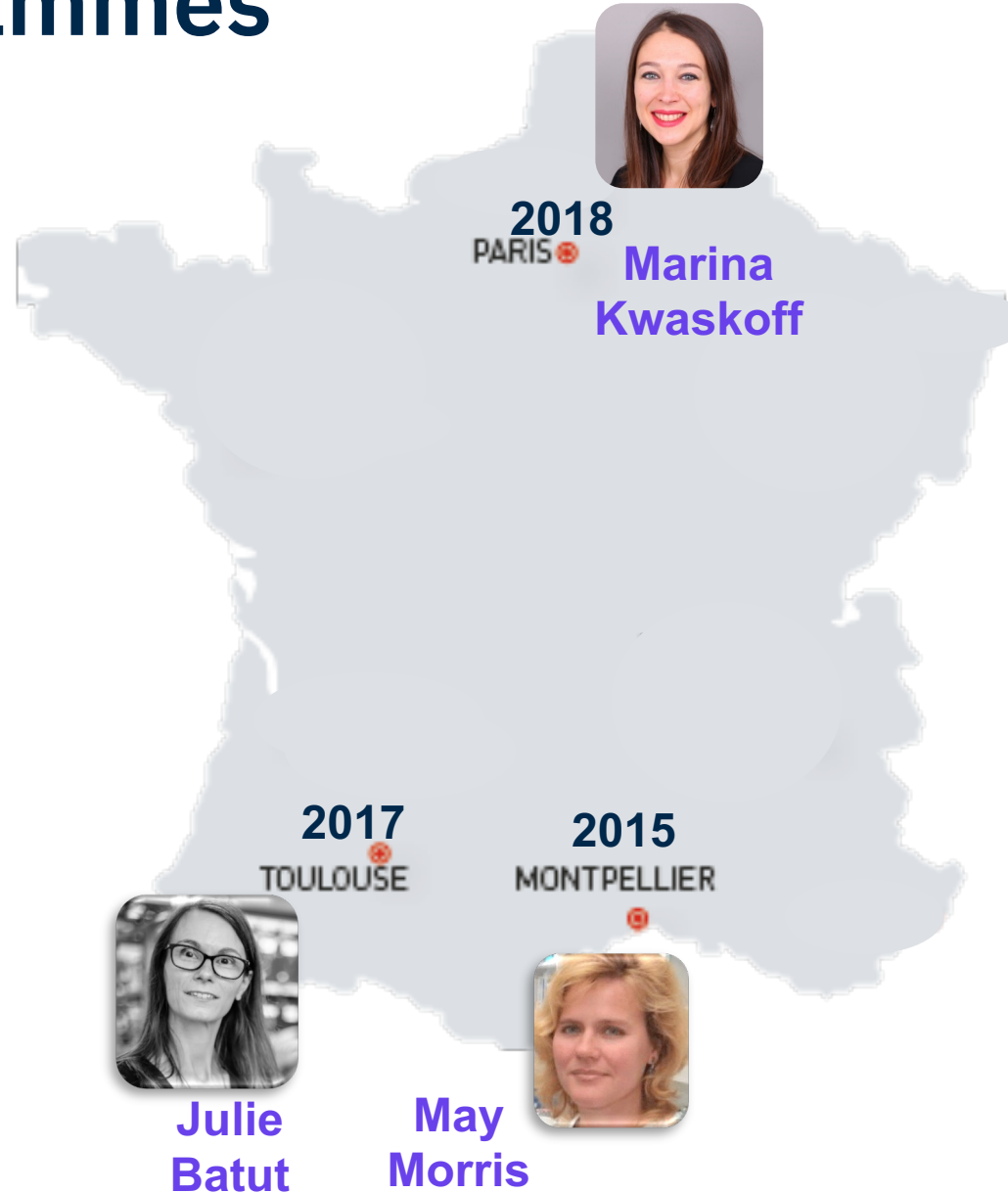
**NEED FOR ADVICE, GUIDANCE, ENCOURAGEMENT AND SUPPORT
IN A REASSURING, TRUSTWORTHY CLIMATE**

- To offer reassuring & stimulating support
 - Establish a relationship of trust & exchange
- Offer active listening, support & encouragement
- Provide "life advice" :> be prepared to develop her/his scientific career
- Respond to a real need and demand



