



MOVING AHEAD

Advancing diversity, equity and inclusion

In the business community through
the world's largest cross-company
mentoring programme

MENTOR GUIDE



Mentor guide

Mentoring is a great privilege and can be truly transformational in enhancing innovation, diverse perspectives and greater representation.

We are delighted that you are paying it forward and actively supporting a mentee's personal and professional development. Mentoring is a professional partnership and a powerful way to support people as they focus on their development or start to make important decisions about their future. As a mentor, you will be a role model of success, inspiring your mentee to work hard and develop by providing access to support, advice, information, and opportunities. This brief guide outlines mentoring and how you can give and get the best from the partnership.

What is a mentor?

A mentor is someone who gives help and advice to someone in a formal or informal setting. A mentor can help a mentee make the most of career opportunities and support their personal development.

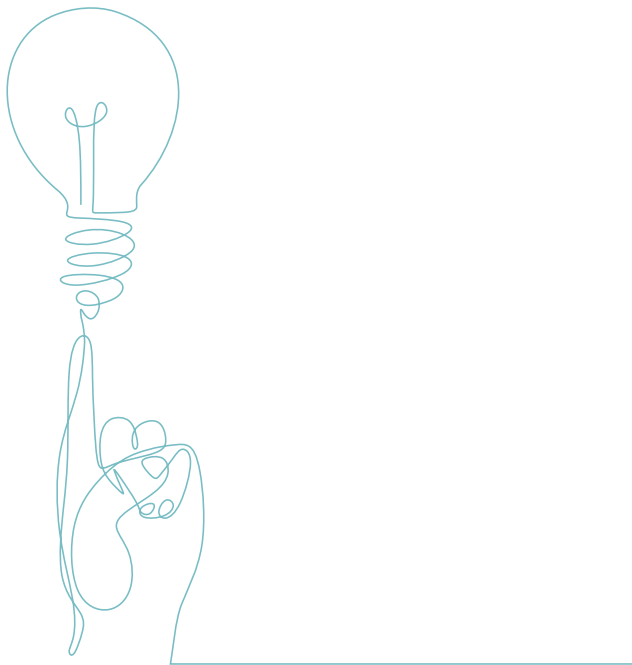
Mentoring can:

- ▶ Help boost confidence of the mentee
- ▶ Give the mentee clarity and an opportunity to focus on their goals and career objectives
- ▶ Provide a safe space for the mentee to reflect, develop and grow

Will I get anything from being a mentor?

Whilst mentoring focuses on the mentee, there are lots of benefits for mentors too, they include:

- ▶ Developing communication, leadership, coaching and mentoring skills
- ▶ Increasing your network
- ▶ A feeling of 'giving back'
- ▶ Reflect on your own skills and achievements
- ▶ An opportunity to use your creativity skills
- ▶ To learn from the ideas and experiences of someone who could be from a different generation, background or have different life experiences, expectations, stage of career, sector etc.



What a great mentor does

As a mentor, you share your skills, knowledge, and insights with the mentee to help them develop personally and professionally in their career. You can encourage and support the mentee to achieve their goals and help them to think for themselves. It is not about you having all the answers and telling the mentee what to do.

Great mentors help the mentee to focus on their own career goals and challenges by:

- ▶ Providing an outside and non-judgemental perspective
- ▶ Actively hearing things that are creating barriers or worrying the mentee
- ▶ Sharing their own experiences, giving unbiased advice, support, feedback, and challenge
- ▶ Acting as a confidential sounding board for ideas
- ▶ Facilitating decision making by helping the mentee to generate ideas and actions of their own
- ▶ Providing contacts and introducing the mentee to networks to further their personal and professional development

Mentoring meetings

Where?:

Face-to-face mentoring meetings should take place in a suitable environment – an office or coffee shop, somewhere where both parties feel comfortable – never in someone’s home. Meetings can take also place on the phone, via Teams, WhatsApp, Zoom or FaceTime.

Setting the agenda:

It is usually the mentee who is expected to drive the partnership by organising the meetings and preparing for each meeting, so they have a question or a goal to focus on.



First steps:

At the first meeting you will spend some time building rapport, getting to know each other, and talking about how you will work together. This should include sharing contact details; talking about and agreeing confidentiality and boundaries; discussing what mentoring is and is not; duration, frequency of meetings and length of partnership; the mentee’s achievements, challenges and career and personal development goals. Here’s some questions to get you started:

Personal

- ▶ What is your story so far – inside and outside of work?
- ▶ Why are you interested in mentoring?
- ▶ What are your hopes for this programme?
- ▶ Do you have any concerns?
- ▶ What are your strengths and development areas?
- ▶ What challenges have you overcome?
- ▶ What would you like to focus on first in your mentoring meeting?

Partnership

- ▶ How will we ‘be’ in our meetings?
- ▶ What’s our commitment to each other?
- ▶ What are your boundaries – what’s in scope and out of scope for now? Remember this can change over time.
- ▶ How will you create a safe and confidential environment to talk?
- ▶ How do you seek permission to share outside of the partnership? E.g. to introduce each other to network etc.

Practical

- ▶ How often will you meet?
We recommend once every four-six weeks to make the most of the programme.
- ▶ Will you meet in person or virtually (or a combination)?
- ▶ Where is the best location?
- ▶ What timing works best for you both?
- ▶ Who will send calendar invites?
- ▶ How will we track our progress?

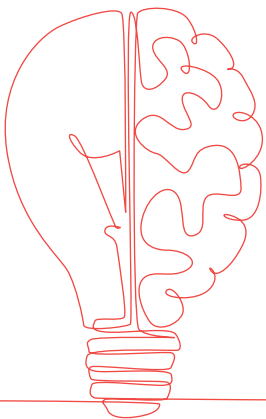
Their goals:

Mentoring meetings focus on what the mentee wants to achieve, develop, or change. As the mentor, you help them identify a specific goal or objective to achieve or a challenge they wish to overcome. This gives each meeting a clear focus – an agenda. Then, using hearing and questioning skills, you can help the mentee explore the situation and what they can do to achieve their goal. It is good to get the mentee to think for themselves before sharing your ideas/advice/ expertise as this helps the mentee to develop problem solving skills, confidence, and creativity.

Finally, from the list of ideas you have both come up with you can help the mentee to identify one or two actions they commit to do which will help them move towards their goal.

Their progress:

At the beginning of each meeting, you can review the actions agreed at the previous meeting and the progress made.



Why inclusive language matters

Language can consciously and unconsciously offend, intimidate, belittle, exclude, reinforce harmful stereotypes, and contribute to the inequitable status of individuals. Language can also have very positive effects on people. When inclusive language is used it can make people feel included, valued, and empowered. Be mindful of what, and how you say things.

Review how it is going

It is good practice to regularly review the partnership itself. Talk through any challenges and agree how to move forwards. You could use the following questions to ask each other:

- ▶ What is working well that you or I do or bring to the partnership?
- ▶ What could you or I do differently, keep doing, do more/less of to improve the partnership?

Don't let the partnership just fizzle out. If you have tried to make it work and are still facing challenges – discuss this and if necessary, agree together to contact your programme partner.

Ending the partnership

The partnership may end when the mentee has achieved their goals, overcome their challenges, or when the end of the programme has been reached. At the final meeting spend some time discussing the overall outcomes and the progress made; celebrating success and to identify what you **both** learned. You may decide to continue to stay in touch in a less formal way.

If you would like further information about the cross-company mentoring programmes, or our other offerings, please email:

contactus@moving-ahead.org



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