

TRAINING

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SKILLS

WORKSHOPS

CAREER

MENTOR

METHOD

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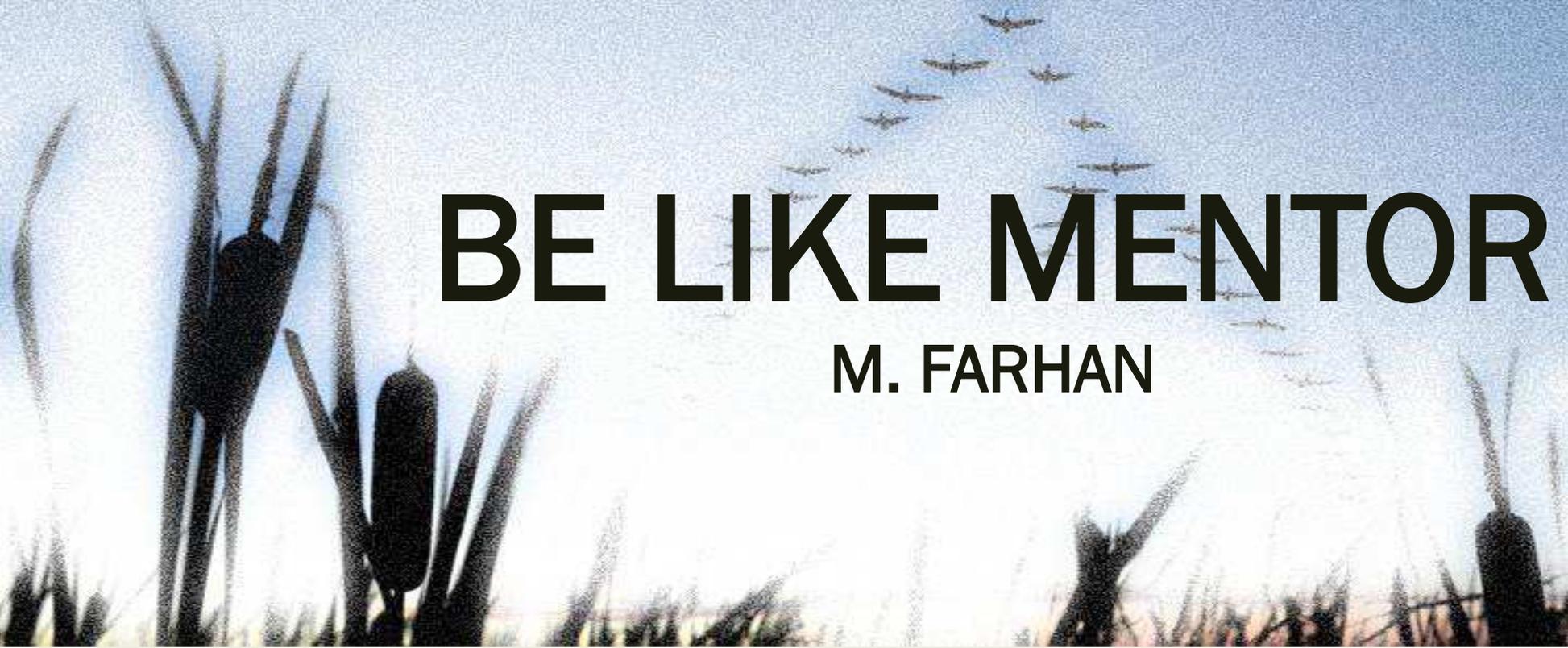
DEVELOP

PROGRAM

MOTIVATE

COACH

MENTORING



BE LIKE MENTOR

M. FARHAN

Introduction

“Mentoring is a brain to pick, an ear to listen, and a push in the right direction.”

John Crosby

- An effective mentoring program supports the development of leaders while simultaneously fostering healthy work relationships.
- It helps develop the strategic direction and continuing growth of the company through succession planning.
- A successful mentoring program requires significant management as well as employee support and commitment.
- This presentation will help you understand our mentoring program and the benefits you will receive by participating in it.
- Mentoring taps a basic instinct most people share – the desire to pass on their learning, to help other people develop and fulfil their potential.

