

MENTORING IN ORGANISATIONS

FROM THE FRONT LINE



“Mentoring helps people understand and work through change and so contributes to the achievement of the Mission or Strategy. Mentoring helps people to learn and supports self-development.”

An experienced mentor



Mentoring and Coaching

Mentoring

Strategic focus

Confidential

Mentee chooses

Outside the line

Mentor has no personal agenda

Mentor does not link own success to that of the mentee

Mentee drives it

Coaching

Skills focus

Open

Coach often allocated

Within the line

Coach may have a personal agenda

Coach may link own success to that of the coachee

Coach may drive it, but the coachee must want to learn

THINKING ABOUT MENTORING

MENTORING: THE BENEFITS



- **Mentee** - benefits by developing confidence, learning more effectively and quickly, and acquiring new perspectives
- **Mentor** - benefits by acquiring improved ways of working with people and satisfying the desire to help others
- **Both** - mentor and mentee benefit by developing a wider perspective on their organisation and work
- **Line manager** - benefits by having a more motivated and effective team member
- **Organisation** - benefits by having more fulfilled, committed, resourceful and motivated employees

THE MENTORING PROCESS

BEING A MENTOR



Keep in mind that a mentee will benefit from your:

- Knowledge
- Experience
- Personal qualities and skills



THE MENTORING PROCESS

BEING A MENTOR

KNOWLEDGE

Think about your knowledge of the **organisation**:

- Its politics
- Its culture
- Its history
- Its character



THE MENTORING PROCESS

BEING A MENTOR EXPERIENCE



As a mentor you will draw on your experience of:

- Facing difficulties
- Meeting new challenges
- Being helped, being a mentee
- Working with others, contributing to an organisation
- Achievement, success, failure
- A variety of organisations/working practices
- Being responsible for yourself, your actions and reactions to others and situations
- Trauma and setback
- Coping with stress

THE MENTORING PROCESS



BEING A MENTOR

PERSONAL QUALITIES

As a mentor you will draw on your ability to be:

- **Enthusiastic** - genuinely interested in the mentee and his/her concerns, needs, dreams and aspirations
- **Motivating and encouraging** - to channel the mentee's energy into constructive change, new challenges and overcoming difficulties
- **Open** - prepared to share your own experience of similar issues, be honest about yourself, be honest about the mentee
- **Empathic** - able to appreciate how the mentee thinks and feels and behaves
- **Positive in your outlook** - able to appreciate the mentee's point of view and see solutions
- **A good listener** - able to really focus on what the mentee is saying without your own thoughts crowding out the mentee's words

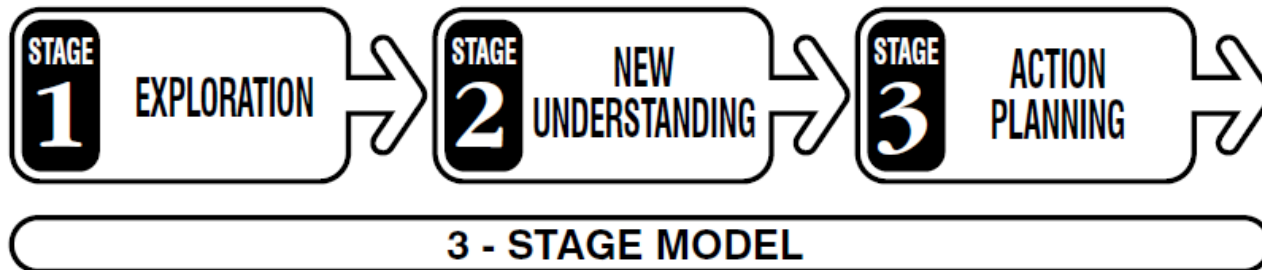
THE MENTORING PROCESS



3-STAGE MODEL

Mentoring includes a number of processes. Different mentors have different strengths and work in different ways. Whatever approach or style you use, you need to work within a framework, to be of most help to the mentee.

