

# THE BEACON SCHOLARSHIP

## DEVELOPING FUTURE LEADERS

### MENTORING TOOLKIT

#### OVERVIEW

##### Mentee

The mentee should drive the process and make all the arrangements for meetings. They should be respectful of the mentor's time and take responsibility for learning rather than expect to just be given answers. To get the most out of mentoring, preparation in advance of meetings is advised – such as reviewing progress on agreed action points and thinking about questions for the mentor or areas where advice is required.

##### Mentor

A key part of mentoring process is to guide a mentee by giving advice or a steer in the right direction. Therefore, typically a mentor will have more experience or knowledge in one or more areas than the mentee. This applies to peer to peer mentoring just as much as to senior (more advanced in their career) and junior colleague relationships.

##### The mentor needs to adopt/cultivate key attributes & skills such as:

- Practise active listening
- Be able to motivate and encourage
- Be able to challenge
- Be supportive
- Be enthusiastic - show genuine interest
- Show empathy – put yourself in the mentee's shoes/see things from their perspective
- Be able to set aside time to devote to the mentee
- Keep an open mind and not judge
- Be flexible – the mentoring approach needs to fit the requirements of the mentee

#### THE PROCESS

##### First meeting

This is where you can discuss the format of the mentoring relationship - number and frequency of meetings etc. as well as what is the preferred communication style for both parties. You might also discuss boundaries and agree what information should remain confidential.

# THE BEACON SCHOLARSHIP

## DEVELOPING FUTURE LEADERS

### **Strategies:**

Examples of questions a mentor can ask to steer the conversation:

Open questions asking: “how...why...what...”

Clarify you have understood by asking for example: “am I correct in thinking that...”

Help the mentee to identify and explain what challenges they have and outcomes they want to achieve in their own words.

### **Active Listening:**

Remember communication is holistic – verbal and non-verbal. Lookout for facial expressions, body language and tone of voice. Be mindful of clues to assess what is really going on if the mentee is not fully able to articulate with words. Is there a mismatch with what they are saying and their body language?

Provide your full attention – concentrate on what is being said without forming judgements or interrupting.

### **See it from their perspective:**

Empathy is a key component of emotional intelligence. Try to understand the situation from the viewpoint of the mentee so that you can guide them to solutions that will work for them specifically.

### **Planning next steps:**

Review what they are learning and how they can implement insights with their new understanding or knowledge. Encourage them to keep track/note down progress so that you can both review them at the next meeting.

### **Closing the session:**

End on a positive note – sometimes the topic of discussion might be centred around challenging situations. Try to be encouraging and bring the focus back to one positive aspect before you close the meeting – for example something as simple as commenting on an area that has improved since the last meeting.