



WOMEN IN FACILITY MANAGEMENT MENTORING PROGRAMME

»»»»»»»»»»»»»»»» COMPREHENSIVE IMPLEMENTATION & REPLICATION GUIDE FOR IFMA CHAPTERS



PEOPLE COMMISSION
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IFMA España
Chapter
International Facility Management Association

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EXECUTIVE SUMMARY

The Women in Facility Management Mentoring Programme developed by IFMA Spain is a flagship initiative led by the People Commission, designed to actively promote **female leadership** within the Facility Management (FM) ecosystem.

Across four consecutive editions, the programme has engaged **more than 60 professionals**, combining senior female leaders as mentors and mid-career professionals as mentees. The initiative provides a **structured, measurable** and **highly replicable** mentoring framework that can be easily adapted by other IFMA chapters.

This document explains in detail the programme rationale, structure, governance model, materials, participant journey, success factors and implementation checklist, with the objective of enabling other chapters to deploy the programme locally with consistency and quality.



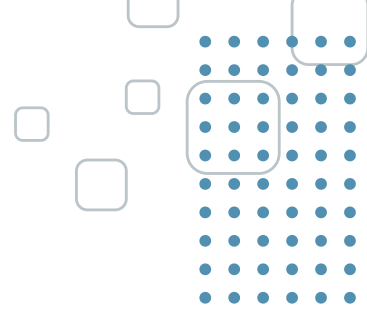
BACKGROUND & RATIONALE

Despite the increasing relevance of Facility Management as a strategic discipline, women remain underrepresented in senior management and decision-making positions across the FM sector.

IFMA Spain identified mentoring as a high-impact, low-barrier tool to address this challenge, fostering personal development, professional confidence, visibility and leadership capabilities among women working in FM-related roles.



••• PURPOSE, OBJECTIVES AND SCOPE



PURPOSE

To actively support the development of female talent in Facility Management and contribute to a more diverse and inclusive leadership pipeline.

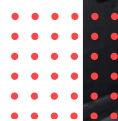


STRATEGIC OBJECTIVES

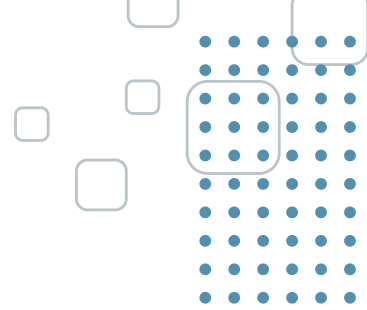
- 1 Empower women to define and pursue leadership-oriented career paths.
- 2 Facilitate knowledge transfer between generations of FM professionals.
- 3 Strengthen the sense of community and belonging within IFMA chapters.
- 4 Increase the visibility of female role models in the FM sector.

PROGRAMME SCOPE

The programme is designed as a medium-term mentoring journey (approximately six months) combining individual mentoring sessions, shared materials and structured milestones.



●●● PARTICIPANT PROFILES



MENTEES

Mentees are women with a minimum recommended experience of three years in the FM ecosystem (corporate FM, service providers, consultancy, real estate, workplace, sustainability, operations or related fields).

