

# Getting the most from mentoring

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# Mentoring: a few definitions

- An experienced individual outside the reporting relationship ... takes personal interest in guiding and supporting the development of a less experienced person in progressing within and beyond their immediate role.” (Hale, 2000)
- Offline help from one person to another in making significant transitions in knowledge, work or thinking”. (Clutterbuck and Megginson 1995)
- The basic model of mentoring is that one person passes their greater knowledge and wisdom to another”. (Hay, 1995)
- A relationship between two parties, who are not connected within a line-management structure, in which one party (the mentor) guides the other (the mentee) through a period of change and towards an agreed objective.” (Kay and Hinds 2005)

# The Benefits of Mentoring

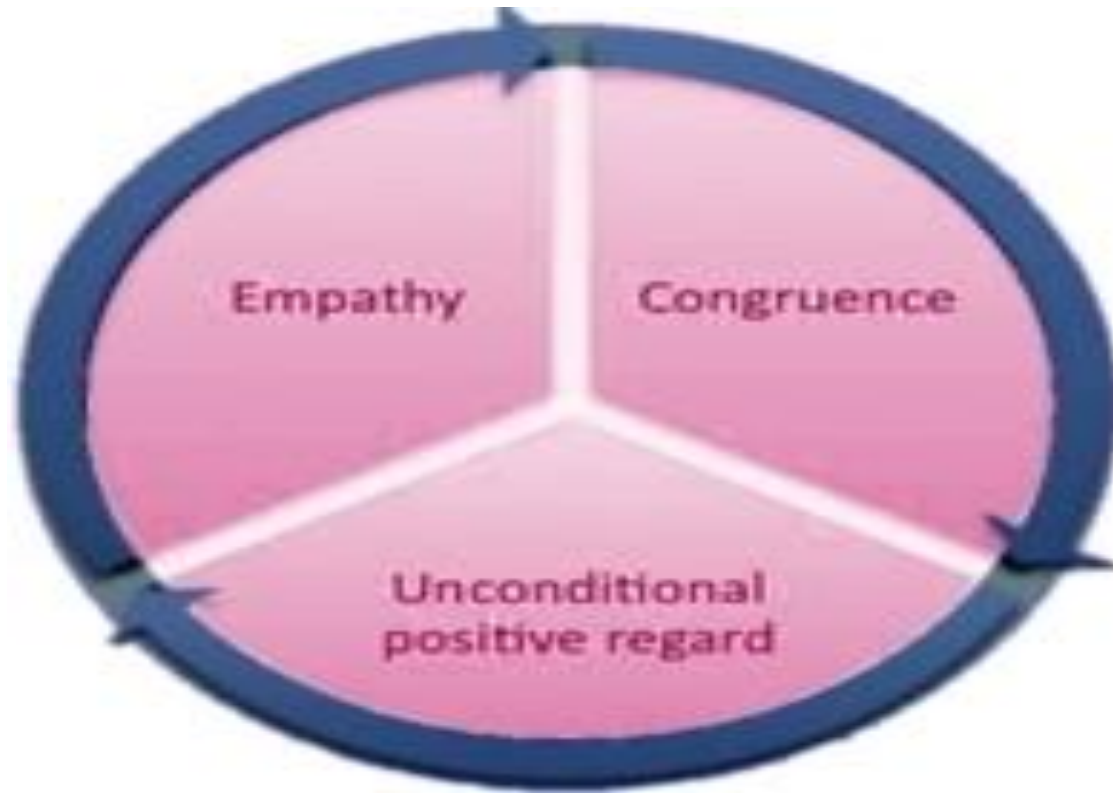
- Support at a time of transition and change
- Develops reflective practice
- Builds effective relationships
- Extends networks
- Supports career development
- Supports Work-life balance
- Extends Technical/Professional Skills
- Intercultural, intergenerational ...

# Mentoring Challenges

What are the key challenges  
of mentoring?



# The Mentoring Relationship



# Reciprocal Behaviours

- Articulating
- Listening
- Respect
- Analytical Skills
- Goal clarity
- Challenging
- Self-awareness
- Commitment to learning
- Reflection
- Process Management (mentors)

