

An Introduction to Mentoring



Richard Tulley

Programme Director | Mentor | Coach | APM Fellow | D & I Ally

This introduction to mentoring will help you answer questions like these...

I am curious about mentoring and I would like to understand more about it

I want to understand how mentoring might support my personal and professional development

I am thinking about entering into a mentoring relationship and want to know how to get started

I would like to become a mentor

I have heard people talk about mentoring, but I'm not sure how it works

and it explains...

- **Your development**
- **The nature of mentoring**
- **What a mentoring relationship looks like**
- **A positive mentoring relationship**
- **Getting started**



An Introduction to Mentoring

It could lead you to explore further...



Mentoring for Personal & Professional Development



Making your mentoring relationship work for you



The Effective Mentor

Mentoring & Me

I first experienced a mentoring relationship in 1995. I was 29 years old...

- It was enlightening and stimulating.
- It made me really think about my goals and aspirations - what I was hoping to achieve and how I might get there.
- It made me think **career**, where before I had thought about my *job* – in a very transactional, *this week ... next week* kind of way.



Richard Tulley

Being mentored set me on my way to a long and rewarding career in programme and project management.

I have had to work hard at emotional intelligence and active listening.

I found it difficult to develop in these areas in the demanding work-place environment that I had become used to, where my focus was delivery and outcomes.

Almost by accident, I discovered that mentoring is a fantastic way to get to know yourself and get to develop all kinds of self-awareness and behavioural maturity.

This led me to an increasing fascination with peoples' development ... every discussion with someone else is a learning opportunity, and I wanted to find as many constructive ways as possible to experience that, learn from others and develop myself.

Mentoring has become a really important aspect of my role and a vital component of my own personal and professional development; on top of which it has been a major source of stimulation and fulfilment.

I am convinced that in every workplace there should be opportunities to be mentored ... and to be a mentor ... for anybody who sees the benefit, as an intrinsic part of the learning and development methods within that company.

I wish somebody had told me about the benefits of mentoring way before I was 29 years old 😊

Your Development



Being a mentor, or being mentored, is all about **learning** and **development** ...

Your learning and development

Let's start by exploring a few principles of peoples' development and understand how mentoring makes a positive difference

**Your
development**

**The nature of
mentoring**

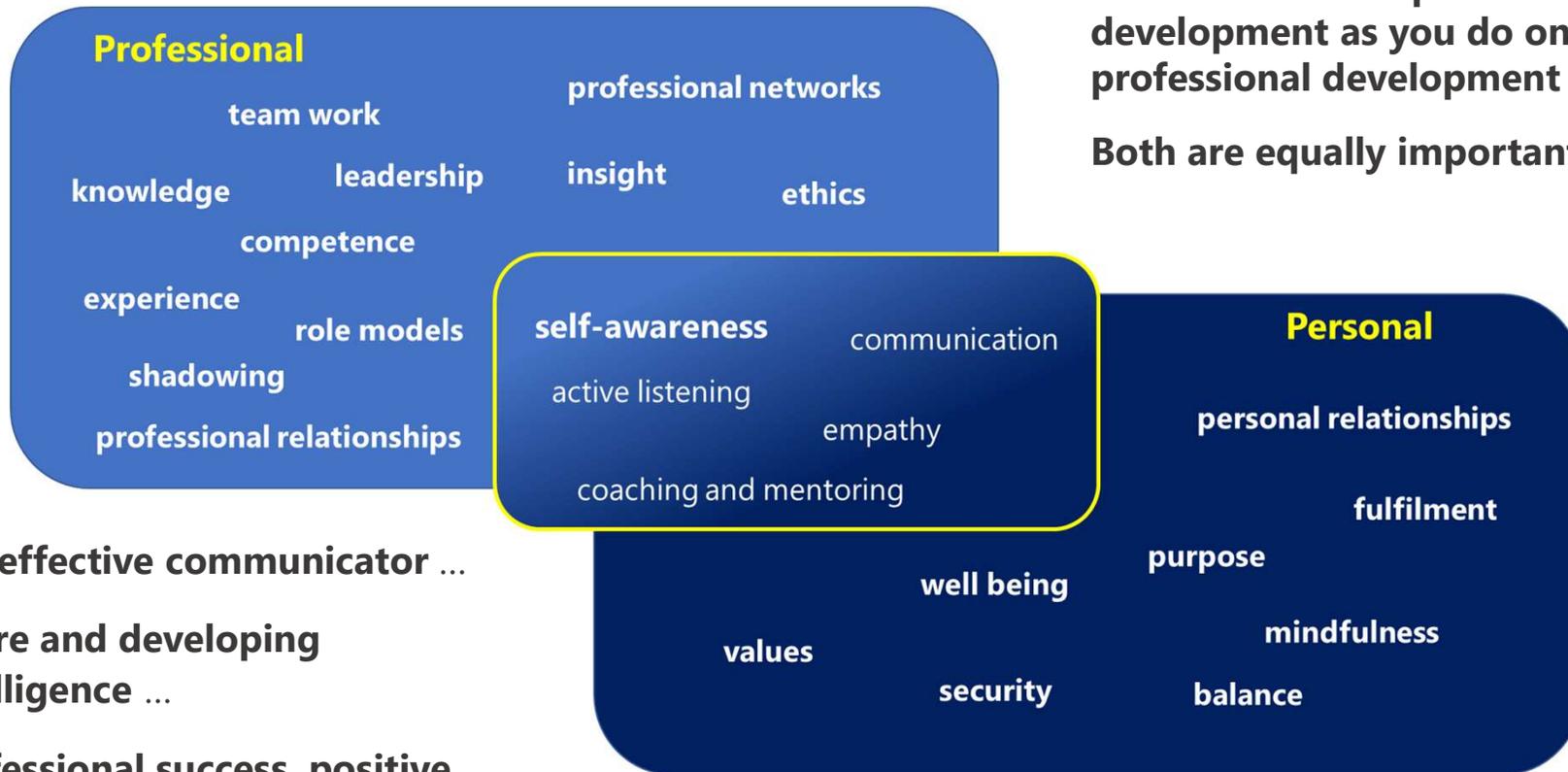
**What a mentoring
relationship looks like**