Femmes & Sciences Mentoring programmes in 2018

3 Programmes



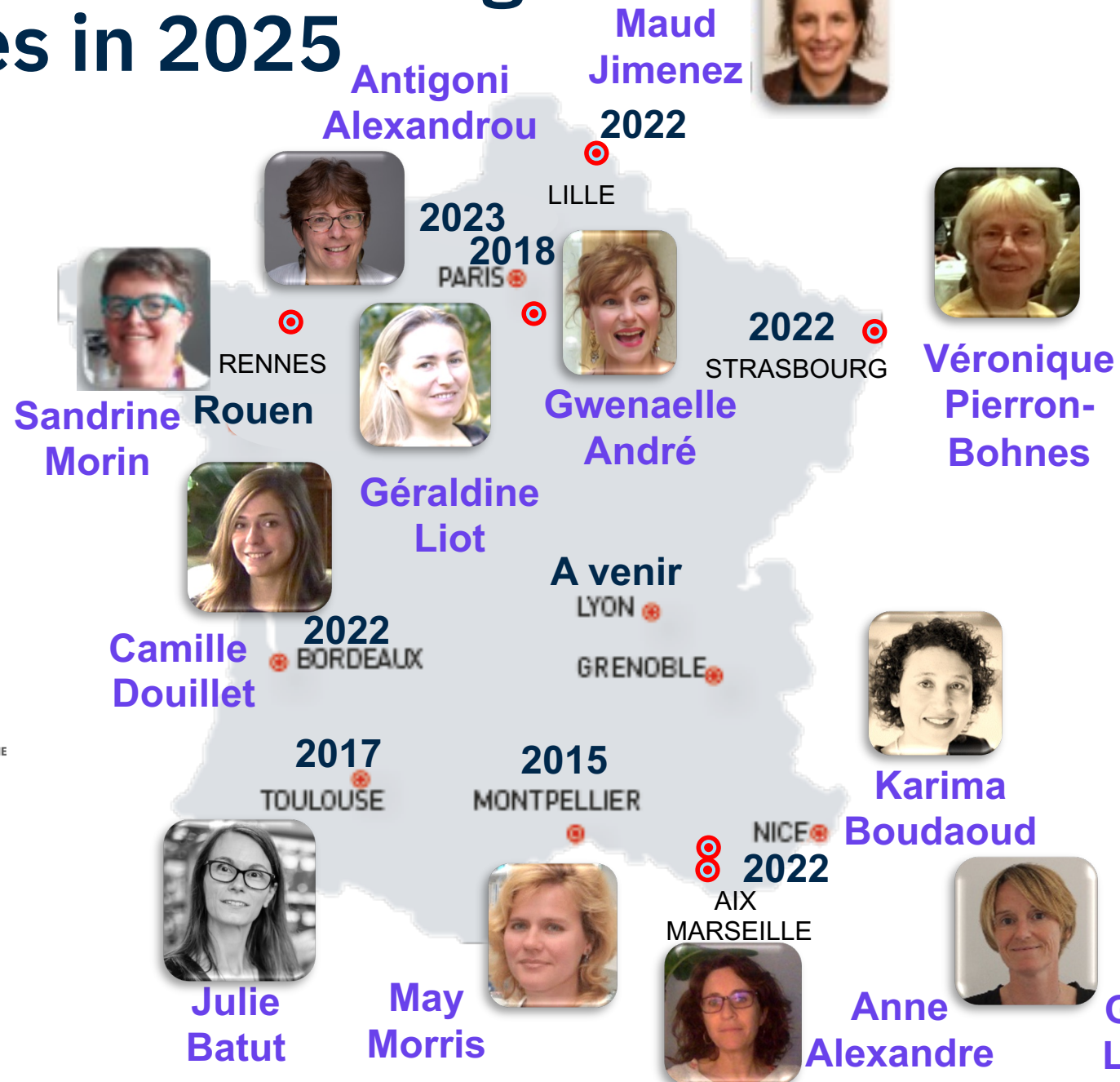
Femmes & Sciences Mentoring programmes in 2025

Since **2021**, at the request of MESRI, development of mentoring across France

Since **2015**, some **800** female doctoral students have been mentored



Julie Batut



13 Programmes



Toulouse | CBI - Femmes & Sciences Mentoring programmes

**NEED ADVICE, GUIDANCE, ENCOURAGEMENT AND
SUPPORT IN A REASSURING AND CONFIDENT
ENVIRONMENT**

30 Mentor/Mentee pairs

<https://cbi-toulouse.fr/fr/equipe-programme-phd>
<https://www.femmesetsciences.fr/mentorat>

Julie Batut



What is mentoring?

Mentoring is a **voluntary** and **confidential** interpersonal relationship between :
an experienced person, the **mentor**, and a less experienced person, the **mentee**.

Mentoring is **associated** with **career progression** and **professional development**

Mentoring Values:

Respect - Confidentiality
Inclusion - Sharing

The mentoring framework

- Volunteering
- Neutrality
- Steering committee
- Toolbox | Volunteering

Toulouse Mentoring Programme

Steering committee

Femmes & Sciences CBI PhD Programme Mentoring Coach



M. Knibiehler



J. Batut



M. Kwapisz



J. Foncy

Doctoral Schools - University



M. Mercier-Bonin



F. Larminat

- **Founded** in 2017 affiliated at 6 doctoral schools
- **Goal:** Support for career planning and personal development
- **Target groups:** PhD students
- **Language:** English, French
- **Program duration:** 1 year (November to June)
- **Certificate** of participation: upon completion doctoral school credit unit

FEMMES & SCIENCES
association



Mentoring structure and tools

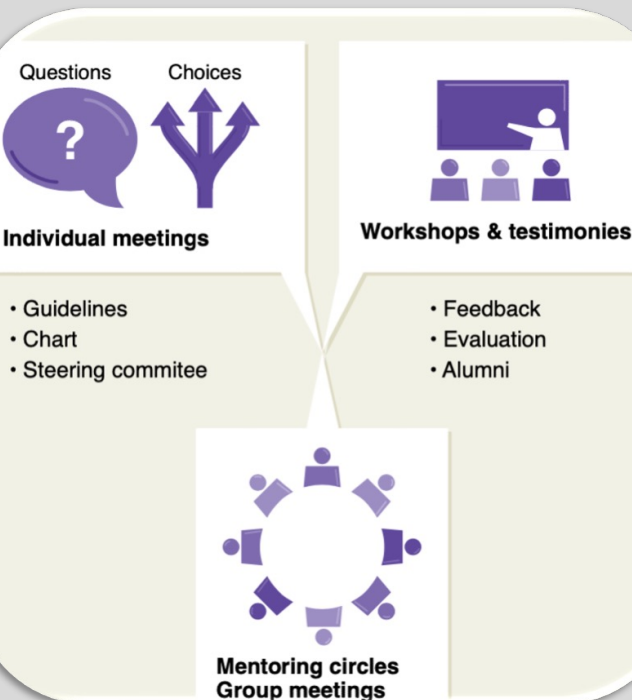
Individual exchanges M/M

Mentoring circles

Self-confidence
Self-esteem
Motivation
Self-affirmation
Imposter syndrome

Testimonies

Female role models



Workshops

Build the M/M
relationship

Batut, Kvaskoff & Morris. *Nat Biotechnol* 2021

- Monthly individual exchanges with a mentor
- Training workshops and women's testimonies
- Group meetings: thematic discussion circles

For the student :

***Upon completion (10 months) : certificate of participation
=> doctoral school credit unit***

Mentoring Framework

- The programme is **entirely free of charge**: mentees are not asked to make any financial contribution, and mentors do not receive any compensation.
- Mentoring takes place in strict **confidentiality** of the information provided and/or received by the mentor or mentee, in a **climate of trust, caring and neutrality**.
- The **mentor must not belong to the same research institute as the mentee**, nor to her/his thesis monitoring committee
- In addition to the **regular meetings** between mentor and mentee, mentees undertake to follow the programme's activities for a **minimum of 25 hours**

MENTOR

Experienced lecturers or researchers, volunteers who are interested in the mentoring programme, ready to listen ...