A useful framework is a 3-stage model* of helping:



* Adapted from the 'skilled helper model' appearing in Gerard Egan's *The skilled helper: a problem-management approach to helping*, published in 1994 by Brooks/Cole, Pacific Grove, California.

THE MENTORING PROCESS



STAGE 1: EXPLORATION

Strategies

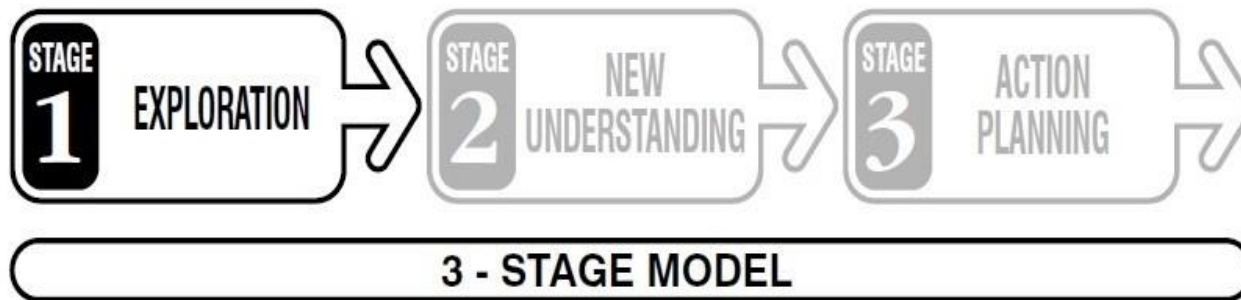
As mentor, you:

- Take the lead
- Pay attention to the relationship and develop it
- Clarify the aims and objectives of the mentoring
- Support and counsel

Methods

As mentor, you:

- Listen
- Ask open questions
- Negotiate an agenda



THE MENTORING PROCESS



STAGE 2: NEW UNDERSTANDING

Strategies

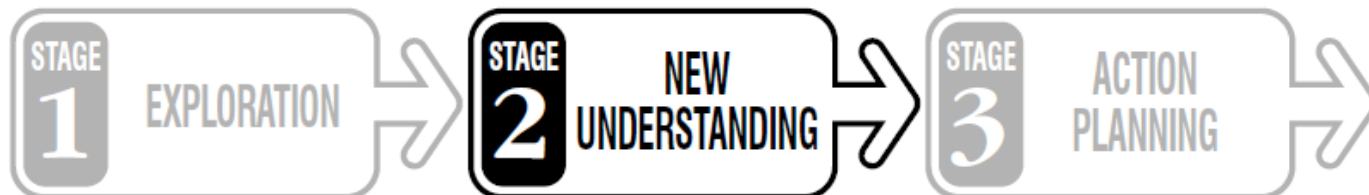
As mentor, you:

- Support and counsel
- Give constructive feedback
- Coach and demonstrate skills

Methods

As mentor, you:

- Listen and challenge
- Ask open and closed questions
- Recognise strengths and weaknesses
- Establish priorities
- Identify developmental needs
- Give information and advice
- Share experiences and tell stories



3 - STAGE MODEL

THE MENTORING PROCESS

STAGE 3: ACTION PLANNING



Strategies

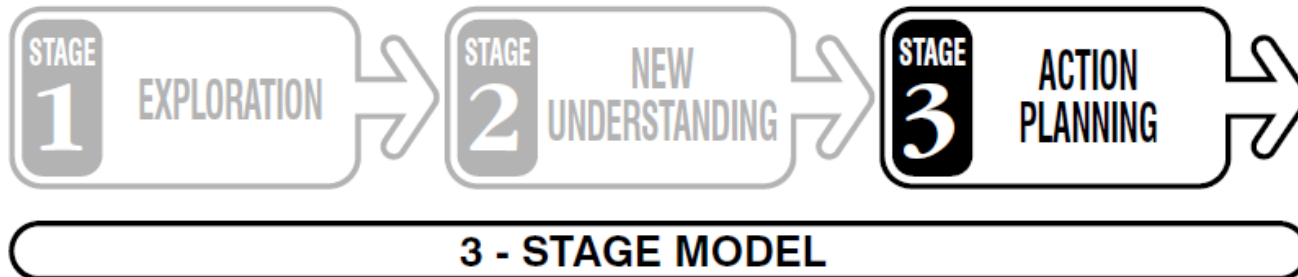
As mentor, you:

- Examine options for action and their consequences
- Attend to the mentoring process and the relationship
- Negotiate an action plan

Methods

As mentor, you:

- Encourage new and creative ways of thinking
- Help to make decisions and solve problems
- Agree action plans
- Monitor progress and evaluate outcomes

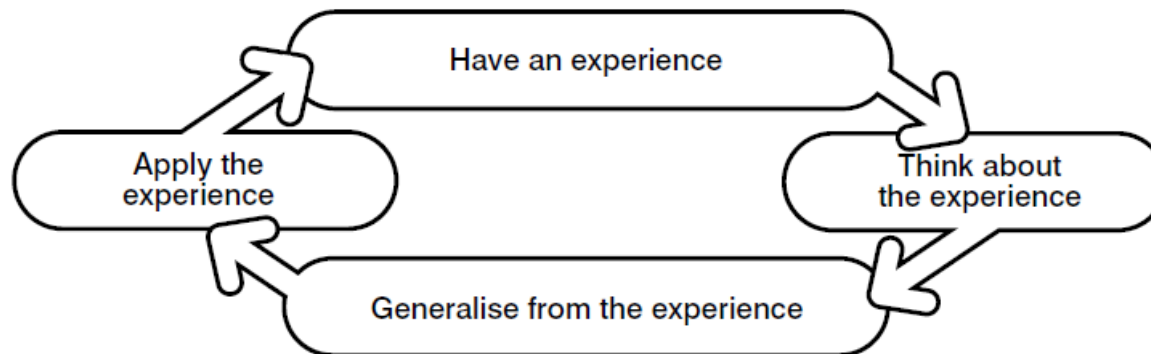


THE MENTORING PROCESS

FACILITATING LEARNING



Another way to look at mentoring is by making use of the learning cycle, based on Kolb's theory of experiential learning. An awareness of the cycle can help the mentor and mentee to focus on the mentee's learning.



WORKING TOGETHER

MAINTAINING THE PARTNERSHIP



Like any worthwhile relationship, mentoring relationships have natural life cycles:

Searching

Getting together

Getting to know each other

Developing trust

Working together

Ending the relationship

Parting or developing a different kind of relationship, eg: friendship

TIPS FOR MENTORS & MENTEES



TIPS FOR MENTORS

1. Maintain regular contact.
2. Always be honest.
3. Avoid being judgemental.
4. Recognise that you have your own need for support. A mentor may need a mentor as well!
5. Don't expect to have all the answers.
6. Help your mentee access resources and further support.
7. Be clear about expectations and boundaries.
8. Stand back from the issues your mentee raises but work together on them.
9. Respect confidentiality.
10. If the relationship falters - hang on in there!

Known to Self

Unknown to Self

Known to Others

OPEN SELF

Information about you that both you & others know.

BLIND SELF

Information about you that you don't know but others do know.

Unknown to Others

HIDDEN SELF

Information about you that you know but others don't know.

UNKNOWN SELF

Information about you that neither you nor others know.

You are okay with me

I am not okay with me

<p>I am not OK You are OK</p> <p><i>The One-down position</i></p> <p><i>"I wish I could do that as well as you do."</i></p>	<p>I am OK You are OK</p> <p><i>The Healthy position</i></p> <p><i>"Hey, we're making good progress now."</i></p>
<p>I am not OK You are not OK</p> <p><i>The Hopeless position</i></p> <p><i>"Oh this is terrible – we'll never make it."</i></p>	<p>I am OK You are not OK</p> <p><i>The One-up position</i></p> <p><i>"You're not doing that right – let me show you."</i></p>

I am okay with me

You are not okay with me





Thank
you!!

- **B. KRISHNA BHARATH**
- **PSYCHOLOGIST**
- **99854 28261**