**A positive mentoring
relationship**

Getting Started

Personal and Professional Development ...

Are very closely coupled



Place as much emphasis on your personal development as you do on your professional development ...

Both are equally important

Being a highly effective communicator ...

Being self-aware and developing emotional intelligence ...

Are key to professional success, positive relationships and well-being

Your development

The nature of mentoring

What a mentoring relationship looks like

A positive mentoring relationship

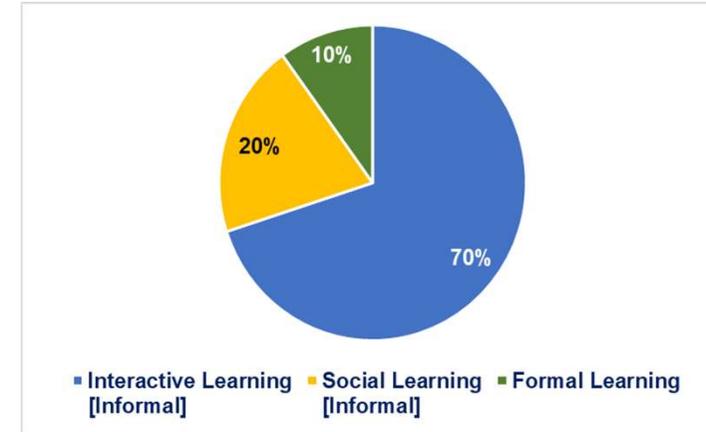
Getting Started

Take advantage of 100% of your learning and development opportunities

Exploit the time that you spend in your work-place... the vast majority of your time – the “day job”, “learning on the job”.
Learning through practical application, refinement with experience, feedback in the moment, shadowing.
“interactive learning”

Make training count – the right training at the right time...
Relevant to your role, opportunities to practically apply the learning.
“formal learning”

Optimise the opportunities to be coached, to be mentored, to network, to *interact*, to learn through others.
“social learning”



This is the 70 20 10 Model ...
as developed by Morgan McCall and
the Centre for Creative Leadership

Your
development

The nature of
mentoring

What a mentoring
relationship looks like

A positive mentoring
relationship

Getting Started

Your learning and development foundations...

In all roles, knowledge of your subject matter and a breadth of experience are really important ... but it is the **behavioural skills** that you develop that really make the difference.

They take work, but it is never too soon to develop these skills.