Agenda

1. Definition of mentoring
2. The difference between mentoring and coaching
3. Mentoring versus other forms of development
4. The importance of a mentoring program
5. Characteristics of a good mentoring relationship
6. Evaluating the mentor-mentee relationship
7. Roles of the mentor
8. What should your mentee expect of you?
9. Core skills of being a mentor
10. A template for successful mentoring sessions
11. The most frequently asked questions about mentoring...
12. Summary

Definition of Mentoring

- Mentoring is a career development method whereby less experienced employees are matched with more experienced colleagues for guidance either through formal or informal programs.
- Employees (mentees) pair with more experienced co-workers (mentors) to gain knowledge, skills, experience, information and advice.
- Anyone at any job level may participate and benefit from a mentoring relationship.

The Difference Between Mentoring and Coaching

- Coaching is a training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to help him or her develop skills, improve performance and enhance the quality of his or her career.
- Coaching is different from mentoring in that:
 - Coaching is usually used during the first few months of employment to train a new employee. Mentoring may occur at any time during the employment relationship.
 - Coaching is used by a manager to develop a direct report. Mentoring relationships are not between managers and direct reports.
 - Coaching may be used by first-level manager with a direct report for the purpose of progressive discipline. A mentor may not use progressive discipline with a mentee

Mentoring versus other forms of development

- Mentoring is often confused with coaching, or teaching, or counselling.
- In practice, a mentor may draw on all of these approaches, but they are not the same as mentoring, as the chart below indicates

	<i>Coach</i>	<i>Teacher</i>	<i>Counsellor</i>	<i>Mentor</i>
<u>Focus</u>	Task and performance	Knowledge/ information	Building self- awareness and self- confidence	Building capability
<u>Key skill(s)</u>	Giving feedback on observed performance	Instructing/ explaining	Listening, questioning	Helping learner discover their own wisdom
<u>Goal-orientation</u>	Sets or suggests goals for the learner	Passing a test	Helping the person cope on their own	Works with learner's own goals
<u>Closeness of the relationship</u>	Moderate	Low	Low	Relatively high, often becoming a strong friendship
<u>Flow of learning</u>	One-way	One-way	One-way	Two-way

The Importance of a Mentoring Program

A mentoring program is important to an *organization* because it:

- Encourages mutual loyalty between employees and the employer.
- Increases employee retention.
- Promotes diversity.
- Helps new employees acclimate to their job and the company culture more quickly and increases their learning curve.
- Improves organizational performance.
- Increases employee productivity.

The Importance of a Mentoring Program (cont.)

A mentoring program is important to an *organization* because it (cont.):

- Creates a greater sense of involvement within the company.
- Increases employee morale.
- Supports an innovative work environment.
- Assists expatriates and in-patriates in adapting to the language, culture and different working relationships.
- Increases creativity and exposure to new ideas.
- Contributes to the development of a cooperative, productive and service-oriented environment.

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The Importance of a Mentoring Program (cont.)

A mentoring program is important to a *mentor* because it:

- Represents making a difference to the organization, profession and the mentee.
- Provides the fulfillment and satisfaction of helping others.
- Gives “payback” for the support received from others in the past.
- Expands effective communication skills.

The Importance of a Mentoring Program (cont.)

A mentoring program is important to a *mentor* because it (cont.):

- Increases experience and skills for career development.
- Provides an opportunity to communicate corporate values.
- Creates a sense of team within the workgroup.
- Creates work allies.

The Importance of a Mentoring Program (cont.)

A mentoring program is important to a *mentee* because it:

- Helps provide professional development.
- Demonstrates the employer's recognition of his or her knowledge, skills and abilities.
- Usually helps advance his or her career more quickly.
- Increases confidence.
- Develops creative and independent thinking.
- Helps acclimate the mentee to his or her job and company culture more quickly.