ROLE OF MENTORS

- **Listens, advises, guides and encourages**
- Pass on useful and even strategic information, including **formal and tacit rules based**
- Helps students to **set objectives and build their career plans**
- Can introduce students to scientific professional networks and give advice on **creating contacts and networks**
- Limits: does not replace the thesis supervisor, the doctoral school or specialist services (health or social); **alerts if harassment or burn-out is detected.**

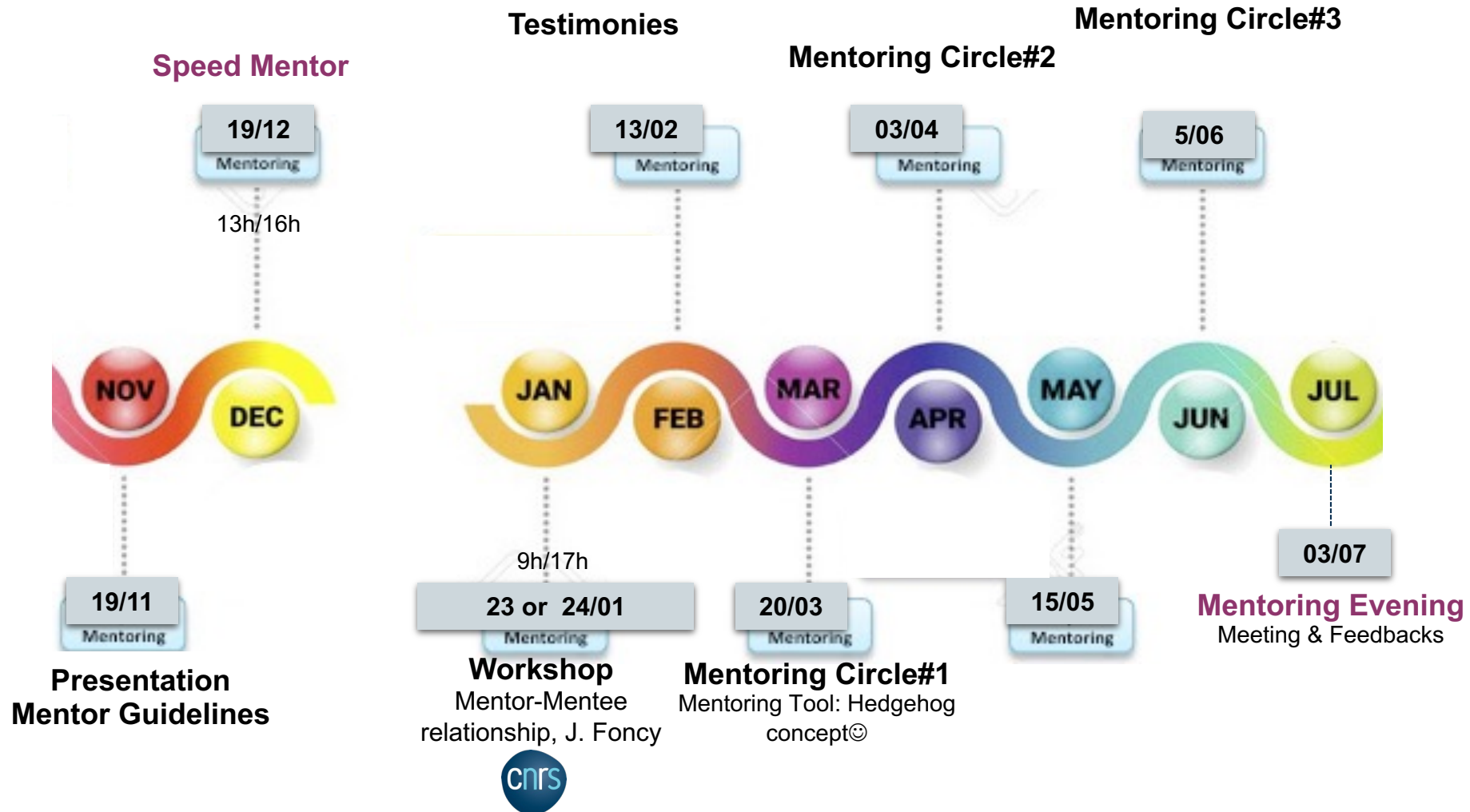
Mentoring Programme Structure

Mentor-mentee CIRCLE THEMES

- **Self-confidence** (knowing yourself, believing in your potential and your abilities.)
- **Self appreciation** (Self-esteem is the way we look at ourselves and appreciate our own value or importance.)
- **Motivation** (internal/external)
- **Assertiveness** (knowing how to express your opinion, feelings and needs)
- **Imposter syndrome** (the feeling that your achievements are not real or that you do not deserve praise or success)
- ... proposal from mentees