Start by focusing upon how you **communicate** ... explore **self awareness**, this is massively important



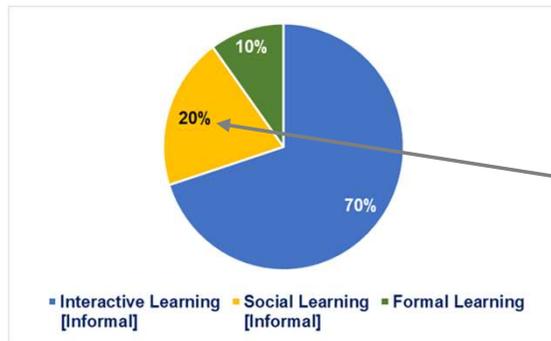
**Your
development**

**The nature of
mentoring**

**What a mentoring
relationship looks like**

**A positive mentoring
relationship**

Getting Started



Mentoring really helps



Your development

The nature of mentoring

What a mentoring relationship looks like

A positive mentoring relationship

Getting Started

The Nature of Mentoring



Mentoring is very well established in the work-place

It is recognised as a partnership between colleagues for learning, development and growth

A mentor is seen as a trusted adviser by the *mentee*

Let's move on and explore some history and understand what mentoring "looks like"

Your
development

The nature of
mentoring

What a mentoring
relationship looks like

A positive mentoring
relationship

Getting Started

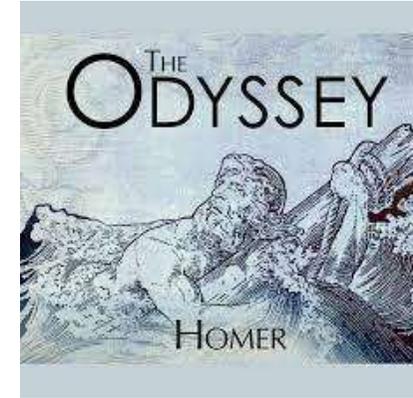
Mentor in Greek Mythology

The Odyssey is one of two epic poems attributed to the Ancient Greek poet Homer ...

The concept of mentoring is often attributed to Homer.

In his classic work *The Odyssey*, which dates back some 3000 years and is concerned with the Trojan War, Odysseus entrusts his young son Telemachus to the care of Mentor, his trusted companion, when he goes to fight in the Trojan War.

Unexpectedly, he is away for decades and during that time Mentor guides, nurtures and supports Telemachus through his formative years.



Because of Mentor's relationship with Telemachus, his encouragement and practical plans for dealing with personal dilemmas, the personal name *Mentor* has been adopted in Latin and other languages, including English, as a term meaning...

Someone who imparts wisdom to - and shares knowledge with - a less experienced colleague

Your
development

The nature of
mentoring

What a mentoring
relationship looks like

A positive mentoring
relationship

Getting Started

Mentor in the dictionary

Noun

- An experienced and trusted adviser
- An experienced person in a company or educational institution who trains and counsels new employees or students

"regular meetings between mentor and trainee help guide young engineers through their early years"

Verb

- Advise or train (someone, especially a younger colleague)

"both trainees were expertly mentored by a site supervisor"



What does the dictionary definition most tell us?

- **A mentor is....** Experienced and trusted
- **A mentor** (does).... Counsels/Guides/Advices

Your
development

The nature of
mentoring

What a mentoring
relationship looks like

A positive mentoring
relationship

Getting Started

An **academic** perspective

A picture paints a thousand words ...

It illustrates one person helping another, in a challenging situation.

Academics Clutterbuck & Megginson have explored the subject of mentoring extensively, and have offered a definition of “mentoring”, as shown in the picture.

off-line help by one person to another in making significant transactions in **knowledge, working or thinking**

(Clutterbuck & Megginson 1995)



Off-line? Clutterbuck & Megginson meant by this an individual who is not the mentee’s direct line manager

A developmental process, which may in some forms involve a transfer of skill or knowledge from a more experienced person to a less experienced, through learning, dialogue and role modelling.

In other forms may be a partnership for mutual learning between peers or across differences such as age, race or discipline.

The European Mentoring & Coaching Council (EMCC) Global Competence Framework

Mentoring in the workplace tends to describe a relationship in which a more experienced colleague shares their greater knowledge to support the development of an inexperienced member of staff.

It calls on the skills of questioning, listening, clarifying and reframing that are also associated with coaching.

CIPD

Generally understood to be one person helping another ...

Imparting knowledge to the other... **helping** the other to identify and release their **potential**

Your development

The nature of mentoring

What a mentoring relationship looks like

A positive mentoring relationship

Getting Started

Mentoring *in practice*

Mentoring is well established and widely recognised as an effective method for individuals' learning and development

It is based on a relationship of mutual trust

It is non-directive (not telling, not teaching)



The mentor ...