The Importance of a Mentoring Program (cont.)

A mentoring program is important to a *mentee* because it (cont.):

- Assists in the transition to workplace and life after college for new graduates.
- Helps offsite employees feel more in touch socially and professionally.
- Results in a greater awareness of organizational politics and culture.
- Provides an appreciation and effective use of networking.
- Develops proactive approaches to tasks and projects.
- Creates a movement toward “expert” status.

Characteristics of a Good Mentoring Relationship

- Genuine interest from both the mentor and the mentee.
- Time to participate.
- Commitment.
- Confidentiality.
- Clear, open, two-way communication.
- Excellent listening skills.
- Self-motivation.
- Mutually established and clear goals.

Evaluating the Mentor/Mentee Relationship

To evaluate the mentor-mentee relationship, ask the following:

- Do we believe we are a suitable match?
- How often have we met?
- Do we feel energized after meeting?
- Are we satisfied with the amount of time we are investing?

Evaluating the Mentor/Mentee Relationship (cont.)

To evaluate the mentor-mentee relationship, ask the following (cont.):

- What did we set out to accomplish together?
- How do we believe we're doing?
- Should we shift our goals at all?
- How are we doing in honoring the agreements we made in our mentoring action plan and agreement?
- What are we each doing "right" that has made this partnership work as well as it has?

Evaluating the Mentor/Mentee Relationship (cont.)

To evaluate the mentor-mentee relationship, ask the following (cont.):

- What signals did we give that demonstrated we could trust each other?
- Did we accomplish our mentoring goals?
- What do we appreciate about each other?
- How have we helped each other grow?

Evaluating the Mentor/Mentee Relationship (cont.)

To evaluate the mentor-mentee relationship, ask the following (cont.):

- If this were the last time we were ever going to see each other, what would we want to be sure to express in the way of gratitude?
- In what specific ways have we observed the mentoring program improving the organization?
- How can we apply (leverage) what we learned in the program to other aspects of our job and relationships?

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Roles of the mentor

Mentors play different roles according to the mentee's needs. Some of the most important are:

- Sounding board – helping the mentee work through difficult decisions and weigh up alternatives
- Role model – an example to follow
- Challenger – someone to ask the difficult questions
- Career counsellor – helping the mentee build and implement a career plan
- Development advisor – helping the mentee build and implement a personal development plan
- Political advisor – explaining how an organisation or social system works; guiding the mentee through it
- (Critical) friend – sometimes just being there to listen and offer encouragement; at others, to provide the critical personal feedback, which would be difficult for the mentee to accept from a less trusted source
- Networker/ facilitator: helping the mentee develop their own resources, from networks of other people, to knowledge of how to obtain finances and expertise.

What should your mentee expect of you?

- **Empathy** – while you may not have experienced exactly the issues that your mentee faces, you should demonstrate an interest in them and their development and a willingness to understand things from your point of view
- **Constructive challenge/ stretching** – the mentor will, when appropriate, push the mentee to think deeper, address uncomfortable issues and set higher personal ambitions.
- **Sharing experience** – the mentor should use his or her own experience to provide guidance and advice; equally, however, they will be conscious that what was right for them, may not be the best solution for you.
- **Confidentiality** – what is said between mentor and mentee is fully confidential, except in very special circumstances that may be defined by the program or by law
- **Friendship** – your mentee doesn't have to be your greatest friend ever. But you do need to offer them respect, trust and a degree of liking. It's hard to be fully open with someone you don't feel comfortable with
- **Help in understanding how the organisation works** – your greater experience and knowledge of people in the organisation can be critical in helping them achieve personal goals

What should your mentee expect of you? (cont.)

- **Help in building networks** – whether the mentee is trying to get on the career ladder, to move up it, or simply wants to be more effective where they are, they need a variety of sources of help. A mentor can be an important gateway to these, either making introductions or helping them identify and contact people, who will be helpful to them.
- **Sounding board** – whenever the mentee needs to make a difficult decision, or rehearse a difficult conversation, the mentor can help think it through
- **Listening** – sometimes mentors help just by being there, when the mentee needs someone to talk to, who isn't directly involved in the issue.