Mentoring Programme 2024-2025

- **Round Tables & Testimonies** open to all Thursday @ 12.30



Mentoring structure and tools

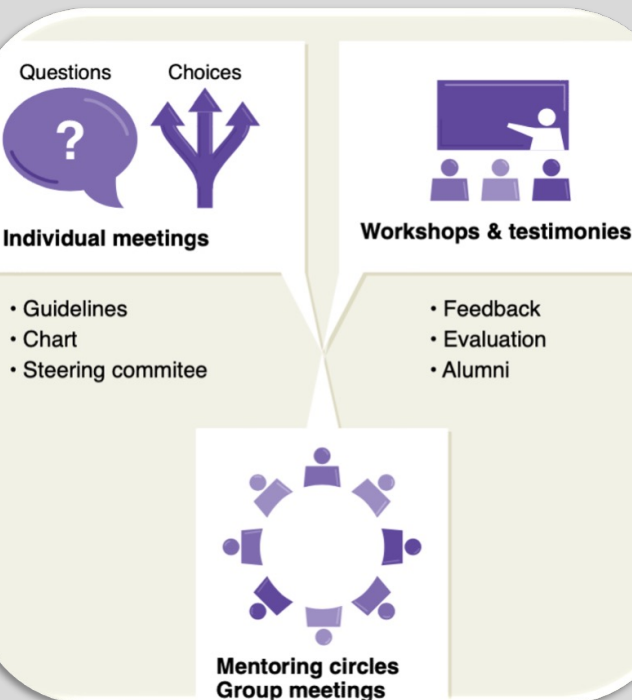
Individual exchanges M/M

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Workshops

Build the M/M
relationship

Batut, Kvaskoff & Morris. *Nat Biotechnol* 2021

Foncy, Kwapisz, Knibiehler & Batut. *Nat Biotechnol* 2023

Are we talking about the same thing?

02

The Mentor/Mentee relationship

The Mentor/Mentee relationship

Establishing trust for communication

- Putting representations into perspective
- Listen to
- Understanding
- Communicate

Establish a long-term relationship



03

The collective workshop & tools

Determine the aims of the workshop in advance

- Working on the M/M relationship
- Sharing a common frame of reference
- Creating cohesion between members

Process

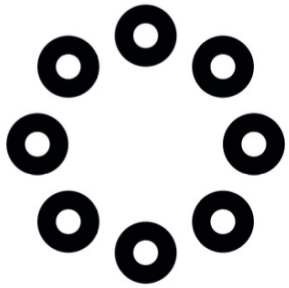
- Collective Intelligence
- Workshops & theoretical contributions

Frame

- Group and pair work
- One facilitator
- One day

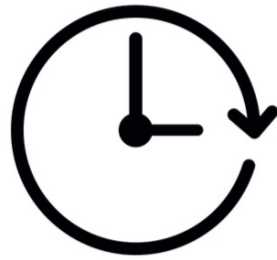


RULES



The circle

Take position in a circle to see and hear everyone.



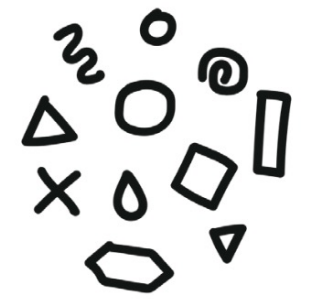
Speak when it is your turn

Respect the duration of speech of everyone, be attentive to what everybody is saying. We can take turns clockwise



The power of silence

Silence time is sometimes necessary to give a chance to people to think of new ideas.



No moral judgements

No debates or criticism about anyone's idea. Each idea should be an addition to the pool of ideas rather than a replacement. Any idea can help in building the collective project.



Speak with intention

Use "I" and forget "We". Use "positive" sentences by expressing what you need rather than what you lack.



Key words

Write down key words that everyone can read, capital letters can help.



The facilitator

Respect the format and duration of each workshop the facilitator will present.



Trust

Have faith in the ideas of others and in your own ideas. Make sure to keep a friendly atmosphere during this collective reflexion time.

M/M WORKSHOP

Session 1: INTRODUCTION



Getting to
know each
other

INCLUSION

Identifying
needs

WORKSHOP 1

Frame of
reference

THEORY

Putting
representat
ions into
perspective

WORKSHOP 2

Drawing up
a charter

WORKSHOP 3

Feedback

Everyone can express
their views on what
they have experienced

GETTING TO KNOW EACH OTHER

Inclusion — Icebreaker

- What state do I arrive in? How do I feel?
- What do I expect from this workshop?
- What do I need to feel good?
- What contribution will I make to the group?
- What qualities do I recognise in myself that will help?