Is more experienced, more knowledgeable, more senior colleague ...

Who supports more junior, less experienced colleague(s)

Comes from same/comparable professional background:

Understands mentee's role and professional environment/context Has subject matter expertise Provides insight

Is 'giving back' (not expecting remuneration) ... or 'paying forward'

Takes on certain roles: trusted adviser, critical friend ... sometimes coach, sometimes advocate/sponsor

Opens their network, enables connections

Actively listens, asks 'good' questions, confirms understanding, encourages reflection

Builds understanding

Helps the mentee to find their own answers, encourages them to take action

Looks to identify and un-lock the mentee's potential

**Your
development**

**The nature of
mentoring**

**What a mentoring
relationship looks like**

**A positive mentoring
relationship**

Getting Started

What a Mentoring Relationship Looks Like



Mentoring is recognised as a partnership between colleagues for learning, development and growth
A mentor is seen as a *trusted adviser* by the mentee

Let's explore the nature of mentoring relationships ...

Your
development

The nature of
mentoring

**What a mentoring
relationship looks like**

A positive mentoring
relationship

Getting Started

The basis of mentoring relationships

A mentoring relationship is established between the mentor and the mentee on a **voluntary basis** ...

- Entering a mentoring relationship should never be mandated or forced
- This is one differentiating feature between mentoring and *managerial* relationships

Mentoring relationships are **temporary** by nature ...

- They typically build towards a certain **goal** or outcome that the mentor wants to achieve
- They will typically end (amicably) when the needs / goals of the mentee have been met...
Reaching the natural end of a mentoring relationship is often a sign of success 😊
- “temporary” may not necessarily mean “short” – mentoring relationships can develop, evolve and sustain for many months

NB. **Managerial** relationships are longer term; they invariably end when the mentee or their line manager change roles or leave the company



Your
development

The nature of
mentoring

What a mentoring
relationship looks like

A positive mentoring
relationship

Getting Started

The basis of mentoring relationships

Mentoring relationships are largely established based upon:

- A **need** on the part of the **mentee**; and
- A **desire** on the part of the **mentor**

... So the relationship formed is **mutually beneficial**

needs of the mentee may include:

- Support for their career development – guidance, exploring possibilities
- Learning from the experiences of others
- Becoming more comfortable in a particular role or professional environment;
- Improving their performance in a particular role or environment;
- Acquiring new skills and/or becoming more proficient in a particular discipline or role
- Seeking guidance, a form of counselling or coaching
- Expand their professional network

desires of the mentor may include:

- A sense of “giving something back” to a profession, or an organisation ... or to an individual
- To share their knowledge and/or their experience
- To feel positive by helping somebody else develop their career
- Refining their communications and inter-personal skills
- Becoming a more effective mentor and/or coach
- To develop greater self-awareness



Your
development

The nature of
mentoring

What a mentoring
relationship looks like

A positive mentoring
relationship

Getting Started

The nature of mentoring relationships

The nature of mentoring relationships is summarised from the perspective of:

- The mentee *seeking*; and
- The mentor *providing* ...
 - Empathy
 - Guidance
 - Support
 - Encouragement
 - Knowledge
 - The voice of Experience
 - An introduction to other people who can help (the mentee)

The mentor is ...

- Listening (not just hearing)
- Understanding, asking 'open' questions
- Considering and then guiding
- Nurturing
- Sharing
- Opening up their network

A mentor may have to take on a number of different *roles* during the mentoring relationship ...

So a good mentor will *interpret* and will *adapt*.

Examples of the roles *include* being a:

Trusted Adviser	Counsellor	Coach
Advocate/Sponsor	Facilitator	Critical Friend



Your development

The nature of mentoring

What a mentoring relationship looks like

A positive mentoring relationship

Getting Started

The nature of mentoring relationships

Mentoring Relationships are typically established on a **1:1 basis** ...

The mentor and mentee have a *direct* engagement with one another



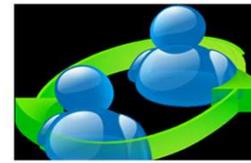
There are also other types of mentoring relationship, such as:



Short term



Speed



Peer to peer



Reverse



Group

In such examples the mentee may have a more specific, **short-term goal**, hence a more 'focused' shorter-term mentoring relationship; or there may be a series of short, focused conversations about specific questions in a *speed dating* style, where conversations involve a one-on-one interaction, the mentee rotating to several mentors during an allotted amount of time to obtain the information they are looking for.