Core skills of being a mentor

Great mentors are adaptable. They know when to be directive, pushing the learner; and when to be relatively passive, letting the mentee control the relationship processes.

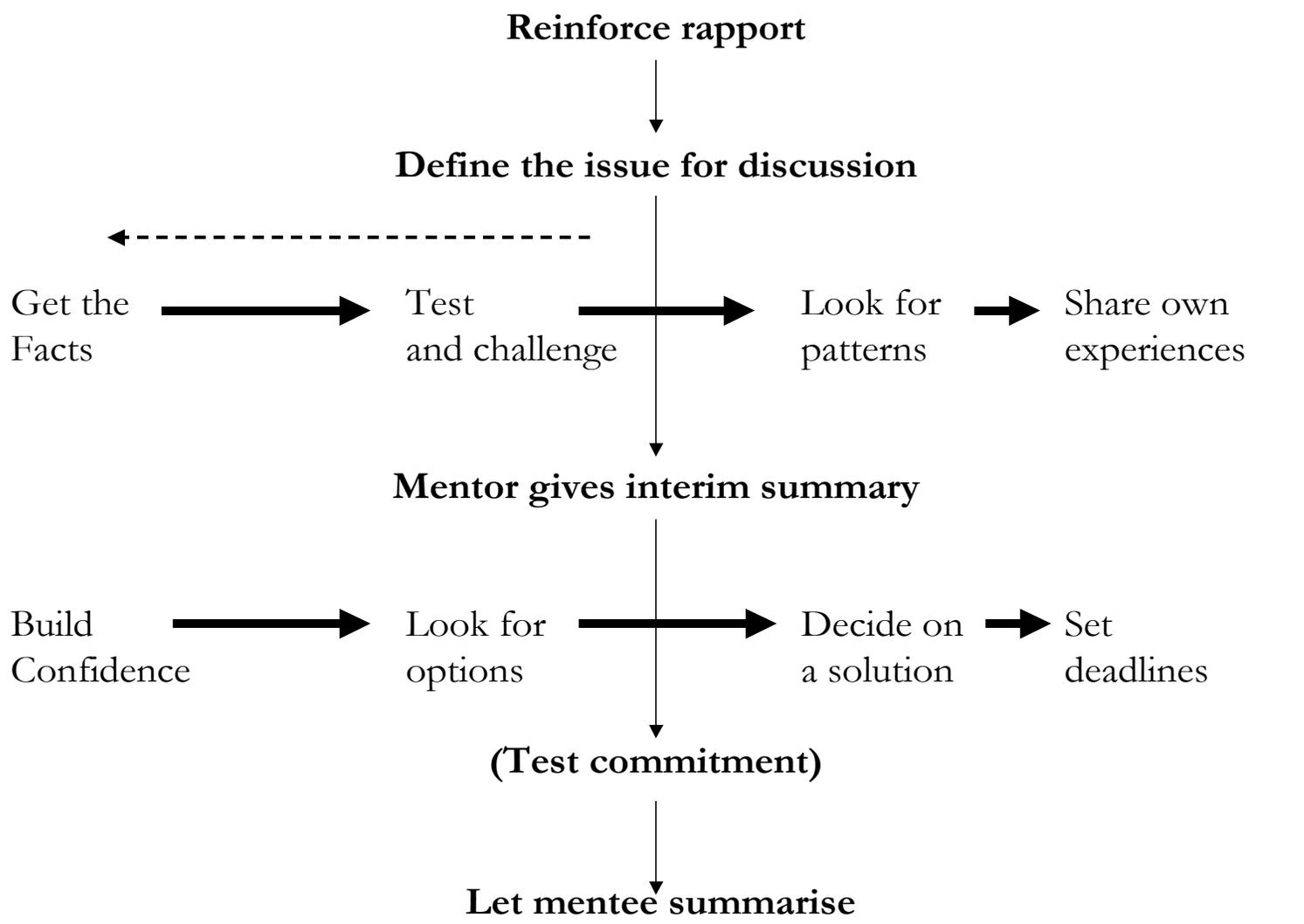
Helping them do so are ten core skills or attributes, as follows:

