

# **Benefits of Mentoring & the Mentoring Process**

## **Why Mentoring?**

- It has flexibility – mentoring can happen in so many ways and under lots of different circumstances
- Is an offline activity – it is not a role carried out by the mentee's line manager (although mentoring conversations can become part of day to day activity and don't always need to be scheduled)
- It relates to work and the job
- It is individual – each relationship will be unique to those two individuals involved
- It is people centred
- It provides a feedback system – feedback is central to mentoring and is a great tool to enhance and embed learning
- It is broad in focus – it should meet the needs of the mentee and mentor
- It is not exclusive – but actually complements other methods of learning

## **The Benefits of Mentoring**

### **For the Mentor**

- Job satisfaction from seeing others develop
- Increased recognition from peers
- Challenge and stimulation
- Having identified future potential of the person they are mentoring
- Learning and developing yourself from the process
- Satisfaction at the success of the mentee
- Recognition of your mentoring skills by the IR Society and wider IR community
- Motivation from self-development and responsibility

### **For the Mentee**

- Increased self-confidence and motivation
- Support and challenge in formulating a clear sense of personal direction
- An opportunity to develop skills by observing others
- A source of knowledge and experience to tap into
- A sounding board to discuss ideas and approaches before action is taken
- An opportunity to think about things in a different way

## **The Mentoring Process**

## **Initial Meeting**

- explain the purpose of the mentoring relationship
- the format of the meetings and how these will work
- what you will commit to and your role
- what is expected from mentees and their role

## **Mentor Sessions**

- review experience
- identify objectives
- provide feedback
- identify strengths and achievements
- identify areas of development
- explore options
- coaching on specific areas if required
- discuss professional issues
- agree support needs
- set targets for future actions
- create opportunities for mentees to gain experience

## **Moving On**

- Identifying when the relationship reaches a natural end
- Review and sign off objectives
- Helping the mentee to identify the next steps (possibly a different mentor)
- Self-reflection and review on the effectiveness of the relationship by both parties

## **Managing the Meetings**

The mentor should take on the role of a facilitator during the meetings using questions and a non-directive, non-judgemental approach. The purpose of the meetings could be for some or all of the following reasons:

- Reviewing and identifying the mentee's experience
- Helping the mentee to identify individual strengths and areas for development
- Discussing professional and work issues
- Agreeing what support is required
- Exploring the options open to the mentee
- Coaching on specific skills
- Supporting the mentee to set achievable realistic and stretching action plans

Remember the meetings may not be the only form of contact with your mentee. Additional telephone calls or emails discussions may also be a part of the process but you should have an agreed number of scheduled

meetings with your mentee set to fit around the action plan of the mentee, and around specific points in their development.

### **Making the Meetings Work**

1. Have a clear structure and purpose. Before the meeting consider the structure and the time parameters. These should be agreed during the initial meeting when you are contracting with the mentee. Having a clear structure and purpose in mind will be the best and most effective use of your time and their time.
2. Think about the content of the meetings. There should be a balance of looking back and reviewing the mentee experiences and reviewing if objectives set have been met or, if not, why not? There should also be a balance of discussing current issues and thinking about the future and ensuring the mentee sets realistic objectives for their action plan.
3. Keep to dates and times set. It is easy to let the day job get in the way but try to focus on the benefits to everyone (including the organisation) of engaging in this process. Give it the priority it requires to be successful.
4. Enjoy the experience!