Peer to peer mentoring is a mentoring relationship between people who are at the same career stage or age...in which one person has more experience than the other in a particular domain and can provide support as well as knowledge and skills transfer.

In **reverse mentoring**, a junior team member enters into a "professional friendship" with someone more senior, and they exchange skills, knowledge and understanding.

Group mentoring is a combination of group facilitation and peer mentoring... with the mentor(s) contributing as *facilitators* for the group dynamics, helping the mentees share and learn and providing input based on the mentor's own experience.

Your
development

The nature of
mentoring

What a mentoring
relationship looks like

A positive mentoring
relationship

Getting Started

Some common misperceptions

- x The mentor and mentee need to work within the same organisation
- x The mentor must be the mentees' Line Manager / Supervisor
- x A mentor needs to be a qualified trainer, or an expert in the role that the mentee carries out
- x Only people who are young or junior will benefit from a mentoring relationship
- x If you want to benefit from mentoring you have to be working for an organisation with an official mentoring scheme in place
- x Your mentor has to be somebody more senior in the organisational hierarchy than you
- x Your mentor has to be somebody who is older than you
- x Mentoring relationships consume a lot of the mentor and mentees' time
- x In a mentoring relationship you are a slave to the process



Your
development

The nature of
mentoring

What a mentoring
relationship looks like

A positive mentoring
relationship

Getting Started

Some do's and don'ts

Mentoring Relationships aren't highly prescriptive, but do work best where the mentor and mentee follow sensible guidelines



Do

- ✓ **Maintaining the mentoring relationship** – being available and accessible
- ✓ **Focusing** the mentee to **maintain ownership** of their development and of the relationship
- ✓ **Encouraging** the mentee
- ✓ **Nurturing** the mentee
- ✓ **Guiding** the mentee (where a more directive style is appropriate)
- ✓ **“Connecting”** - opening up their network, encouraging the mentee to reach out to people who can help them
- ✓ Offering mutual **respect**
- ✓ **Responding** to the mentee's needs
- ✓ **Adapting** to changing factors (based on mentee's progress and emerging needs)
- ✓ **Recognising success**

Don't

- × **Judging** the mentee
- × **Completing tasks** for the mentee
- × Micro-managing (or even '**managing**') the mentee's work
- × Instructing / **telling** the mentee what to do
- × Having **immediate answers** to all of the mentee's questions
- × **Becoming too familiar** with the mentee
- × Providing the mentee with advice regarding **personal issues** or problems
- × *Line managing* the mentee
- × **Undermining**, or contradicting the mentee's line manager or colleagues
- × **Driving** the mentoring relationship when the mentee doesn't

Your development

The nature of mentoring

What a mentoring relationship looks like

A positive mentoring relationship

Getting Started

A Positive Mentoring Relationship



All positive relationships are built upon secure foundations, such as Trust, shared values and common goals

Let's explore the foundations and success factors for a positive mentoring relationship ...

And a simple Life-cycle that you may follow

Your
development

The nature of
mentoring

What a mentoring
relationship looks like

**A positive mentoring
relationship**

Getting Started

A relationship built upon **trust** and mutual **respect**

Remember:

In most cases a mentoring relationship is established between the mentor and the mentee on a **voluntary basis** ... They are largely established based upon:

- *Needs* on the part of the mentee; and
 - *Desires* on the part of the mentor
- ... So the relationship formed is **mutually beneficial**

The mentor and mentee should be clear with each other about what these are for them



On top of which:

Make some sensible **commitments** to one another at the outset – both mentor and mentee should commit to:

- Establishing and maintaining a relationship built upon trust
- Being open and candid with one another
- Respecting each others' candour with confidentiality
- Being prepared to listen to one another... without judging
- Taking (acting upon) good advice
- Being prepared to discuss aspects of the relationship that aren't working for them

Your
development

The nature of
mentoring

What a mentoring
relationship looks like

**A positive mentoring
relationship**

Getting Started

A relationship built upon **trust** and mutual **respect**

Remember:

In most cases a mentoring relationship is established between the mentor and the mentee on a **voluntary basis** ... They are largely established based upon:

- Needs on the part of the mentee; and
- *Desires* on the part of the mentor
...so the relationship formed is **mutually beneficial**

So the mentee **must want** to be mentored – not coerced, or ‘press ganged’



The mentor can “test” the mentee’s sense of ownership and purpose ...

