

Mentoring Program



INTERNATIONAL BUSINESS FORUM

Origin of mentoring ...

The word Mentor originated in Greek mythology, and was the name of the friend whom Odysseus left in charge of the household while he was at Troy and who was the teacher and protector of his son..

A Mentor is often described as a trusted friend, counselor or teacher, and is usually a more experienced person.

Some professions and organisations have 'mentoring programs' in which newcomers are paired with more experienced people in order to obtain good examples and advice as they advance.

Today mentors provide their expertise to less experienced individuals in order to help them advance their careers, enhance their education, and build their networks.

Mentoring is ...

- A form of tutoring, but the emphasis is more on personal guidance
- Goal directed and two sided
- Oriented towards personal growth
- Based on openness, trust and commitment
- Temporary
- Career / business / life support
- Mutually beneficial

Mentoring is about ...

- Encouraging progression
- Being honest and open
- Identifying and recording appropriate objectives
- Being positive, approachable, flexible and supportive
- Facilitating learning and experiences
- Being trustworthy and maintaining confidentiality
- Demonstrating empathy, patience and impartiality
- Listening and understanding
- Developing and encouraging interpersonal skills
- Accepting and valuing differences
- Acting as a sounding board for discussion of feelings and ideas
- Being reflective and able to learn from others
- Boosting confidence and aspirations
- Empowering and motivating
- Creating a safe and trusting environment for communication and testing of new skills
- Valuing personal growth
- Open mindedness and offering a different perspective
- Knowing what you're talking about and passing on the benefit of experience
- Sometimes there are no answers
- Looking to others for help
- Being organised and responsive to the needs of others
- Gaining insight through learning
- Inspiring self confidence, self-reflection and self-worth
- Prepared to be challenged
- Giving constructive advice and feedback
- Is not based on dependence

Mentoring ground-rules ...

Successful mentoring relationships, whether informal or formal, negotiate and abide by ground rules. Some things to consider when determining ground rules include:

- Recognise that a mentoring relationship is voluntary for both Mentor and Mentee
- Identify clear expectations for Mentor and Mentee
- Mentor and Mentee develop and adhere to a written Mentoring Agreement
- Identify Mentor availability and frequency of meetings
- Establish procedures for setting up and conducting meetings
- Ensure that both Mentor and Mentee are actively involved
- Renegotiate the Mentoring Agreement as necessary
- Identify how and how frequently you will evaluate the relationship
- Recognise that a mentoring relationship is not a guarantee of career advancement for either participant
- Identify confidentiality expectations

Mentoring risks and challenges ...

In the optimal case Mentor and Mentee develop a meaningful and successful relationship but it is important to recognise that difficult issues can arise ...

- Conflict / personality clash or just different personalities
- Change of priorities
- Lack of commitment
- Nothing to discuss
- Unclear objectives
- Limited experience match

Mentoring agreement ...

It's important to draw up some idea of what the mentee wants to get out of the mentoring program and what the mentor can give within the agreement. It's also useful to review this document from time to time to watch the progress of the Mentoring relationship. The agreement should include the following.. (see attached form)

- Name of Mentor and Mentee
- How often will you meet?
- Where and when will you meet?
- How long will the meetings last?
- Mentee – main aspects to focus on ...
- Mentor – offered support will include ...
- Contact person in case of problems
- Signatures of Mentor and Mentee and date ..

Mentoring agreement – things to consider ...

Goals should be:

Specific Measurable Achievable Realistic Time phased

- Interactions are confidential. Be clear on what can and cannot be discussed
- Both parties should be punctual, positive, supportive
- Both parties should be prepared to learn from each other
- Both parties should take time to get to know each other
- Both parties should be ready for productive meetings and do things as well as talk

Be Positive

Be yourself

Introducing some coaching principles ...

- Typically mentoring is based on sharing knowledge and experience
It is confidential and best when out of the work environment or with any link to business performance management
- Coaching is a more formal approach to performance enhancement, however some processes can also apply to mentoring, such as goal setting, questioning and feedback techniques
- Example questions within the GROW model are attached for your reference
- Enjoy the opportunity

The Grow Model



Examples of Useful Questions When Using The GROW Model - **GOAL**

- What is happening at the moment
- What is it you would like to discuss?
- What would you like to achieve?
- What would you like from (to achieve in) this session?
- What would need to happen for you to walk away feeling that this time was well spent?
- If I could grant you a wish for this session, what would it be?
- What would you like to be different when you leave this session?
- What would you like to happen that is not happening now, or what would you like not to happen that is happening now?
- What outcome would you like from this session/discussion/interaction?
- Is that realistic?
- Can we do that in the time we have available?
- Will that be of real value to you?

Examples of Useful Questions When Using The GROW Model - **REALITY**

- What is happening at the moment?
- How do you know that this is accurate?
- When does this happen?
- How often does this happen? Be precise if possible.
- What effect does this have?
- How have you verified, or would you verify, that this is so?
- What other factors are relevant?
- Who else is relevant?
- What is their perception of the situation?
- What have you tried so far?

Examples of Useful Questions When Using The GROW Model - **OPTIONS**

- What could you do to change the situation?
- What alternatives are there to that approach?
- Tell me what possibilities for action you see. Do not worry about whether they are realistic at this stage.
- What approach/actions have you seen used, or used yourself, in similar circumstances?
- Who might be able to help?
- Would you like suggestions from me?
- Which options do you like most?
- What are the benefits and pitfalls of these options?
- Which options are of interest to you?
- Rate from 1-10 your interest level in/the practicality of each of these options.
- Would you like to choose an option to act on?

Examples of Useful Questions When Using The GROW Model - **WILL**

- What are the next steps?
- Precisely when will you take them?
- What might get in the way?
- Do you need to log the steps in your diary?
- What support do you need?
- How and when will you enlist that support?