

## **SEED**

### **Mentee Mentoring Toolkit....**

#### **Being 'Mentorable'**

# Introduction

## What is mentoring...

- Mentoring is a positive developmental partnership, which is driven primarily by the mentee. It offers a **reflective space** where the mentee can take responsibility for and discuss their development
- Its primary aim is to **build capability and self-reliance** in the Mentee
- Mentors can help **highlight issues** and to assist the Mentee in **planning** ways through them
- Mentors can help **clarify the Mentee's perspective** while bringing an additional **impartial view** to bear on the issues
- Sometimes, when the issues are straightforward and urgent, a Mentor might offer advice or give some direction
- **Confidentiality, trust, understanding and positive expectation** are key to a successful partnership

## It is not....

- For dealing with underperforming individuals
- Taking on the problems or work of the Mentee – a Mentor should not find themselves doing things outside the mentoring sessions for a mentee
- Promoting/sponsoring/protecting the mentee
- Intended to deal with personal issues
- Therapy
- An opportunity for people to moan!
- The role of the Mentor to interfere with Mentee's day to day activities or objectives

This toolkit is designed to support mentees in 'getting the most' out of the mentor-mentee relationship. It is structured around a series of 'reflection points'.

## Reflection Point 1

In all likelihood, you will have experienced some form of mentoring in the past, although you may not have identified it as that specifically. This Reflection Point is designed to encourage you to look back to 'identify' previous mentors and consider their characteristics/behaviours and reflect on how and why this particular mentor was so important to you.

Spend some time thinking about a couple of people who have been important to you...this may be, for example, a friend, family member, colleague, supervisor...

Ask yourself

"Who has had a distinctive and important impact on my life?"

Then...

"If I had not met X, would I have learned Y?"

How did 'X' help you?

What characteristics/behaviours of 'X' do you think helped you to develop?

What did YOU do to get the most out of the relationship?

# The Benefits of Being Mentored

Mentoring is a powerful way for people to learn a variety of personal and professional skills and is a well-established form of development.

Mentoring is a development activity, which is firmly rooted in self-management enabling you to

- Foster self-reliance, self-confidence and a belief in your own potential
- Identify your development needs and goals
- Write your own development plans
- Solve problems by analysing, reflecting and enhancing your self-awareness

Your mentor can support your self-discovery through reflection and can provide space and time for you to make your own decisions. The Mentor may take the role of:

- Facilitator: Helping to set and achieve goals and opportunities
- Listener: Giving time and space and helping to problem solve
- Coach: Giving encouragement and feedback
- Networker: Helping to develop connections
- Role model: Examples to learn from
- Critical friend: Telling the truth, even if it hurts
- Change agent: Challenging the status quo
- Visionary: Being inspirational

## Reflection Point 2

There are a number of reasons for embarking upon a mentor-mentee relationship. Reflect on how you think a mentor may be of help to you at the moment:

Reflect on the following statements.

Tick those which apply to you – feel free to add some of your own.

I want to:

- Learn from another person's, experience
- Gain a better understating of aspects of my work/work place
- Obtain career advice and support
- Develop my skills
- Explore how I can contribute to the University
- Build my self-confidence.
- Have a 'sounding board' for ideas and thoughts
- Become more comfortable in my organization
- Be helped to identify and achieve career goals
- Be helped to identify any gaps in my skills and knowledge

Others...

☐  
☐  
☐

### Reflection Point 3

Reflect on your current situation at work, what do you think are the two most immediate needs? (For example, I need more responsibility, I need more autonomy, I need more challenge...)

Is there anything 'missing' from your current work situation?

#### Reflection Point 4

Look back at your previous responses to the reflection points.

1. Previous mentors have been of help because.....
2. I would benefit from mentoring at the moment because...
3. My immediate priorities are.....

Is there anything 'missing' from your current work situation?

# Getting the Most out of Mentoring

As a mentee, you are asking someone to offer his or her time to help you. It is important that you

- take this responsibility seriously,
- make the most of your time and your mentor's time.

To get the most out of the relationship, a mentee needs to be:

**Committed.** The level of participation and commitment will significantly influence a mentee's success. Seek opportunities to observe, evaluate and practice new skills to enhance your personal and professional growth.

The mentor-mentee relationship works effectively when mentees collaborate with mentors to develop goals and are willing to communicate what their needs are, whilst taking responsibility for their own development.

Your Role...

Prepare for meetings

Identify potential goals and questions.

Work with your mentor to set goals and identify specific needs.

**Be open-minded.** The mindset of the mentee is crucial – relationships will be more fruitful if the mentee is open to learning.

Your Role...

Remember, this is about **your** development!

Have an agenda prepared for every meeting, with a specific objective you want to achieve. If you have to do research prior to the meeting, do it so you optimize your time and your mentor's.

**Flexible.** Everyone is busy – understanding this is important – mentors often take on the role voluntarily.

Your Role....

Get to know your mentor – Talk about their work and their life outside (as much as is acceptable). Try to understand what they think and why. Value their viewpoint.

