

Contents

1. Understanding Mentoring

- Definitions of mentoring
- The difference between coaching and mentoring
- The benefits of mentoring

2. Preparing Yourself

- What kind of mentor are you?
 - Your mentoring style
 - Your skills
- Being clear on different roles within the mentoring process

3. Getting Started

- Your first meeting
- Getting to know your mentee
- Setting the ground rules
- Agreeing goals

4. Making Progress

- Sharing stories and experience
- Having meaningful conversations
- Debriefing experiences
- Making observations and feedback
- Opening doors and building networks

5. Maintaining Momentum

- How to keep on track
- What can go wrong, and what to do about it

6. The Ending

7. Toolkit

Mentoring is a rapidly growing development tool – why?

- Flatter structures mean that the move to the next level is often a big step – and help is needed
- Greater requirement for low cost but high value development solutions
- Increasing emphasis on maximising the value of internal resources and expertise
- Global organisations require an understanding of local markets and cultures – local mentors can provide it
- Mentoring enables people to understand increasingly important generational differences

The benefits of Mentoring

Mentoring will require an investment from both parties, so what are the benefits?

Benefits for the organisation	Benefits for the mentee	Benefits for the mentor
<ul style="list-style-type: none"> • Fast track development for high potential individuals • Maximises the use of internal resources • Instils a culture of respect for experience • Supports the transfer of learning from formal development programmes to everyday work • Knowledge sharing across the organisation • Low cost, high impact development – for both mentor and mentee 	<ul style="list-style-type: none"> • Guidance, support and encouragement • A safe environment to talk through challenges and explore ideas • Learning from someone who has ‘been there and done that’ • Access to their mentors network • Reinforces a sense of value and worth • Flexible form of development • Supports the transfer of learning from formal development programmes to everyday work 	<ul style="list-style-type: none"> • You’re giving something of yourself to others • You’ll learn about other parts of the organisation • Your coaching and mentoring skills will develop • You’ll gain insights and learning from your mentee
<p>Now add your own✍</p>		

2. Preparing Yourself

- Which do you think are your natural or preferred styles from the 6 identified? ?
- Now complete the questionnaire below, giving each statement a score of 1 - 5 depending how accurately they describe you – with 1 being Strongly Disagree and 5 being Strongly Agree. Put your score for each statement in the light purple box. Be honest, there is no right or wrong answer.

Styles of Mentoring questionnaire

	A	B	C	D	E	F
I like explaining and imparting information to others						
I like to ask thought-provoking questions						
I enjoy helping others make informed decisions						
I always give my opinion						
I always let people know my perceptions						
I am good at summarising what people say						
I ask questions to explore the facts about a situation						
I help to build others' confidence in themselves						
I like to recommend how things could be done						
I enjoy sharing my experiences with others						
I have a genuine interest in listening to others' views and perspectives						
I encourage sharing and disclosure						
I support and encourage others in their endeavours						
I show concern and care for others						
I am good at challenging others' perceptions						
I like to offer my advice						
I give people accurate feedback						
I suggest to others how things should be done						
I always describe possible consequences of actions						
I ask questions to help others think things through						
I am happy to tell people how others perceive them						
I help others to learn by helping them to reflect						
I encourage others to celebrate when things go well						
I am not afraid to ask tough questions						
TOTAL SCORE FOR EACH COLUMN						

5. Maintaining Momentum

Mentoring is usually a medium to long term relationship. As with any such relationship, problems or hiccups may occur from time to time.

Two of the challenges for any mentoring relationship are:

- How to keep on track
- What to do about things that go wrong

Keeping things on track

This is about keeping your mentoring fresh and energising. As the mentor, you need to ensure you continue to create a learning environment for your mentee. Here are some suggestions:

- Focus on what the mentee wants from the meeting and the relationship
- Keep reviewing the development goals, and be open to changing them over time
- Conduct regular reviews of the programme with your mentee, noting what's working well and what could be improved
- Change locations
- Pick a discussion topic from 'Having Meaningful Conversations' in section 4.
- Talk to other mentors if possible, to get ideas and share reflections and learning

What to do about things that go wrong

If you suspect something may be going wrong with the relationship, it's vital that you tackle it early. What's happening may be a symptom of a larger issue that needs discussing, or that needs your support.

Failure to achieve rapport

You will know, within 2 meetings usually, if the rapport is there and you "click" with your mentee. When this happens, mutual trust can follow quickly, leading to deeper discussions. This is the best start for a mentoring relationship.

If you don't have the desired level of rapport, you may still enjoy an effective relationship providing some things are in place:

- You have a shared sense of purpose and clear goals for the mentoring
- There is mutual respect for each other
- Commitment to make it work is strong for both of you

However, sometimes it's just not a good match – and the reality is that some relationships are not going to work. Rather than soldier on, we recommend that you dissolve the relationship and help your mentee find a mentor who is better suited to them. Do enlist the support of the programme organiser early in the process. Although honesty is usually the best policy, consider carefully the feelings of your mentee when planning to discuss ending the relationship. Your goal is to leave them positive about mentoring and keen to find a new mentor.