1. Self-awareness – having a good knowledge of their own strengths and weaknesses helps them be more open and human to the mentee
2. Behavioural awareness – an understanding of other people’s behaviour
3. Business or professional savvy – the accumulated wisdom about “how things work around here”
4. Sense of proportion – the ability to place issues in a broader context. This usually comes with a sense of humour, which is essential in building a relationship
5. Communication – they are excellent at listening, questioning, explaining, giving feedback and summarising

Core skills of being a mentor (cont.)

1. Conceptual modelling – they have the analytical skills to identify patterns in the issues they discuss with the mentee, and to create analogies or metaphors, which will help the mentee better understand what is going on
2. Commitment to their own learning – they see the mentoring relationship as one more opportunity to add to their own experience and insight
3. Strong interest in developing others – they make the mentee feel they want to be there. They also have a track record of helping other people grow.
4. Relationship management – they have good rapport building and general social skills
5. Goal clarity – they are able to set and achieve goals for themselves, and hence it is relatively easy for them to help others do the same.

A template for successful mentoring sessions

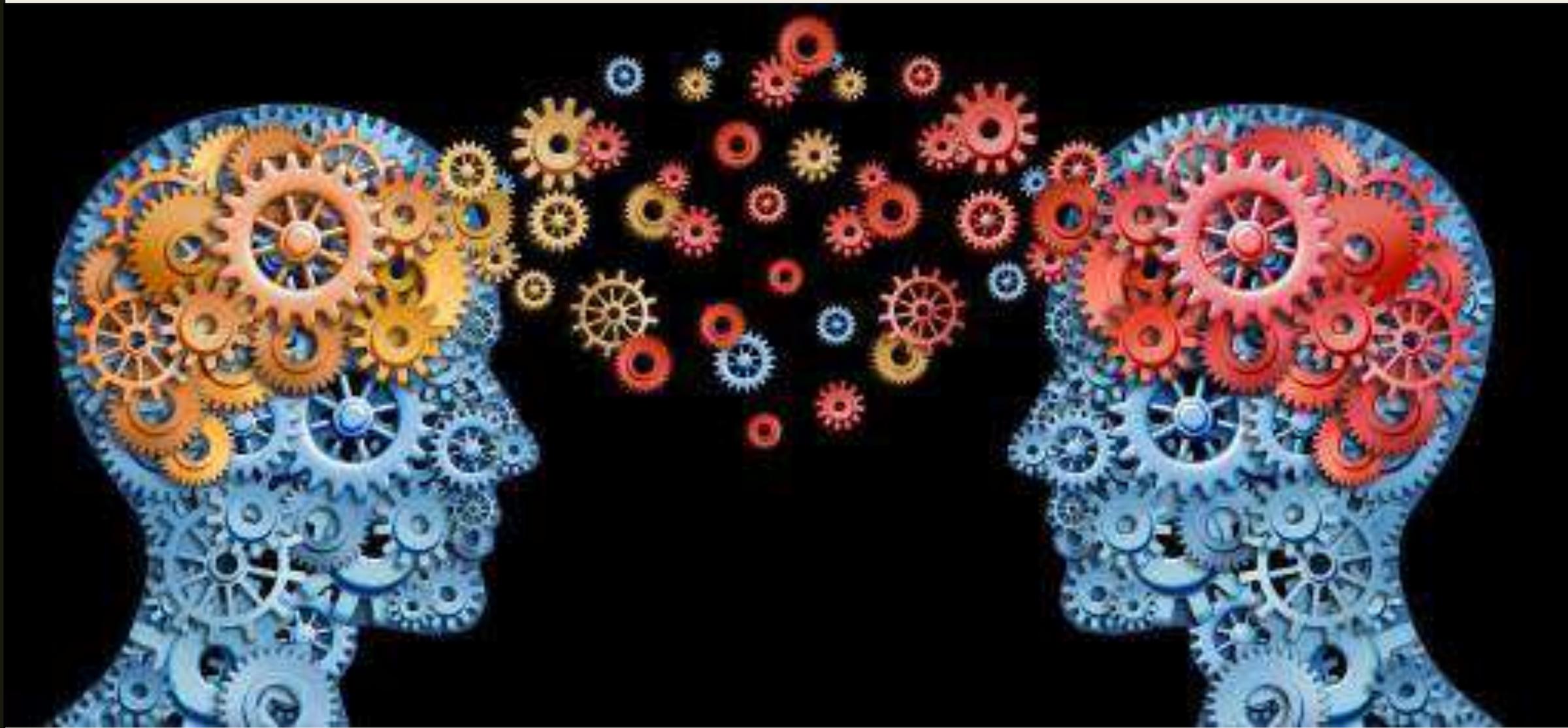


The most frequently asked questions about mentoring...

1. **What's the difference between coaching and mentoring?** Coaching is primarily about performance and the development of specific skills. Mentoring is much more broadly based and intuitive, focusing on developing capability and often includes longer term help in career self-management.
2. **How long should a mentoring session last?** Between one and two hours, typically
3. **How frequently should we meet?** At least once a quarter, with telephone or e-mail contact in between. If you meet very frequently, the mentor is likely to become too hands on, or to feel imposed upon. Use common sense to agree at the start a balance that suits the two of you, but be prepared to review that agreement if there is a radical change of circumstances.
4. **Where is the best place to meet?** Where mentor and mentee both feel able to relax, yet be business-like in their discussions. The mentor's office is usually not a good idea, especially if the mentor is significantly more senior. It can be even more threatening to meet in the mentee's working area. In general, a neutral, private space is usually best.