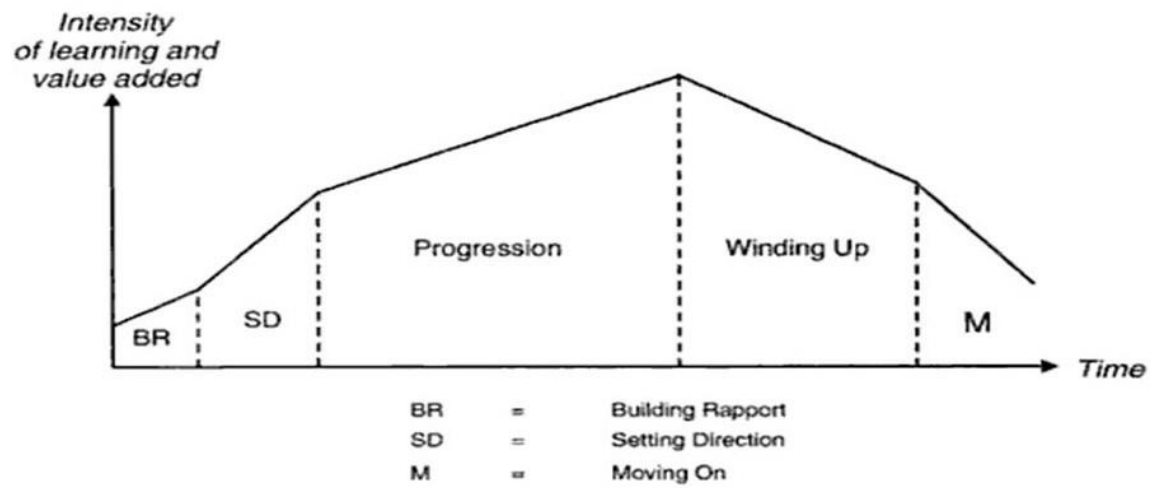
**Receptive to Feedback.** At some point during the relationship, a mentor is going to give the mentee some feedback. Mentees should listen actively and respond to feedback. Your open, honest relationship should allow you to respond to feedback from your mentor constructively.

Summary animation:

<https://www.youtube.com/watch?v=lmYNfoaixNY>



## Stages of Mentoring



**Figure 4.1** Phases of the mentoring relationship

## Stage 1

The first Stage of the mentor-mentee relationship is about **Building Rapport- ie Getting to know each other.**

### Reflection Point 4

As a mentee, what could you do to develop rapport with your mentor?

How can you build trust with your mentor?

## Stage 2

The Second Stage of the mentoring cycle is '**Getting Started**'

### Reflection Point 5

Consider roles and responsibilities. What could the mentor and mentee do to ensure that they get the most out of the initial mentor meetings?

	<b>Mentor's Role</b>  <b>What could the mentor do/say?</b>	<b>Mentee's Role</b>  <b>What could the mentee do/say?</b>
<b>Be Prepared</b>		
<b>A Shared understanding of the importance of mentoring</b>		
<b>Understanding the mentee's needs</b>		
<b>Seeking mutual agreement on goals and expectations</b>		
<b>Seeking agreement on responsibilities</b>		
<b>Agreeing on meeting times, types of communication</b>		
<b>The need for confidentiality</b>		

**Setting clear expectations for Stage 3 is very important- refer to Appendix 1 to establish expectations**

### Stage 3 – Progression

Once the relationship has been established and trust and confidentiality created, mentors and mentees will begin to outline goals for the mentee. There are a number of tools available to scaffold the progression process.

#### Reflection Point 6.

Draw on one of the models below to begin to think about your goals:

##### Example 1:SWOT Analysis

The SWOT Analysis is a useful tool to help you identify and develop a strong strategy. It is a good “check in” tool for both mentees and mentors.

(Note the questions in the box are examples to prompt reflection)

<b>Strengths:</b>  What professional skills do I have? What am I good at? What do others see as my strengths? What can I offer that others can't?	<b>Weaknesses:</b>  What am I bad at? What do I need to improve? What can others offer that I can't? What do others see as my weaknesses?
<b>Opportunities:</b>  What opportunities are open to me? Are any initiatives available? Who can help and support me? How can I turn strengths in to opportunities?	<b>Threats:</b>  What obstacles are in my way to success? What threats do my weaknesses expose?

## Example 2: GROW Model



## Stage 4 – Winding Down

**This is the stage in the relationship termed ‘winding down’.**

Both mentor and mentee should be aware of the signals that indicate it is time for closure. This is the time to evaluate personal learning and celebrate progress made.

## Appendix 1

### Mentoring Agreement

To ensure clarity, and to maximise the likelihood of a successful outcome, we have agreed the following terms for this relationship.

**Confidentiality Note. We will honour personal and professional confidences, and at all times seek to maintain a relationship built on mutual trust, respect, and confidentiality.**

Duration of relationship

Frequency of meetings

Duration of meetings

### Contact Information

Mentee name

Email

Phone number

Preferred method and time of contact

Mentor Name

Email

Phone number (optional)

Preferred method and time of contact

**Mentee's Objectives**

**Progress Review Point 1**  
**Date:**

**Progress Review 2**  
**Point Date:**

## **Mentoring Plan**

Development Area	Activity	Success criteria	Impact	Further Development

**Mentee Signature**

**Mentor Signature**

**Date**