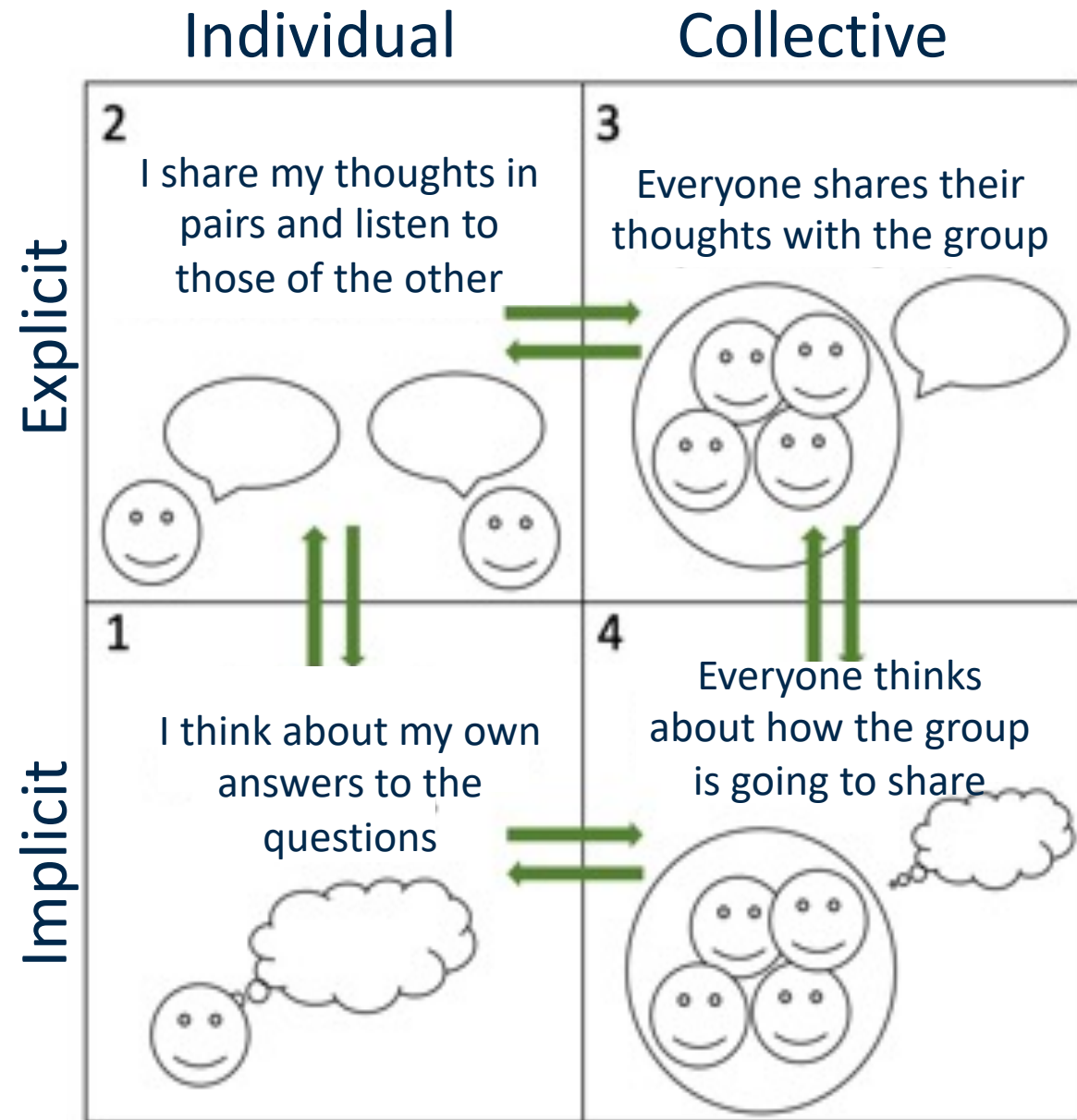


GETTING TO KNOW EACH OTHER

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Making the implicit explicit



