HELP PACK FOR MENTORS

MATCHING EXPECTATIONS

Over a cup of coffee:
- The mentee provides an agenda
- Where should we meet?
- How long is the meeting?
- What is the desired outcome of the meeting?

For longer periods:
- Get to know each other.
  Discuss e.g.:
  - Your most important values?
  - Your experiences – job, education
  - Joint interests
- Share personal goals
  - What goals does your mentee have - Working life vs. Private life
- Discuss your expectations and boundaries (include the mentor contract)
  - What does the mentee expect from the mentor, and vice versa?
  - What should we decide with regards to openness and honesty?
  - How do we give/receive feedback between us?
  - How often should we meet?
  - Where should we meet?
  - How long are our meetings?
  - Do we have an agenda for meetings? Who makes it?
  - Who organises meetings?
  - Who records the minutes of meetings?
  - How do we measure progress?
- Set long-term goals and milestones as well
- Get the mentee to commit to concrete goals before the next meeting

PREPARATION FOR THE NEXT MENTOR MEETING

- Recap from last time - is there anything we still need to discuss?
- Have I done everything I promised I would as a mentor?
- What topics does the mentee want to discuss?
- What or who can help?
- What was my own experience?
- What kind of help does the mentee want?

BOUNDARIES

There may be topics or areas, that neither you nor your mentee is comfortable covering in your mentor meetings. There may also be work related, or personal relationships that you do not wish to discuss.

Both parties have a duty of confidentiality. The meeting should always be considered a sacred place, where you can be sure that the other party does not share what has been talked about with others. There may, however, be occasions whereby you agree that a specific topic discussed during a meeting, may be discussed with others. As a mentor, you have a moral obligation to your mentee, and if you talk to others about your mentee, then do so anonymously.

This duty of confidentiality gives piece of mind that allows both the mentor and mentee to be completely open, and ensures that you get the most out of the relationship.

If you discover during your meetings that your mentee is in danger, or involved in anything of a criminal nature, then it is acceptable break your confidentiality agreement. It’s often useful to set some limits to start with (see more details in the contract) to help identify what personal boundaries each party has. Often, as you get to know each other, the framework of the relationship will loosen up.
HELP PACK FOR MENTORS

TOOLS

Exercise: What is your critical question?
This is an exercise that can help you in various decision-making processes.

Watch the video with David Clutterbuck, and complete the exercise to find your own critical questions.

Watch David Clutterbuck’s video: DoesItSellShoes(CriticalQuestion)

Exercise: prioritise your values!
Assign 10 points (only whole numbers) between the following priorities:
• Money/financial security
• Status/recognition
• Job satisfaction
• A good life outside of your job

How do you see your score now?
And in ten years?

Levels of listening
It’s possible to listen in different ways.
How do you normally listen?

Listening while waiting to talk
Listening to disagree
Listening to understand
Listen to help understand the mentee
Listen openly and without an agenda

Reflection Tools: Who spoke the most?
• What percentage of the conversation did I talk?
• Who asked the questions?
• Who came up with the answers?
• Who produced the creative thoughts?
• Who was in control?

Reflective questions to the mentee
• Who would you like to be?
• What do you want? (NOT what you don’t want)
• Why do you want (to have) it?
• How will you know you have reached your goal?
• What is your first step towards the goal?
• What is the next step?
• When would you like to reach your goal?
• Who and what do you need to support you?
• How will you celebrate that you have reached your goal?
HELP PACK FOR MENTORS

THE MENTOR CAROUSEL
(the Mentee’s needs determine the Mentor’s help)

The Mentor arousal can be used to become aware of the type of mentoring that is needed - is it challenging (cognitive) / supporting (emotional), or is it directing / not directing. In this way the mentor can consider the role he / she should have toward their mentee, if the mentor should be supervisor or adviser, or if a coaching style is what’s needed.

The Mentor can also choose to open their network for the mentee. Most mentoring conversations will take the form of guidance, but many mentors will be tempted to jump in the role of advisor. And that role does not provide much help for the mentee, unless they are locked into a situation that is difficult to come out of.
# MENTOR CONTRACT

<table>
<thead>
<tr>
<th>Mentor:</th>
<th>Mentee:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose of the mentor relationship:</td>
<td></td>
</tr>
<tr>
<td>The mentee’s expectations to the mentor:</td>
<td></td>
</tr>
<tr>
<td>The mentor’s expectations to the mentee:</td>
<td></td>
</tr>
<tr>
<td>Topics to discuss:</td>
<td></td>
</tr>
<tr>
<td>Meetings (set-up):</td>
<td></td>
</tr>
<tr>
<td>Confidentiality:</td>
<td></td>
</tr>
<tr>
<td>Commitments:</td>
<td></td>
</tr>
<tr>
<td>Mentor relationship in general:</td>
<td></td>
</tr>
</tbody>
</table>
HELP PACK FOR MENTORS

A GOOD END TO THE MENTOR RELATIONSHIP

Review your contract and expectations for the mentor relationship
• What have we achieved together?
• What’s the best way to celebrate?
• What would we like to thank each other for?
• Give each other feedback – use examples
• What have we learned, that we can use in future relations?
• What or who now will fill the space as mentor?
• In what circumstances will you meet again?

STATEMENTS FROM FORMER MENTORS

"It’s fantastic that such a small amount of effort can make such a big difference. We only really sit and listen, I think it’s great!"

"The desire, curiosity, motivation and enthusiasm shown by my mentee, has made the greatest impression on me, and it is a good foundation for any discussion."

"For my part, the Mentor role has led to interesting discussions where I have gained some insight into a relatively unknown professional world. From a personal perspective, I have been better at listening and “merely” asking useful questions, rather than blurting out suggestions based on my own experience. Above all, it was a pleasure to feel that I could help the mentee formulate answers and solutions to better relationships between work and leisure, thus giving them more energy, a better overview and a greater belief that the project will succeed.”