

Mentoring

overview

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1. Mentoring Definition

Mentoring is a two-way learning process through which a Mentor assists a Mentee in achieving professional and/or personal growth. It provides an opportunity to gain insights and perspective, develop professional behaviours and serves as a communication channel for open and honest feedback in a safe and confidential environment.

What is Mentoring?

- It is a learning relationship focused on specific areas of growth.
- Serves also to enhance communication between different departmental areas.
- Provides the opportunity to reflect on roles, how they are related to and support your organisation / business.
- It should be set out for how long the Mentor / Mentee relationship is expected to last, and consideration of option to continue afterwards on an informal basis.

2. Mentoring Programme – Overview

Mentee Responsibilities

- Make a commitment to the programme
- Agree number of sessions over which time period
- Maintain confidentiality at all times
- Establish personal /developmental goals and objectives
- Create an action plan for achieving developmental goals
- Discuss developmental goals and action plan with the Mentor
- Provide and be open to Mentor's feedback

Mentor Responsibilities

- Make a commitment to the programme
- Maintain confidentiality at all times
- Be as available as possible to the Mentee
- Assist the Mentee in identifying developmental goals & in creating a developmental plan
- Provide constructive feedback and coaching to the Mentee; as well as
- Be open to Mentee's feedback
- Share personal experiences and knowledge
- Offer support, patience and enthusiasm

3. The Role Of The Mentor

What is a Mentor?

- A person in the organization who is at a higher organizational level and will take a personal interest in developing the employee's potential.
- A more experienced individual who advises and guides an employee in preparation for potential future advancement.
- There can be two dimensions to Mentoring:

- **Social** → Serve as a role model who provides consultation, guidance and advice on a broad social/networking level
- **Job-Related** → If the Mentor / Mentee match enables, provide job/role-specific coaching and assignments to augment the mentee's career (if applicable).

What characteristics should a Mentor possess?

- Strong advocate of professional behaviours, with ability to inspire and motivate.
- A passion to help others learn, grow and perform.
- Ability to create an open, relaxed and secure environment.
- Invite Mentees to consider new ideas, standards and perspectives.
- Offer support, patience and most importantly, enthusiasm.

4. The Role Of The Mentee

- Takes ownership of relationship with Mentor and following up on agreed development action items.
- Should be open to ideas and advice of the Mentor.
- Should try to use the Mentor's time effectively.
- Takes responsibility for own personal development.
- Behaves pro-actively and is goal orientated.
- Uses the Mentors time effectively.
- Reflects on own role on an ongoing basis.
- Maintains ongoing communication with the Mentor.
- Communicates any problems the relationship might face to the Mentor.
- Prepares for the meetings with the Mentor.
- Takes the initiative – following up on agreed developmental actions items after discussion/s with Mentor.

Establishing Development Goals

Mentoring provides a great opportunity to benefit from a Mentor's expertise, network and feedback to drive a Mentee's development. Mentoring provides an opportunity for the Mentee to discuss career development and direction, explore competency gaps and/or roadblocks and identify solutions to development in the context of the organizational structure. There is a reciprocal benefit for a more established senior person acting as Mentor to hear of new perspectives and approaches from communications newcomers who are their Mentee

Useful questions to explore goals:

What are your career goals and aspirations? How would the situation look like if it was ideal?

What have you accomplished to date, what are you good at? What can you leverage more effectively?

What do you see yourself better at? What would you like to change in your work habits?

What if anything holds you back from making or implementing a plan for next steps?

5. Steps To Successful Mentoring

First Meeting: Get to know each other

- Discuss Mentee's Employee Profile - get to know Mentee; their career to date and future aspirations.
- Mentor tells Mentee about their career.
- Agree future meeting arrangements, e.g. where/how to meet (in-person/online), at what times, contacts between the meetings, appropriateness of unscheduled contact, preferred comms channel, use of an agenda etc

Second Meeting: Define goals

- Understand each other's expectations regarding the Mentoring relationship.
- What topics does the Mentee want to discuss?
- How does the Mentee perceive her- / himself? In which areas does he / she need development? What are his / her future career aspirations?
- Agree on development opportunities that would meet identified needs – the Mentor should help to facilitate these as appropriate.

Further Meetings

- Mentee to share progress and experiences for discussion, and to offer up examples/evidence of actions/events to jointly analyse
- Mentor to provide feedback on a regular basis: Perceptions of the Mentee's behaviour? Where do you see strengths and weaknesses?

6. Closing A Mentorship

At end of formal Mentoring programme:

- Summarise the journey
- Share their assessment of the process and outcome of the Mentorship
- Share what might have not or not fully been achieved
- Share plans for the future and support available
- Thank each other for engaging in the process and relationship

Confirm any intention to continue and on what basis.

7. Appendix: Mentoring Contract Template

Mentoring Discussion (first meeting)
Name of Mentee
Name of Mentor
Period of Mentoring: From _____ Until _____
Meeting Cadence and Logistics
Initial
Ongoing
Agenda setting process:
Area of Focus
1. •
2. •
3. •
Other Considerations / Agreements
Confidentiality
Feedback Process
Commitment to do the Work
Communication Responsibilities
Mentee's responsibilities
Mentor's responsibilities