What they typically seek



Support

in progressing towards positions of greater responsibility



Clarity

in their professional direction



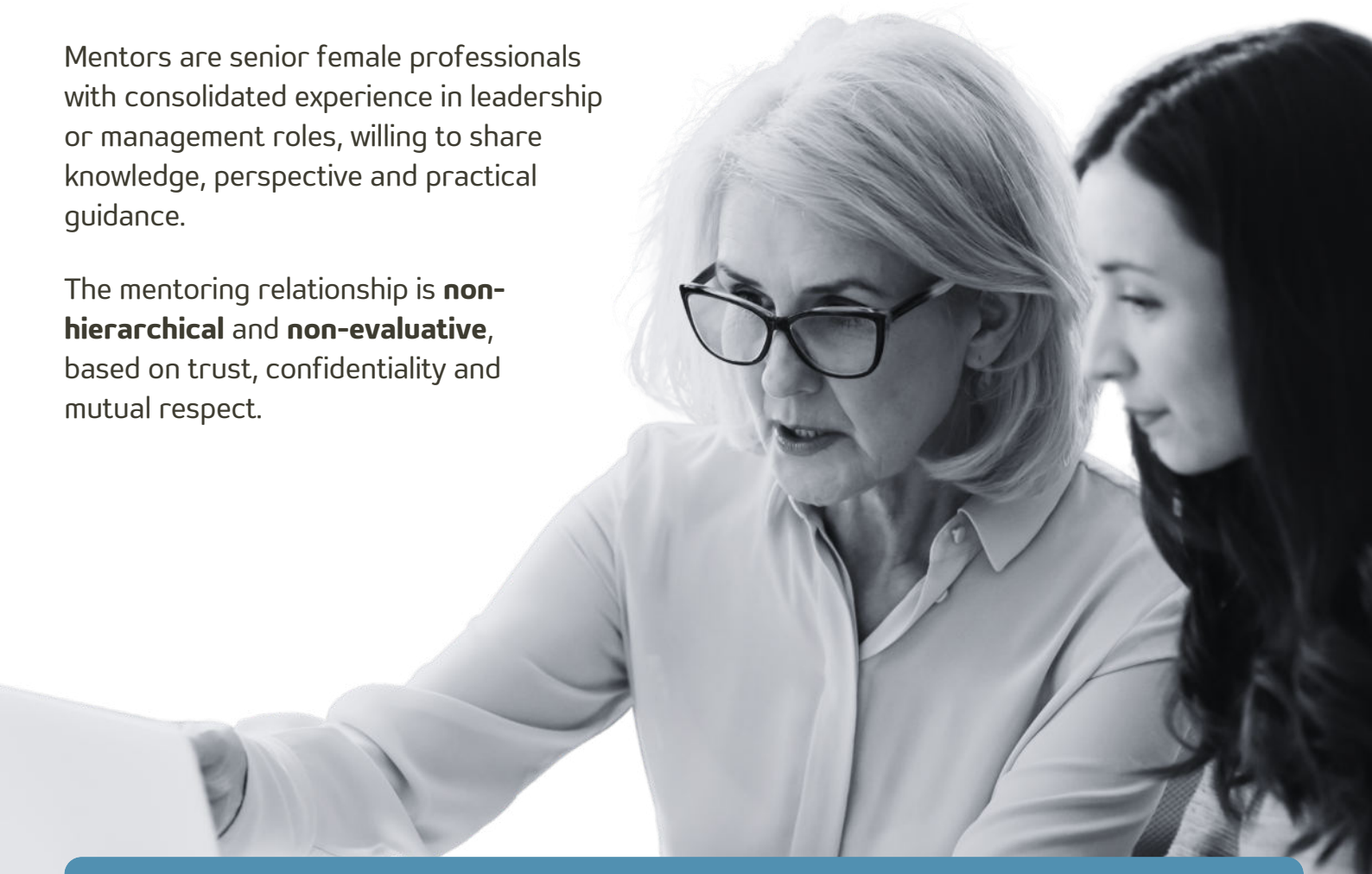
Confidence

in decision-making

MENTORS

Mentors are senior female professionals with consolidated experience in leadership or management roles, willing to share knowledge, perspective and practical guidance.

The mentoring relationship is **non-hierarchical** and **non-evaluative**, based on trust, confidentiality and mutual respect.



PROGRAMME BENEFITS



COMPANIES AND EMPLOYERS

- ✓ Supports diversity, equity and inclusion strategies.
- ✓ Contributes to leadership pipeline development.
- ✓ Improves talent retention and engagement.
- ✓ Enhances employer branding within the FM ecosystem.

MENTORS

- ✓ Opportunity for reflection on leadership style.
- ✓ Exposure to new perspectives and emerging talent.
- ✓ Personal satisfaction through contribution and impact.
- ✓ Strengthened professional network.

MENTEES

- ✓ Accelerated professional growth.
- ✓ Clearer career objectives and action plans.
- ✓ Improved leadership and communication skills.
- ✓ Access to experienced role models.

••• STRUCTURE AND TIMELINE

The programme follows a clearly defined structure, ensuring consistency while allowing flexibility in execution.

PHASE	OBJECTIVES	TYPICAL TIMING	KEY OUTPUTS
Pre-work	Alignment of expectations and self-reflection.	Before kick-off	Self-assessment, initial objectives
Kick-off Session	Launch, framework explanation, commitment.	Month 1	Matched pairs, calendar, rules of engagement
Mentoring Sessions I-III	Goal definition and development planning.	Months 2-3	SMART objectives, action plan
Mid-point Follow-up	Progress review and course correction.	Month 3	Updated development plan
Mentoring Sessions IV-V	Leadership, visibility and personal branding.	Months 4-5	Brand positioning actions
Closure & Evaluation	Reflection, feedback and impact assessment.	Month 6	Survey, testimonials, lessons learned



#WomenFM



••• WORKBOOK AND CONTENT FRAMEWORK

A structured workbook is a critical success factor of the programme. It provides continuity, focus and shared language for mentors and mentees.