By encouraging the mentee to:

- ✓ **Identify and articulate why** they want to enter in to a mentoring relationship
What is their need?
- ✓ **Explain how** they anticipate that the mentoring relationship will **benefit** them
What are their goals?
- ✓ **Describe** what **success** will look like **to them**
Tangible outcomes e.g. “I will be....” “I will have....” “I will be able to....”
And more emotional outcomes e.g. “I will feel....” “It will look like....”



If the mentee doesn’t have a **tangible need** then **carefully consider if / how to proceed**

Your development

The nature of mentoring

What a mentoring relationship looks like

A positive mentoring relationship

Getting Started

Rapport is really important

The word **rapport** describes the amount of **warmth** present in a conversation
It is affected by how **related** or **connected** the parties feel

Rapport builds itself upon:

- Features of **sameness** such as:
 - Physical appearance/clothes
 - Body language/physical gestures
 - Qualities of voice
 - Language/words used; or
- And **common beliefs** and **values**, and **shared goals**

The mentee and mentor should invest some time at the outset...

- Getting to know one another; and building rapport
- Establishing shared values, making appropriate commitments, and exploring common goals



Your
development

The nature of
mentoring

What a mentoring
relationship looks like

**A positive mentoring
relationship**

Getting Started

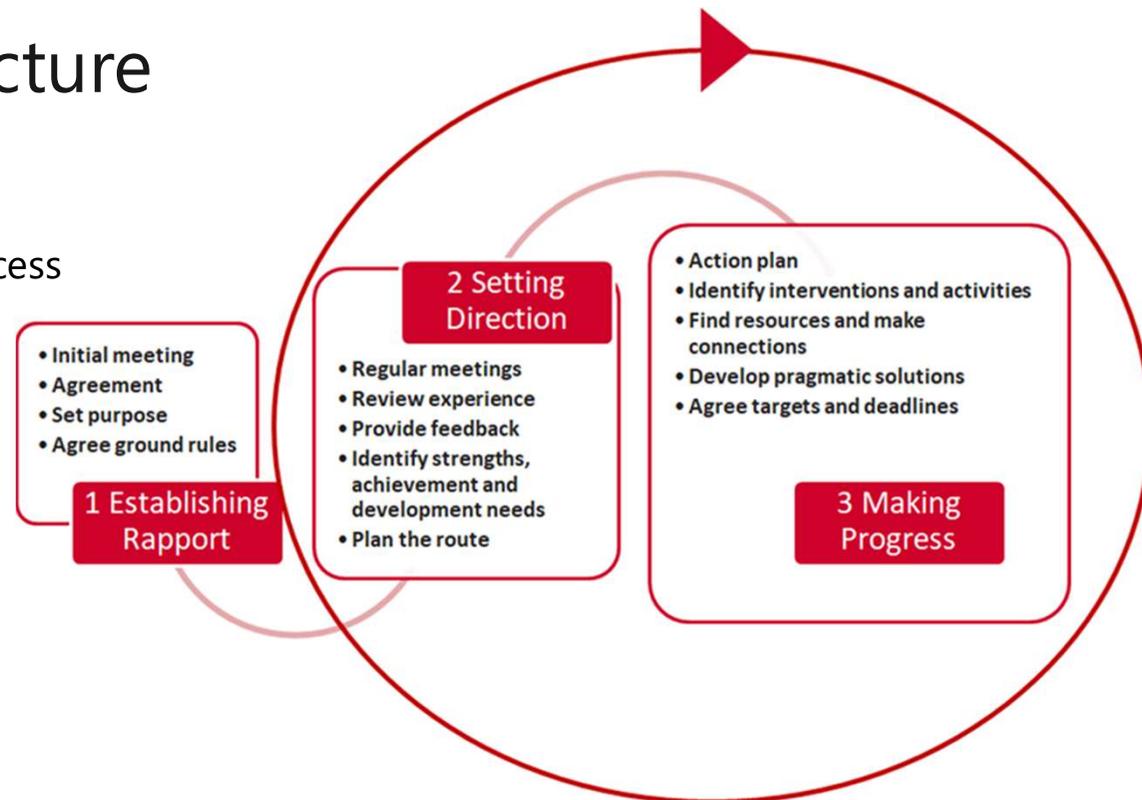
A simple **life-cycle**, a little structure

The misperception:

- ✗ In a mentoring relationship you are a slave to the process

In practice:

- ✓ It's about doing the right things, and applying common sense



A simple life-cycle adds a little clarity and structure for the mentor and mentee to help get the relationship established more effectively (and more efficiently)

This life-cycle lends from insight published by Davids Clutterbuck & Megginson

Your development

The nature of mentoring

What a mentoring relationship looks like

A positive mentoring relationship

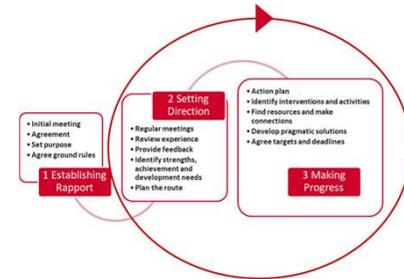
Getting Started

Applying the mentoring **life-cycle**

Remember:

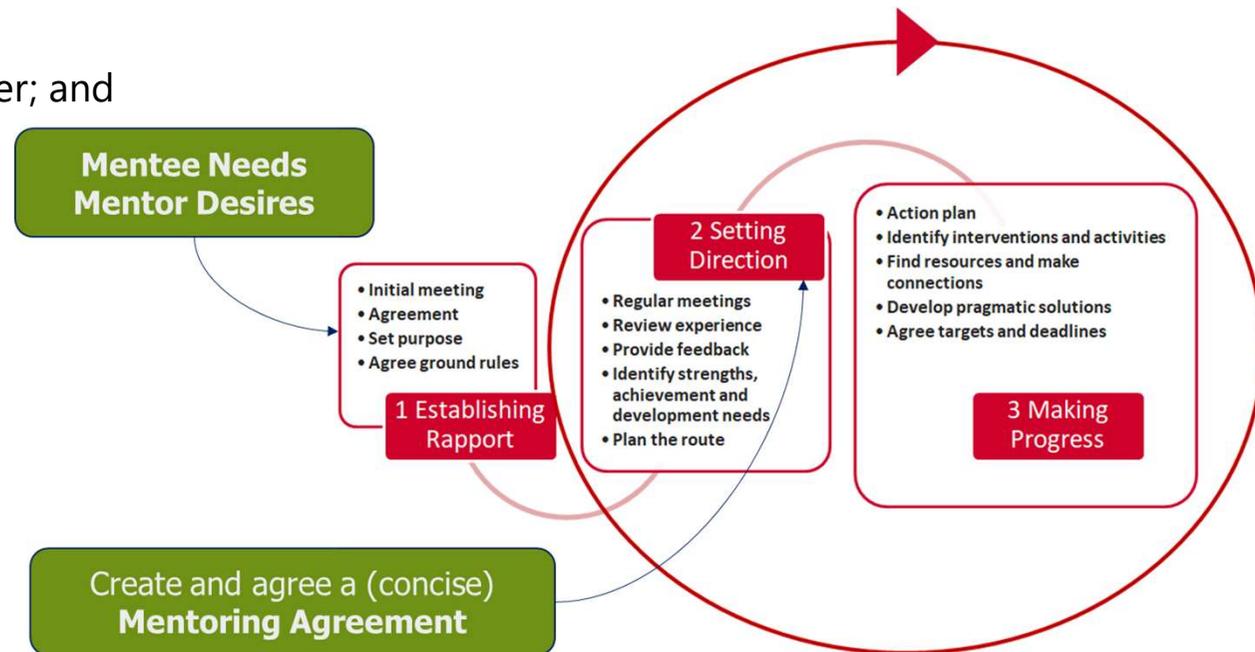
In most cases a mentoring relationship is established between the mentor and the mentee on a **voluntary basis** ... They are largely established based upon:

- Needs on the part of the mentee; and
- Desires on the part of the mentor



- Getting to know each other:
 - Making sensible commitments to one another; and
 - Establishing rapport

- A **Mentoring Agreement** (Terms of Reference) is always a good idea
 - For the sake of clarity of purpose, not bureaucracy
 - Concise, just the information that is helpful
 - e.g. objectives and goals, frequency and nature of meetings



Your development

The nature of mentoring

What a mentoring relationship looks like

A positive mentoring relationship

Getting Started

Applying the mentoring **life-cycle**

Remember:

Mentoring relationships are **temporary** by nature:

- They typically build towards a certain goal or outcome that the mentor wants to achieve
- They will typically end (amicably) when the needs of the mentee have been met...
- Reaching the natural end of a mentoring relationship is often a **sign of success** 😊

During the relationship the mentor and mentee...