IDENTIFYING NEEDS

Workshop 1

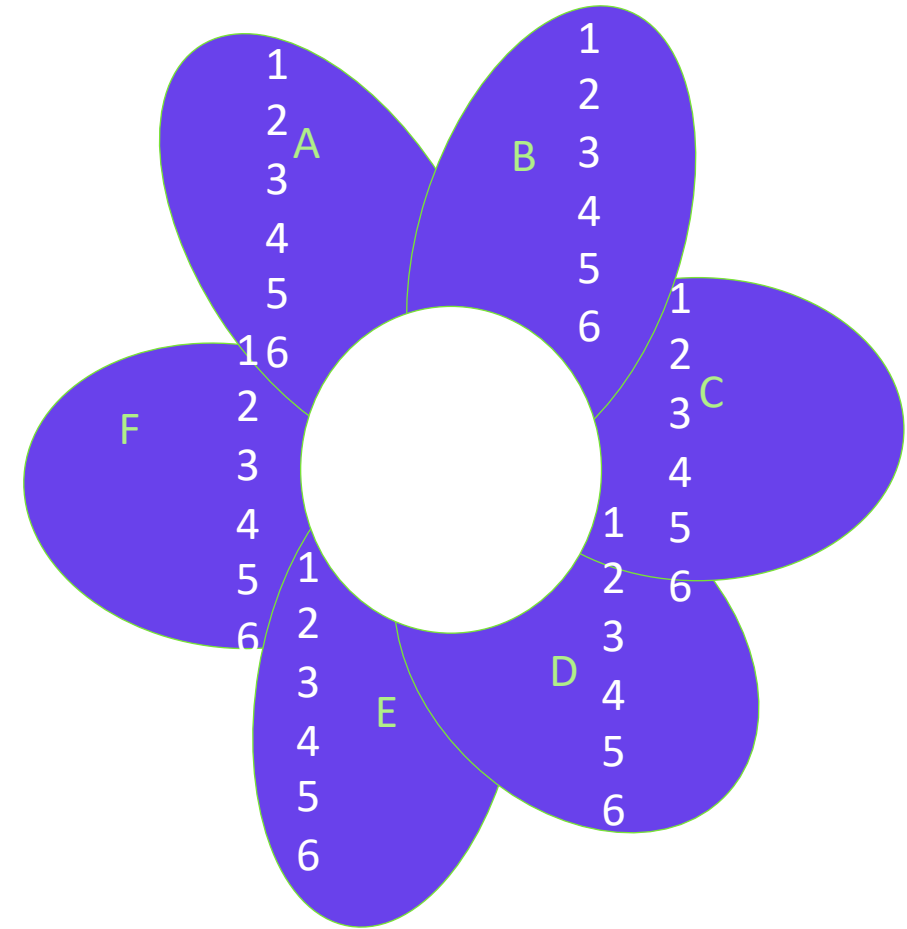
Work in sub-groups

Then pooling

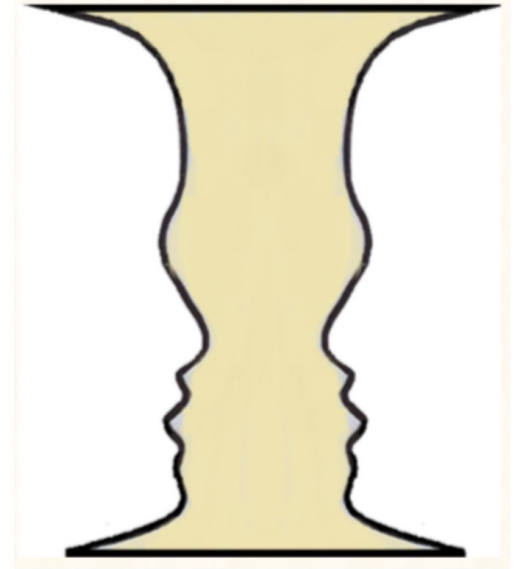
Ask open & precise questions

Tool: Holomorphic daisies

Creating a shared
representation of mentoring



Reference frameworks



Creating a shared
representation of mentoring



M/M WORKSHOP

Session 2:
BUILDING the
BINOME



Getting to
know each
other

INCLUSION

Identifying
needs

WORKSHOP 1

Dramatic
Triangle/
Educational

THEORY

Recognition
signs

WORKSHOP 2

Feedback

Anyone can talk about
what they have
experienced

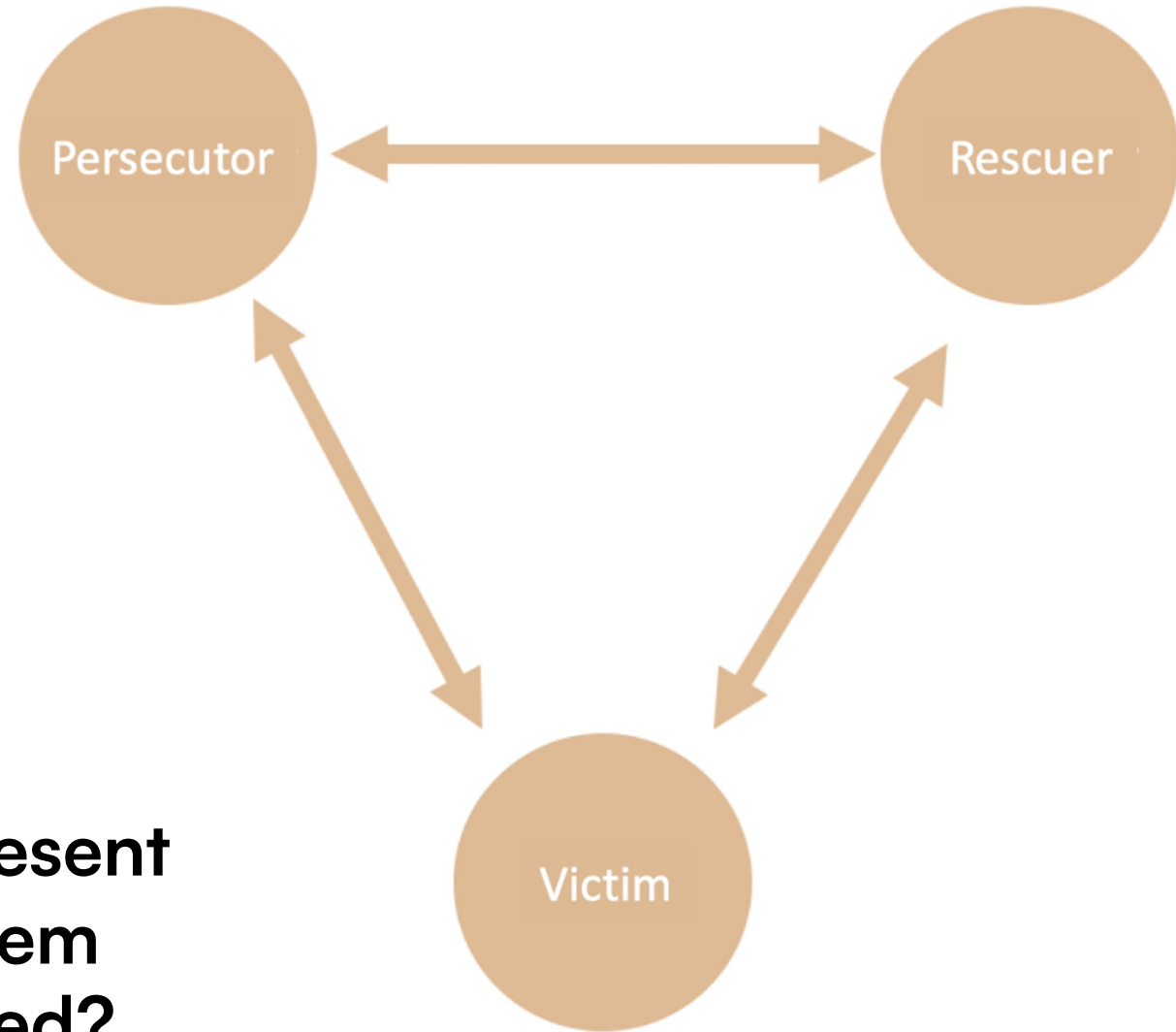
Dramatic & Educational Triangle

Dramatic Triangle

Dynamic relationship or psychological games between several people with 3 roles in the past and not in the here and now.

