

Mentoring Handbook

A guide for Mentors and Mentees



What is Mentoring?



Mentoring is the sharing of knowledge, insight, perspective or wisdom.

A mentor can help a mentee by

Providing information about their area of expertise, their career experiences or the industry in which they work

- Offering advice or connect them to useful people or information sources relevant to the mentee's issues
- Sharing their own insights, stories, lessons and experiences
- Offering another perspective to a situation
- Encouraging mentees to explore different ways and approaches
- Validating the thinking and ideas mentees consider; helping to build their confidence
- Listening to the challenges and difficulties experienced by mentees and coaching them through options for solving them

Guiding Principles & Code of Practice

- **Confidentiality** – mentoring is a confidential activity, so both parties have a duty of care toward each other and with regard to sharing information about other people.
- **Honesty** – be open and honest about the relationship itself. It is a good idea to assess how things are going and talk about what would make the sessions better for you both.
- **Respect** – respect each other's time and respective role; respect that you both may have different approaches, opinions and value.

Responsibility of the Mentor

- Be accessible and make time for the mentee
- Actively listen to the mentee, acting as a sounding board, and challenging them when appropriate
- Motivate and support your mentee to achieve their goals
- Act as a role model, sharing your experiences and ideas
- Promote responsible decision making
- Give and receive constructive and honest feedback
- Recognise when it is time to relinquish the mentoring role

Responsibility of the Mentee

- To be responsible for the mentoring relationship; organising discussions and remaining responsible for any decisions and actions
- To tell the Mentor what you need from them. For example... feedback, new ideas, insights from their experience, expanding networks, skill development, raising your profile, career planning
- To share information about yourself – what motivates them, how they learn best, habits, strengths, development opportunities
- To drive your own development and seek feedback from the mentor
- To listen, clarify, reflect back and when called for, challenge
- To be open to and appreciate different perspectives

Practical tips for Mentors

Before starting your first mentoring session, spend a few minutes thinking about yourself.

Consider the following prompter questions:

- What is your background?
- What sort of situations have you been exposed to in your working life?
- What do you consider to be some of your biggest strengths?
- What are some of the things you are most proud of?
- Where have been some of your biggest challenges?
- What have been some of your disappointments?
- How did you deal with these more challenging times?
- What are some of your key learnings from your career so far?
- What do you think are some of the chapter headings to your 'World



Good Mentors...

Understand what their Mentee is looking for from this relationship.

Don't assume, ask.

Share their experiences and insights.

Tell stories, good and bad.

Provide guidance and advice.

Rather than the answers.

Do more than 'telling'.

Help mentees to make sense of things and apply the learning

What to do in your first mentoring session

- Set aside at least an hour of uninterrupted time
- Focus on getting to know each other – focus on building rapport and trust in the relationship. It might help to keep the conversation fairly light in the early part of the meeting, sharing information about your background and things you like to do outside work
- Begin a discussion about what the mentee is looking for out of the mentoring relationship. This may evolve over time, but it is important that the mentee maintains ownership for their development
- Explore the mentee's thoughts and share your own, about how you think the relationship might work
- Discuss the mechanics of the mentoring relationship – how often to meet, when and where, and for how long
- Share some stories that are relevant to the topics that come up during the conversation
- At the end of the discussion, have the mentee summarise any insights or actions, and agree the timing for the next meeting
- Suggest the mentee make the calendar booking, and draft an agenda for the next conversation

A Mentoring Framework

Goal	The goal of the discussion needs to be clear. Clarify the areas for discussion and the objectives for the session. The goal in a mentoring conversation should ideally be that of the mentee
Reality	It helps the mentee to describe what is happening and the impact right now <ul style="list-style-type: none"> • actively listen to help develop the person's understanding of the issue • ask questions to facilitate awareness and discovery and to build confidence <ul style="list-style-type: none"> - Clarify the issue / situation - Determine current impact - Determine future implications
Options	Your role is to encourage exploration of a large range of options and to help the coachee to find a way forward. A mentee may be looking for more guidance from you as a mentor. Offer advice but still coach the mentee through an exploration of solutions
Wrap Up	Help the mentee to determine a way forward, including identifying possible obstacles to be overcome. Help them to work out what support they need.

Practical tips for Mentees

Take some time to think about what you're wanting from the mentoring relationship and jot some thoughts down about some initial objectives

Before your first mentoring session:

Create a plan – synthesise your thoughts and write them down as outcomes you would like to achieve. You may need to prioritise them (if you have a few) and consider a timeframe within which you would like to have achieved them. Share this thinking with your mentor.

- What are some things in your current context that you find difficult / challenging?
- What strengths do you want to leverage?
- What could we work on now that would make a big difference to you at work?
- What work issues do you find yourself mulling over when you are away from work?
- What would you like to achieve in the next 6-12 months at work?
- Where do you hope to be in 2-5 years?
- What would you like to achieve out of this conversation? (each time...)

After each mentoring session

- Set aside 10-15 minutes to reflect on the discussion and capture your key learning and insights
- Write down any actions you may have agreed or decided to do after reflecting on the conversation
- Send the invitation to the mentor for the next meeting, and set aside time to plan a simple agenda for the next conversation

Good Mentees...

Are self directed and self disciplined.

Take ownership for the mentoring relationship.

Help the Mentor know what they need from them.

Set and share goals.

Approach the relationship with a learning orientation.

Ask questions, be curious, be open-minded, listen.

Are open to feedback.

The Mentor may help you out of a 'blind spot'.



DO's of Mentoring : Mentee tips

- ✓ Select a suitable place for mentoring conversations to happen. Somewhere where you won't be interrupted.
- ✓ Come prepared: before each mentoring session think about what you hope to gain from the meeting - do you want to share your challenges, get a different perspective or learn from another's experience?
- ✓ Be self-directed and self-disciplined. Take ownership for the mentoring relationship: start each session sharing your goals for the meeting, organise the next appointment, summarise and share your take-aways and actions with the mentor.
- ✓ Help the mentor see who you are and what you need from them. Be prepared to share what you see as your strengths and opportunities for improvement.
- ✓ Ask questions, be curious and open-minded: approach this opportunity with a learning orientation.
- ✓ Actively listen to what the mentor has to say.
- ✓ Be open to receiving feedback from the mentor about yourself.

DON'Ts of Mentoring : Mentee tips

- ✗ Expect the mentor to give you all the answers. They will help you see things you may not see yourself, share their experiences, help you make sense of things, and on occasions where it is appropriate offer ideas about possible strategies and tactics to apply.
- ✗ Be disrespectful of the mentor's time. Don't cancel meetings at the last minute or turn up unprepared
- ✗ Be afraid to ask your mentor questions about both the positive stories and 'not so positive' stories. You can learn from hearing about other people's mistakes too.
- ✗ Forget to listen. Be 'present' in your mentoring meetings. These are such an opportunity to build awareness, to share, reflect and to learn so make the most of them.
- ✗ Think you are the only one getting value from the mentoring relationship. This is a learning partnership where you both have opportunities to learn.

