



Practical information on mentoring

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INVESTEERT IN
JOUW TOEKOMST

ESF



Vlaanderen
in werke



Practical information on mentoring

- 1. What is mentoring?**
2. Characteristics of effective mentoring
3. Phases of a mentoring relationship
4. Managing expectations
5. Is mentoring something for you?

What is Mentoring?



M2W is the process whereby "**a person with more experience** (mentor) provides **guidance to a less experienced person** (mentee), with the aim of supporting the mentee to make sustainable progress on his/her way to/on the **labour market**."

To this end, both the mentor and the mentee commit themselves **voluntarily** and are in regular contact. The relationship is initiated, facilitated and supported by a **third actor** (organization). Although asymmetrical, the mentoring relationship is **reciprocal** in nature".

(De Cuyper & Vandermeerschen, 2018)



Mentoring as a tri-partite





The mentoring process



Intake

- 30-minute intake with the mentee
- 30-minute intake with the mentor



Matching

- Mentee and mentor are 'matched'
- And introduced to each other



Mentoring process

- Mentor and mentee see each other regularly
- Supported by practical information on the platform, and by the mentor organisation



Closure

- Celebrating the journey
- Evaluation and feedback

What mentor can OFFER



1. Share knowledge (local labor market, tacit knowledge sector or profession, local labor culture,...)
2. Share competences: how to write a CV, how to build a network, how to find a job that fits, how to brand yourself, becoming self-aware of talents, passions and purpose in life,...
3. Share network and support the mentee in building his/her own network
4. Building bridges
5. Being a sounding board/sparring partner

The strength of a mentor lies

- ❖ In his/her network and the willingness/ability to share this network and introduce the mentee where needed
- ❖ In his/her understanding of the Belgian labor market
- ❖ AND in the informal and casual interpersonal aspect of the relationship



What mentee can OFFER



1. Bring different perspectives
2. Open a window to the world (different cultures,...)
3. Get a deeper inside knowledge of Belgium (it's institutions, different citizens, societal challenges,...)
4. Share experience and perspective
5. Focus on humanity and equality
6. Lessons in diversity





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A quick list of expectations

What the mentor can expect from the mentee	What the mentee can expect from the mentor	What can be expected from the coordinator
<ul style="list-style-type: none">• Regular meetings, for at least one or two hours per month• Telephone / e-mail communication, when needed• Requests for suggestions and ideas• Follow through on commitments• Evaluations, midway and near the end of the program• Dealing with professional challenges• Confidentiality	<ul style="list-style-type: none">• Regular meetings of 1-2 hours• Occasional telephone / e-mail communication• Advice on professional development concerns• Follow through on commitments• Honest, straightforward, fair and diplomatic feedback• Evaluations midway and near the end of the program• Confidentiality	<ul style="list-style-type: none">• A sounding board and ongoing suggestions for managing mentoring relationships and resolving conflicts• Organized activities to help ensure success of the relationship• Answers to mentoring questions• Relevant learning materials• Confidentiality



Guiding principles for all parties

- **Mentees** are **responsible** for their **development**.
- There will be **commitment** from all parties.
- The **relationship** will be kept **focused**.
- **Listening skills** will be paramount.
- Mentees will **ask** for **specific advice** on ideas, plans and goals. Mentors will **give specific advice** when possible.
- All parties will be sensitive to a **balance** between **talking and listening**.
- All parties will **give feedback** whenever appropriate.
- **No** parties will be **defensive** when negative feedback is given.

Challenges in the mentoring relationship

- Many relationships can become '**talking shops**' where real issues pertinent to the mentee's development are not discussed. Make sure that you focus on goals for the mentee.
- **Defensiveness** on the part of the mentee **to** positive critical **feedback**.
- **Interrupted meetings** → Keeping mentee meeting times 'untouchable'.
- **Becoming** too much of a '**doer**' rather than **facilitator**.
- **Taking too much** of the mentee's burden on your shoulders.
- Mentee **not following through** with **agreed actions**



Mentor and mentee common skills



TRUSTWORTHINESS

- Do not share things said in confidence
- Keep to appointments and commitments
- Keep criticism of each other within the relationship
- Show active respect
- Admit mistakes
- Respect cultural and gender differences