Behaviour Report it

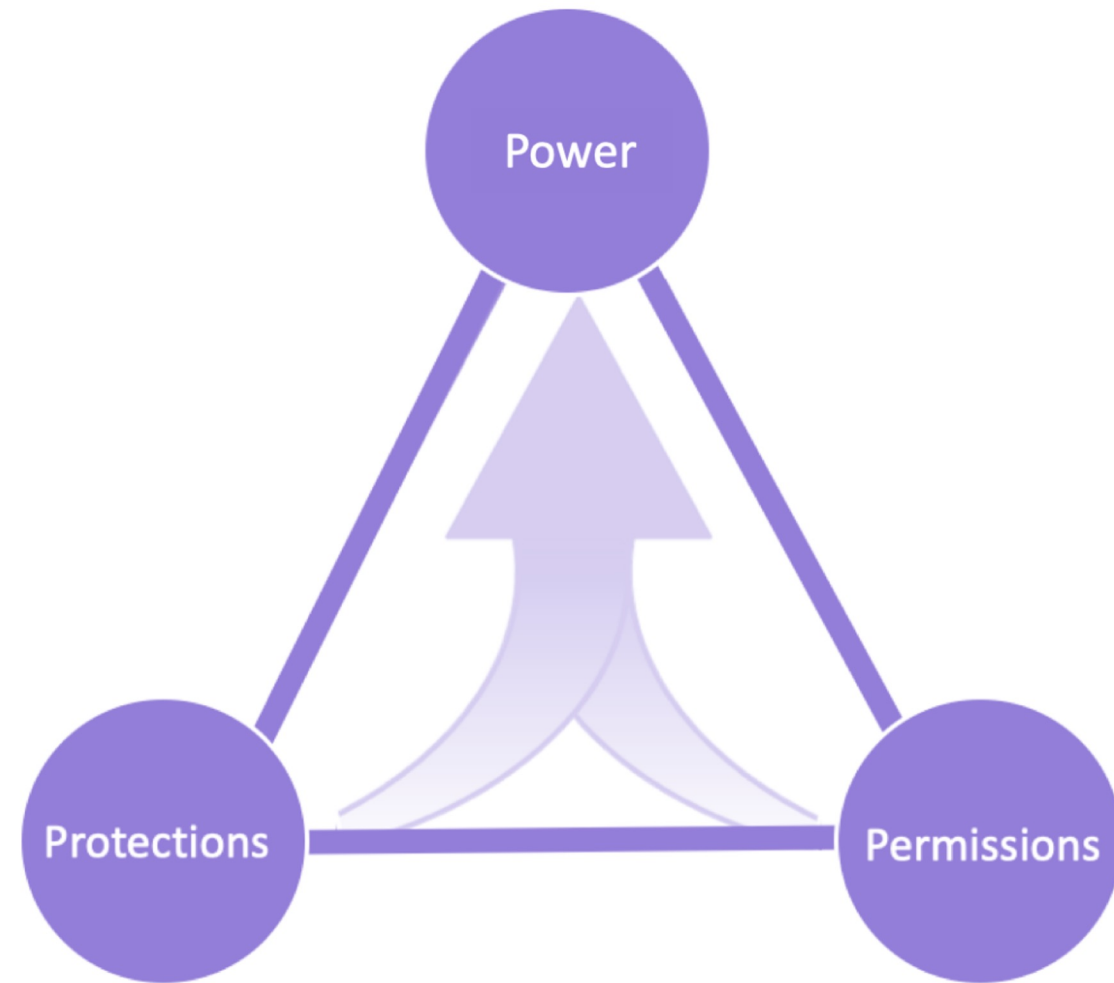
Return to the present
Refine the problem
What do you need?
What do you want to achieve?
What do you expect from me?



Dramatic & Educational Triangle

Educational Triangle

This concept puts the team in the ideal position to not only accept change, but also to enjoy it and implement its Power.



Recognition signs

A VITAL need

Positive signs of recognition encourage greater openness and exchange, strengthen the collaborative relationship and create a climate of trust.

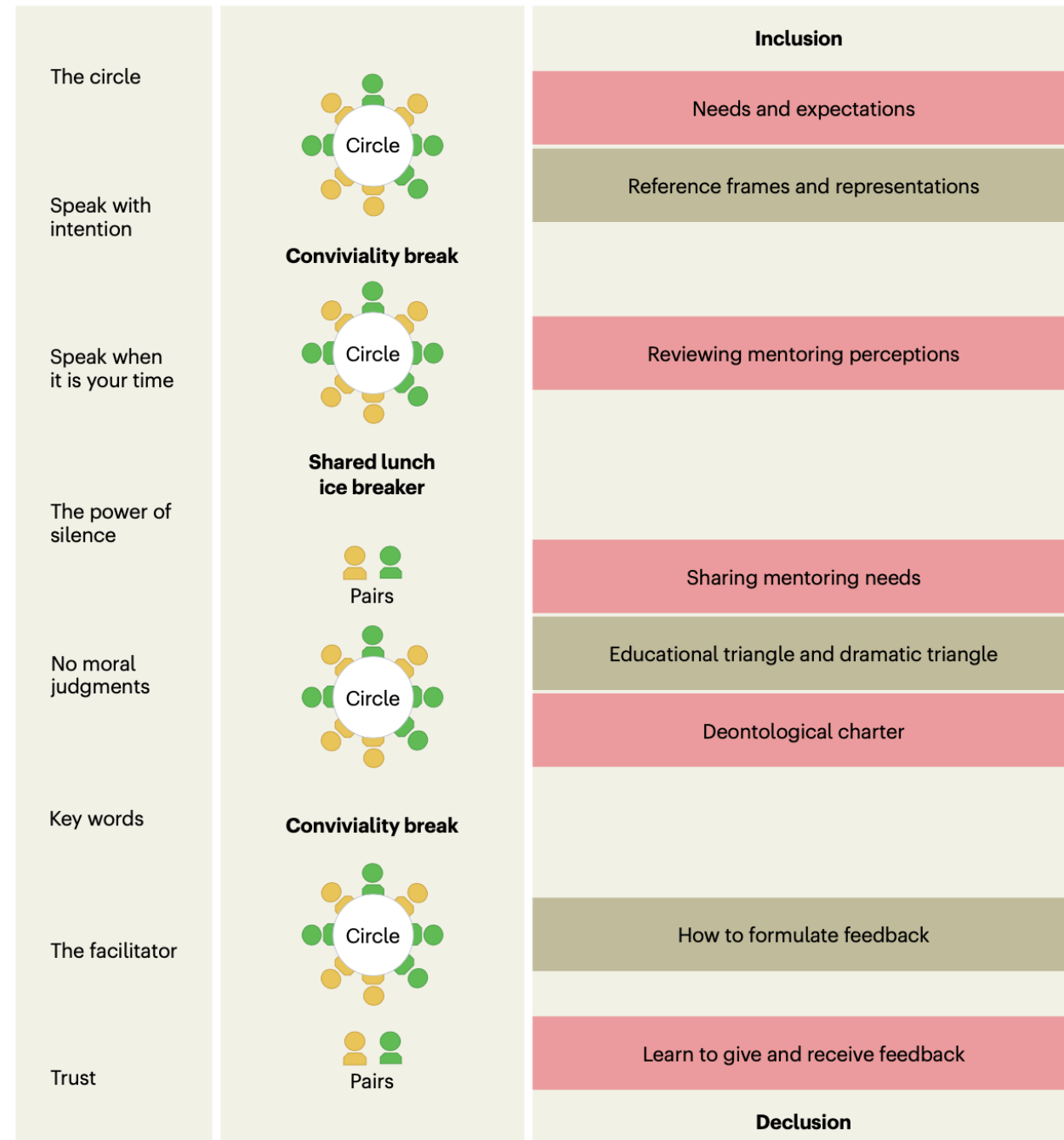
Powerful motivational tools
Development of self-esteem

