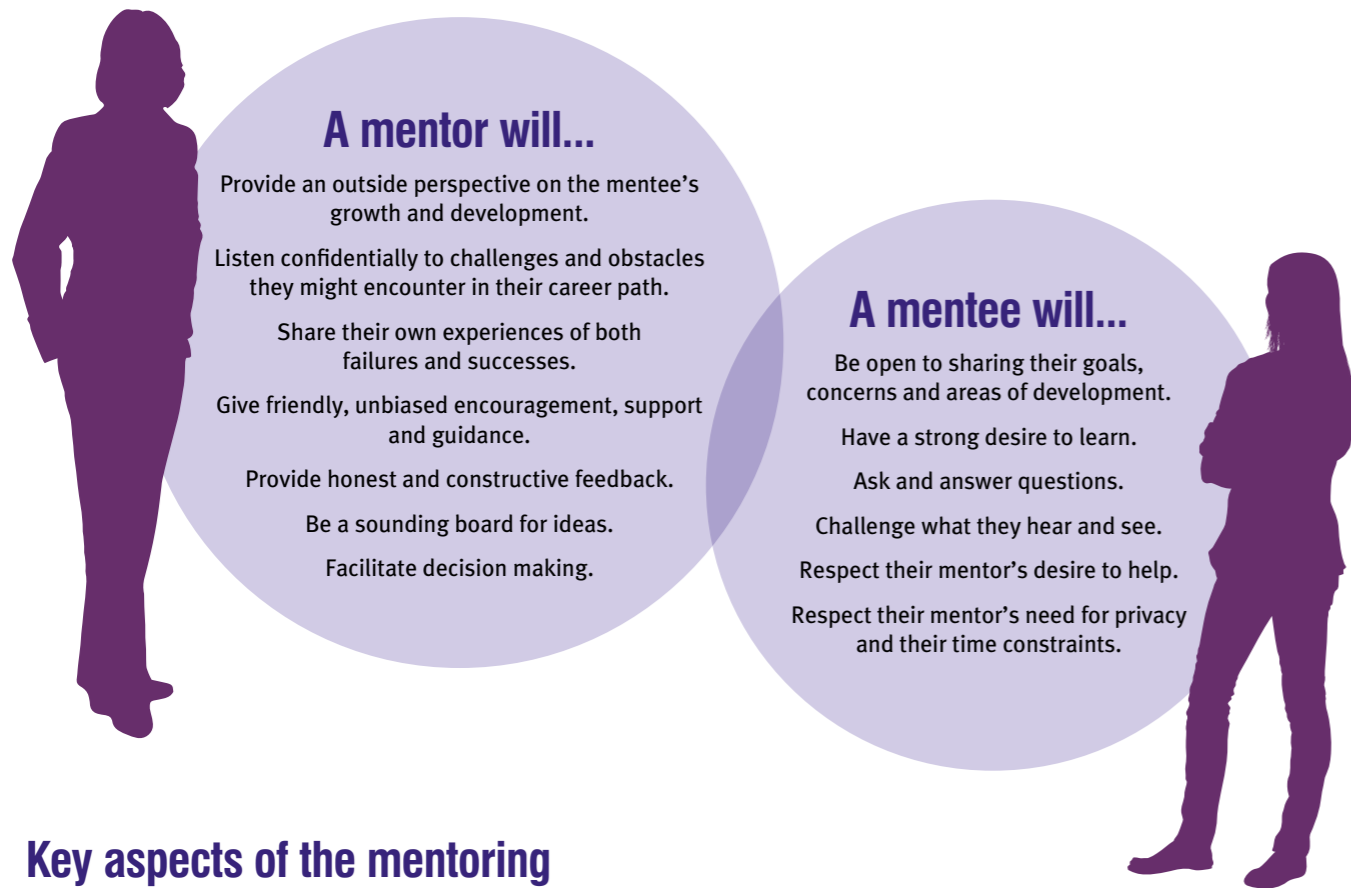




Mentoring

Mentoring is a development technique based on the use of one-to-one discussions to enhance an individual's skills, knowledge or work performance. It uses the skills of questioning, listening, clarifying and reframing and offers an opportunity to start the dialogue to embrace diverse and different thinking. A key part of a successful mentoring relationship is to understand the role of the mentor and mentee.



Key aspects of the mentoring



How to begin the mentoring relationship?

The mentor will need to...

Decide what type of mentor they would like to be, consider how their skills, experience and expertise will differentiate them from other mentors.

The mentee will need to...

Decide what support or help they would like to receive from their mentor, for example specific business skills to focus on. They will also need to invest time in seeking out a mentor.

Then...

Both the mentor and mentee agree a two-way contribution contract that supports the aim of the mentoring, and agree clear timelines and outcomes.

The relationship can last a few months or longer and it is important for both parties to understand their position and what is expected from them.

It is a good idea to take notes about what is discussed in each session (this will remain between the mentor and mentee but may be useful to look back at notes from previous sessions).

The mentor should also set boundaries regarding when the mentee can contact them and the amount of guidance they can give, especially when both individuals work within the same organisation. The role of mentor is not to replace line management responsibility.

“Off-line help by one person to another in making significant transitions in knowledge, work or thinking”

Clutterbuck & Megginson

Q: How does this tool help me achieve diverse thinking in my organisation?

A: Mentoring is all about sharing different thoughts, perspectives and experiences to learn from one another. Having a programme in place ensures this can happen in a structured way and enables mentors and mentees to take their new insights back into the wider business.