Honour the commitments that they have made; and

Refine the Mentoring Agreement



3

They optimise the mentoring relationship through open communication;

The mentor is watchful for “warning signs” that the relationship is losing impact, or value to the mentee



4 Moving On

- Dissolve the partnership
- Review the stage 1 objectives
- Evaluate the process
- Identify new requirements
- Celebrate success

Your development

The nature of mentoring

What a mentoring relationship looks like

A positive mentoring relationship

Getting Started

Applying the mentoring **life-cycle**

Remember:

Mentoring relationships are **temporary** by nature



4 Moving On

4

- ✓ Mentoring relationships come to a natural conclusion when goals have been achieved ...
and/or when development needs change
- ✓ Celebrate the successes
- ✓ Stay in touch
- ✓ Plan your next steps

Your development

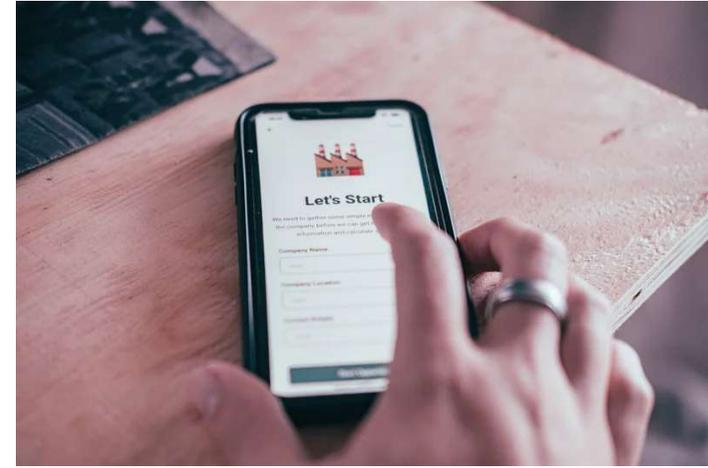
The nature of mentoring

What a mentoring relationship looks like

A positive mentoring relationship

Getting Started

Getting Started



Getting off to a positive start is critical ...

Mentoring relationships that fail or struggle to get going usually run in to difficulties at the beginning...

For largely avoidable reasons

Your
development

The nature of
mentoring

What a mentoring
relationship looks like

A positive mentoring
relationship

Getting Started

Establish **Clarity of Purpose** at the outset



Mentee (*Needs*)

- Understand what mentoring is
- Have realistic expectations
- Be prepared to establish a *relationship*
- Understand that mentoring is not a 'quick fix'
- Do your homework

Mentor (*Desires*)

- Be prepared to establish a *relationship*
 - Make sure you have the time to be able to commit
 - Re-fresh around being an effective mentor --- *non directive*

A sensible place to start is to talk to somebody that you know....

If you know that they are a mentor or are in a mentoring relationship, then so much the better...

But people in your personal and professional network will probably have practical experience of mentoring and their views and experiences will be helpful – through discussion you can hone in on things that are important to you and get answers to the specific questions that you have.

**Your
development**

**The nature of
mentoring**

**What a mentoring
relationship looks like**

**A positive mentoring
relationship**

Getting Started

Make a **Conscious Decision** to start a mentoring relationship

If you are **the mentee...**

- Have **Purpose**
- Be clear on your **Direction**
- *Be Ready*



Mentoring will only deliver benefit if the mentee maintains a strong sense of purpose

- They genuinely **want** to be mentored – they see *value*
- They can clearly articulate **why** they want to sustain a mentoring relationship
- They can explain **how** they anticipate that the mentoring relationship will **benefit** them
- They can describe **what** success will look like to them ...
 - *Tangible outcomes* e.g. "I will be..." "I will have..." "I will be able to..."
 - And more *emotional outcomes* e.g. "I will feel..." "It will look like..."

Your
development

The nature of
mentoring

What a mentoring
relationship looks like

A positive mentoring
relationship

Getting Started



project  mentor
.space

That's it...

There is a great deal of established best practice widely published and easily accessible.

I have compiled what I hope is an informative introduction to mentoring for the benefit of anybody who has an interest in mentoring, or is just curious and wants to understand the subject a little better.

I have tried to put my experience and the insight from others in to a concise, introductory description and I hope it has been helpful.

I hope more that it whets your appetite to explore the subject further.

www.projectmentor.space