SUPPORTIVENESS

- Work appreciative, start from strengths and successes
- Say positive things when you feel them
- Speak well of each other in front of others
- Focus on how you can help each other be more effective as a result of the relationship



VISIBLE LISTENING

- Show by non-verbal responses that you have heard (e.g. nodding)
- Wait until the other has finished before speaking
- Bach-track key things the other said
- Summarize what has been said before moving on



PRACTICAL IMPLEMENTATION SKILLS

- Keep a balance between dreams and the current reality
- Focus on practical examples of goal achievement, make goals 'well-defined'/SMART
- Make sure there are tangible outcomes from the meetings



Specific mentor skills and actions



FEEDBACK SKILLS

- Be aware of your mentees style
- Have the courage to put difficult questions on the table
- Be specific in your feedback
- Be comfortable with giving praise



PROMOTING SKILLS

- Share contacts
- Introduce your mentee in your network, if appropriate
- Think of how to give additional exposure and visibility to your mentee
- Support the ideas of your mentee in public



MOTIVATION SKILLS

- Show enthusiasm
- Inspire with success stories
- Have positive expectations – give positive reinforcement



FACILITATOR SKILLS

- Focus on understanding the strengths and development needs of your mentee
- Explore how to help your mentee achieve her or his goals
- Provide access to materials, resources, as appropriate



Specific DOs and DON'Ts for Mentors

DO	DON'T
<ul style="list-style-type: none">• Challenge your mentee to take initiative• Set clear personal boundaries, e.g. time, scheduling, etc.• Encourage your mentee to explore his or her ideas (e.g. 'have you considered...?')• Remember that your job is to help your mentee develop his or her own style• Address conflicts when they arise – they are a great way of learning• Discuss problems with your mentee and not with other people	<ul style="list-style-type: none">• Wait for your mentee to make the first move• Assume your mentee will know your boundaries• Think that you have all the answers & tell the mentee what (s)he 'should do'• Expect conformity – thinking that there is only one right way to do things• Shy away from difficult discussions that may involve personal style issues• Assume that your mentee will not want to hear about the difficult things



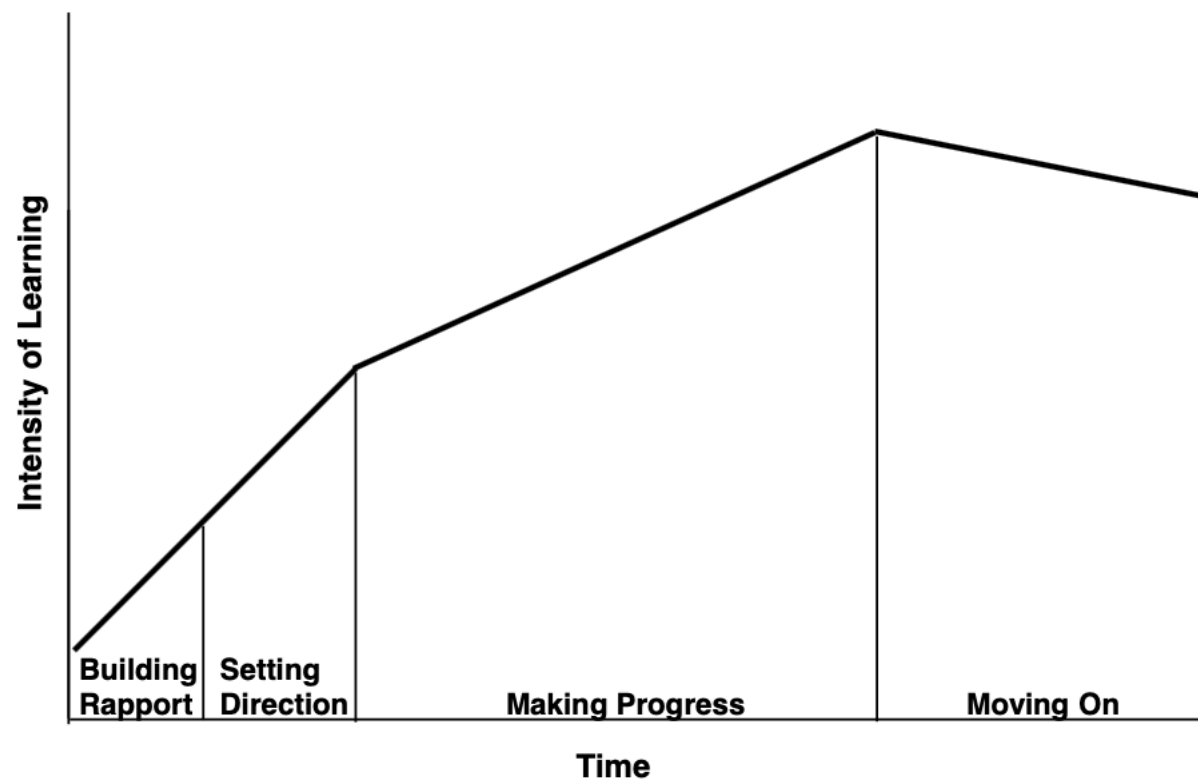
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Goldman
Sachs

