

Contents

1. Understanding mentoring

- Defining mentoring
- Types of mentoring
- Differences between mentoring and coaching
- The benefits of mentoring

2. Preparing yourself

- The roles of those involved in mentoring
- How do you prepare yourself?
- Are you ready for mentoring?
- What do you want to achieve?
- What type of mentor would be most helpful for you?

3. Getting started

- Your first meeting
- The Awe Factor
- Suggested first meeting agenda

4. Making progress

- Tip 1 Use a Reflection Journal
- Tip 2 Plan your meetings
- Tip 3 Move out of your Comfort zone
- Tip 4 Use feedback for learning
- Tip 5 Understand your learning styles
- Tip 6 Build networks
- Tip 7 Work on your personal development plan

5. Maintaining momentum

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

6. The Ending & Summary

7. Resources

- Focus areas for mentoring goals
- Listening skills
- Blank Gap Grid
- Reflection Journal
- Standard Meeting Agenda
- PDP
- Networking tools
- Personal Development Board
- Comfort Zone Activity

2. Preparing yourself

'Being mentored is as much an art as mentoring.' BONETTA

The roles of those involved in mentoring

The table below outlines the normal responsibilities that various people have in making a mentoring experience a successful one.

The Role of Mentee	The Role of the Mentor
<ul style="list-style-type: none"> • Take ownership and be proactive throughout the programme • Prepare yourself for the whole process • Agree goals for the programme with the mentor • Gain feedback from others to define a practical development plan • Prepare for, and attend, meetings with your mentor • Act on agreed plans • Propose the meeting agenda for each meeting, ideally ahead of the meeting • Be open and honest; have a desire to learn • Reflect on your own performance and skills • Be prepared to explore ideas and new behaviours or approaches 	<ul style="list-style-type: none"> • Agree goals for the programme with the mentee • Prepare for and attend meetings with the mentee • Encourage the mentee to reflect and learn from their experiences • Share knowledge and experience to benefit the mentee • Help mentees think things through for themselves • Give constructive feedback • Take action and follow up on commitments • Challenge the mentee to see new perspectives • May also include: <ul style="list-style-type: none"> - Share their network with the mentee - Involve their mentee in relevant events or meetings
The Role of the Line Manager	The Role of HR/Programme Organiser
<ul style="list-style-type: none"> • Manage day to day performance including performance reviews • Identify strengths and development needs • Provide on-going feedback on performance • Support development activities for the mentee • Encourage mentee to invest time and effort in the mentoring process 	<ul style="list-style-type: none"> • Select the right mentors and mentees • Match mentors and mentees effectively • Brief everyone about roles and responsibilities • Ensure training is available for the mentor • Review progress and evaluate outcomes of the mentoring programme • Provide support to the mentor and mentee as needed • Ensure mentees are prepared for mentoring

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 your communication on track
- What can go wrong and what to do about it

How effective is your communication?

Communication is a common source of relationship difficulties. How well we communicate depends on both our ability and our confidence. Sometimes, we've developed skills but remain lacking in confidence. It can also work the other way around.

Take a few minutes to consider how well you communicate with your mentor by reviewing the following questions and consider both your ability and your confidence.

Score 1–5 where 1 = Low and 5 = High

Evaluate your ability and your confidence in the following areas:	My ability level	My confidence level
When meeting with my mentor I...		
Communicate clearly		
Welcome my mentors input (express appreciation or tell him/her how it will benefit me)		
Reveal my thoughts and feelings about subjects discussed		
Accept constructive feedback		
Practice openness and sincerity		
Take the initiative to maintain the relationship		
Actively join in and explore options		
Share results		
Listen for the whole message including my mentor's thoughts and feelings		
Am alert for my mentors non-verbal communications and respond appropriately		

Make a note of the areas where you do well and which are helping the mentoring process. Note also those that, with some improvement, would enhance it still more. You may get value from talking these through with your mentor.

My Personal Development Board

Under each name, write what they will bring and how they will help you to achieve your goal(s)

The diagram consists of a large central purple circle with the word "Me" written inside. Surrounding this central circle are seven smaller purple circles, each containing the word "Name". Each of these seven "Name" circles is connected to three horizontal lines for writing, providing a space to describe how each person will help achieve goals. The circles are arranged in a ring around the center.

Adapted by: Talent for Growth

References: Leadership Development Board. The Strengths Partnership, 2013

"Personal Development Board of Directors" is a term used by Clifton, D. And Nelson, P. (1992) in Soar with Your Strengths, New York: Dell Publishing