	Positive	Negative
Conditional (What one does)	<i>"You anticipated the change in protocol at that particular time."</i> <i>"You were thorough and organized in this meeting."</i>	<i>"You reversed pages 3 and 4 in your business report"</i> To be used for improvement feedback
Unconditional (What one is)	<i>"I appreciate your good mood".</i> <i>"I appreciate working with you because you are a good listener"</i>	<i>"You are slow"</i> <i>"You are incapable, unreliable"</i> To be banned completely

04 Conclusion

An inclusive workshop

- Gives meaning
- Creates a shared culture
- Involves participants
- Facilitate communication
- Can prevent and manage conflict
- Frees people to speak
- Strengthens team cohesion
- Speeds up decision-making
- Encourages creativity



Workshop outcomes: mentor–mentee vocation, engagement and role



A word cloud of workshop outcomes. The words are arranged in a circular pattern, with 'Express their needs & expectations' at the bottom, 'Sharing' in the center, and 'Support' on the right. Other words include 'Questioning without fear', 'Building & giving confidence', 'Getting involved', 'Orientation', 'Alert & Vigilance', 'Be open to the relationship', 'Thoughts on support', 'Offer the keys a framework for thinking', 'Mutual respect', 'Availability', 'Respect', 'Learn to trust', 'Honesty & sincerity', 'Listening', 'Bring new tools', and 'Share'.

Questioning without fear

Building & giving confidence

Getting involved

Support

Sharing

Orientation

Alert & Vigilance

Express their needs & expectations

Be open to the relationship

Thoughts on support

Offer the keys a framework for thinking

Mutual respect

Availability

Respect

Learn to trust

Honesty & sincerity

Listening

Bring new tools

Share

BENEFITS OF MENTORING

- Discovering the world of science well beyond your own lab
- Discover different experiences & Explore new horizons
- Establishment of a support network
- Unique Networking Opportunities & durable contacts: 3 levels
- Appreciation of your value and skills, Acquisition of greater self-confidence
- Discovering the "rules of the scientific world" and "unspoken codes"
- Reflection on various career choices
- Construction of a professional project
- Personal and professional development
- Establishment of a solidarity network :
Community that shares & learns together





Relationship
 Attention Share Fulfilment
 Exchange Support Trust
 Encouragement Solidarity
 Help Advice Training
 Perspectives Thinking Listen
 Model Ideas Learning
 Strength Experience
 Opportunity Network
 Professionalism

Thanks



FEMMES & SCIENCES – CBI PhD Programme

Network of Voluntary Mentors | Speakers & contributors in training sessions & testimonies

Register now for 2025-2026

Mentor registration form :

<https://forms.gle/F8QyuezxJPBPDfcD9>

PhD student registration form :

<https://forms.gle/BgXazN8rRoDA9WPG8>



CENTRE
de BIOLOGIE
INTÉGRATIVE



05 Interactions

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**What about if
you stopped
talking about
my legs
my clothes
my cleavage
the way I walk
and talked about
how I work?**

signalement.violences.discriminations@ens-lyon.fr



**#ENsemblecontre
le harcèlement**



ENS
ENS DE LYON

**The worst thing
is not
the remarks
the pressure
the dread
the humiliation
it's that
no one reacts.**

signalement.violences.discriminations@ens-lyon.fr



#NERIEN LAISSER PASSER



ENS
ENS DE LYON

**With a female
teacher
we talk about
her children.
With a male
teacher
we talk about
his projects.**

signalement.violences.discriminations@ens-lyon.fr



**#ENsemblecontre
le harcèlement**



ENS
ENS DE LYON

BIP²

Bienveillance
Inclusion
Partage

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THANK YOU

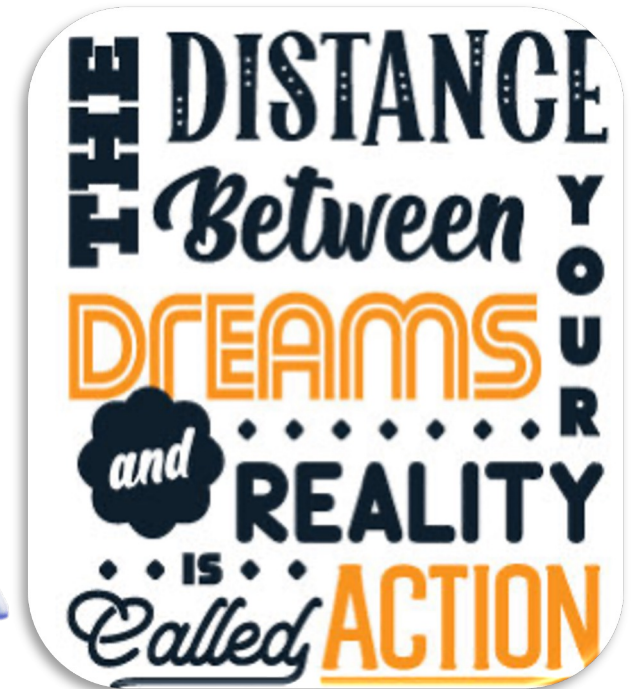


www.femmesetsciences.fr/





INTERACTIONS





Un parcours étudiant ou professionnel parsemé d'embûches pour les femmes