PHASES OF THE MENTORING RELATIONSHIP



Mentor
Protege
Program
2010-2011
Sponsoring to the Future



BUILDING RAPPORT



01

- Creating the right environment
- Getting comfortable with each others way of being
- Developing a shared sense of purpose
- Sharing values
- Agreeing 'the contract'

SETTING DIRECTION



02

- Jointly agreeing on goals and milestones
- Exploring commitment
- Beginning the dialogue of how to achieve goals

PROGRESS MAKING



03

- Each party adapting style to changing needs
- Providing challenge and support
- Being available
- Stretching one's own intellect and ability
- Reflective dialogue and insight

MOVING ON



04

- Recognising when it's time to encourage independence
- Discussing openly when and how to move on
- Celebrating success



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Managing expectations

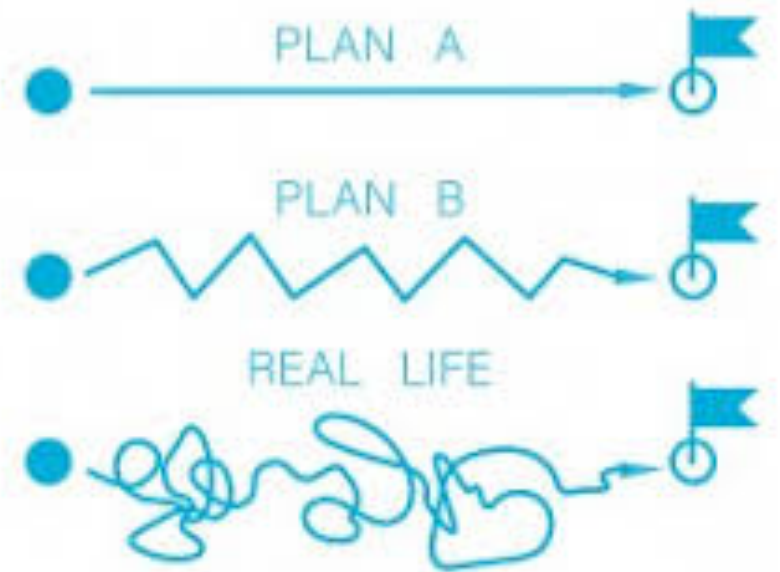


- **Mentor**

- Realistic expectations from the mentee
- Realistic view on the labour market
- Know your own motivation and stay aware of it

- **Mentee**

- The mentor shares knowledge, network and an extra perspective
- The mentee does the work





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Roles and tasks of the mentor (job description)



- ❖ Engagement for certain time/frequency
- ❖ Open minded and open hearted
- ❖ Respectful
- ❖ Strong interpersonal communication
- ❖ Certain knowledge of the labour market
- ❖ Have a network and willingness to share it
- ❖ Confidentiality/privacy







Mentoring skills and attitude

- ❖ Respect, respect, and ... respect
- ❖ Good listening skills
- ❖ Coaching skills are a pro but not at all necessary (listening skills + guide towards a goal)
- ❖ Respectful curious (investigating) attitude
- ❖ Open minded <> judging
- ❖ Build trust/trusting relationship
- ❖ Willing to share
- ❖ Know your own boundaries and respect them
- ❖ See the goal and respect the journey





Ready to become a mentor?

01 - TWO EARS	02 - AN OPEN HEART	03 - LEND TIME	04 - JUMP
Have you two ears to listen carefully?	Are you ready to open your heart?	Are you willing to lend some of your time?	Are you ready to jump into the unknown?
			



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