The most frequently asked questions about mentoring... (cont.)

1. **How long should a mentoring relationship last?** Some last for many years, perhaps a lifetime. However, most people outgrow their mentor and this is generally a good thing for both people. It is usually considered best practice to set an expected end date for the relationship, to provide some sense of pace. However, many mentoring pairs set new goals and continue, sometimes several times over.
2. **Can I have more than one mentee at a time?** Yes, but it's best to start with one or at most two, while you develop your skills in the role. It's very difficult to maintain the quality of relationship, if you have lots of mentees, unless you are a professional mentor.
3. **Do I have to really like my mentee?** It helps, and the relationship won't go far, if you can't stand each other. However, formal mentoring is often seen as a "professional friendship"; the key is that you respect each other and make the effort to understand each other. Many deep friendships have developed from mentoring relationships where the two parties were initially unsure about each other.
4. **How do I avoid treading on the toes of my mentee's line manager?** In general, line managers focus on developing people for the roles they are currently in; mentors for the longer term and for a much broader range of issues (for example, work/life balance). It's important to make it clear to the mentee that you are not there to sort out day to day work issues or build their technical competence.



Summary

- Mentoring is a career development method whereby less experienced employees are matched with more experienced colleagues for guidance either through formal or informal programs.
- Coaching differs from mentoring in that it is usually used during the first few months of employment to train a new employee, is used by a manager to develop a direct report and is often used by the first-level manager for progressive discipline.
- A mentoring program is important to the organization, to the mentor and to the mentee.
- Some of the characteristics of a good mentoring program are a commitment to the relationship, confidentiality and clear, open, two-way communication.
- Our mentoring program starts with the mentee finding and meeting with a mentor, signing a mentoring agreement, and developing a mentoring action plan.
- Evaluation of the mentoring program includes reviewing goals and outcomes.

Thank you

- Feel free to contact for more understanding
- m.farhan.sm@gmail.com
- <https://www.linkedin.com/in/farhan26/>
- Reference content – SHRM, CIPD, Random research