- ✓ Pre-work and self-diagnosis exercises.
- ✓ Personal development and leadership plan.
- ✓ Personal branding and visibility tools.
- ✓ Suggested questions and reflection prompts.
- ✓ Final review and next steps.

••• COMMITMENT PRINCIPLES



MENTEE COMMITMENTS

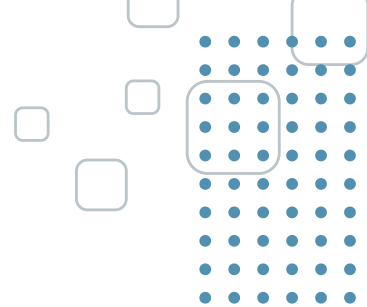
- ✓ Commitment
- ✓ Self-awareness
- ✓ Ambition
- ✓ Humility
- ✓ Availability
- ✓ Courage
- ✓ Learning mindset

MENTOR COMMITMENTS

- ✓ Generosity
- ✓ Availability
- ✓ Active listening
- ✓ Willingness to share experience

GOVERNANCE AND ROLES

Clear governance ensures programme quality and continuity across editions.



Types of roles



Programme Director

Overall design, coordination and quality assurance.



Programme Sponsor

Senior figure providing visibility and institutional support.



Support Team

Communications, logistics, registration and evaluation.

SELECTION AND MATCHING PROCESS

A transparent and structured selection process increases engagement and programme success.

1

Open call for mentors and mentees.

2

Application including motivation and objectives.

3

Eligibility validation.

4

Matching based on objectives, experience and availability.

5

Optional trial meeting and early re-matching if needed.



••• MEASUREMENT AND IMPACT

- ✓ Participation and completion rates.
- ✓ Satisfaction surveys (mentors and mentees).
- ✓ Self-perceived progress against initial objectives.
- ✓ Qualitative testimonials and success stories.



••• COMMUNICATION AND COMMUNITY BUILDING



Communication

Programme launch communication at chapter level.



Updates

Internal updates at key milestones.



Closure

Final closure event to reinforce community.



Testimonials

Use of testimonials to inspire future editions.

••• REPLICATION CHECKLIST

- 1 Appoint Programme Director and Sponsor.
- 2 Define scope, calendar and mentoring format.
- 3 Prepare workbook and materials.
- 4 Launch call and select participants.
- 5 Match mentors and mentees.
- 6 Run kick-off session.
- 7 Monitor progress and provide support.
- 8 Close programme and evaluate impact.

... REFERENCE SCALE – 4TH EDITION (IFMA SPAIN)

The 4th edition involved 14 mentors and 14 mentees, coordinated by IFMA Spain's People Commission. The programme has reached over 60 participants across four editions.

+60 PARTICIPANTS
across four editions.

14 MENTORS
in the 4th edition

14 MENTEES
in the 4th edition

COORDINATED BY IFMA SPAIN'S PEOPLE COMMISSION



Enrique Porras Moreno

IFMA Spain
People Commission



••• HOW TO REPLICATE IT

This guide explains how IFMA Chapters can replicate the Women in Facility Management Mentoring Programme successfully delivered by IFMA Spain.

MINIMUM REQUIREMENTS

- ✓ Board or Committee endorsement.
- ✓ Programme Director and Sponsor.
- ✓ 6-month coordination capacity.
- ✓ Basic communication support.

SUCCESS FACTORS

- ✓ Clear expectations.
- ✓ Strong matching.
- ✓ Workbook support.
- ✓ Active follow-up.
- ✓ Formal closure.

STEP-BY-STEP PROCESS

- 1 Define scope and calendar.
- 2 Prepare framework and workbook.
- 3 Launch call for mentors and mentees.
- 4 Validate applications.
- 5 Match mentors and mentees.
- 6 Hold kick-off session.
- 7 Run mentoring sessions.
- 8 Follow up mid-way.
- 9 Close and evaluate programme.

TYPES OF ROLES

 **Programme Director**
Overall coordination
and quality.

 **Programme Sponsor**
Visibility and
institutional support.

 **Support Team (optional)**
Logistics
and surveys.

Title

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Source

KICK-OFF AND OPERATIONAL MATERIALS FROM
THE WOMEN IN FM MENTORING PROGRAMME 4TH EDITION
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