# Mentoring in Action





# Five Phase Mentoring Relationship Model<sup>®</sup>

## Phase One: Purpose

*Why do I want a mentor?*

*Why do I want to be a mentor?*

## Phase Two: Engagement

*Finding and Being a Mentor*

*How do I begin?*

## Phase Three: Planning

*Developing your Mentoring Action Plan*

*How can I achieve my goals?*

*How will we work together?*

## Phase Four: Emergence

*Engaging in the Conversation*

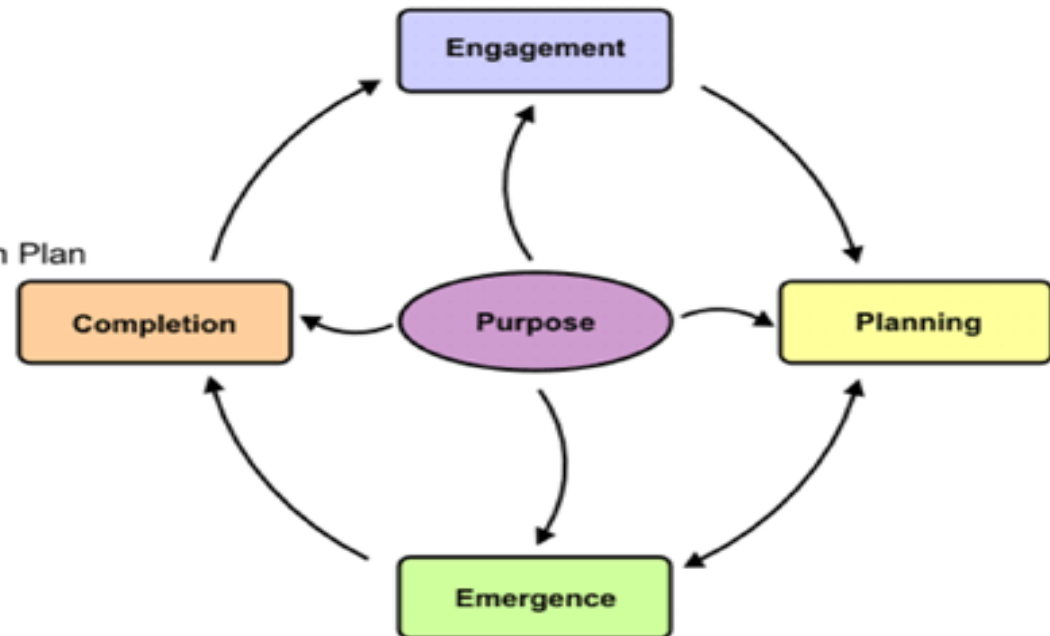
*How am I doing?*

*What are we learning?*

## Phase Five: Completion

*Celebrating Accomplishments*

*What are my next steps?*



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# Mentoring Agreement



PROFESSIONAL SERVICES HUMAN RESOURCES

## Mentoring @ Strathclyde: A mentoring scheme to support Staff with their Career Development

### Mentoring Agreement

This form should be used to form an agreement between the mentor and mentee to keep the relationship focused.

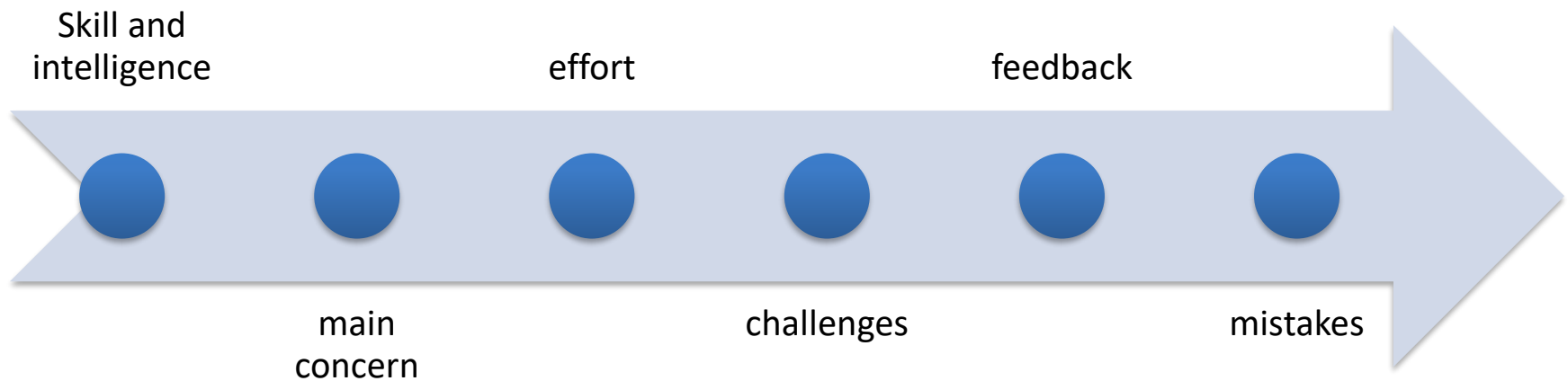
**Purpose & Outcome:**  
(expectations, goals, areas to focus on)

**Working together:**  
(ground rules, confidentiality, responsibilities)

**Meetings:**  
(when, where, length of session, frequency)

**Other points:**

# Mindset Characteristics

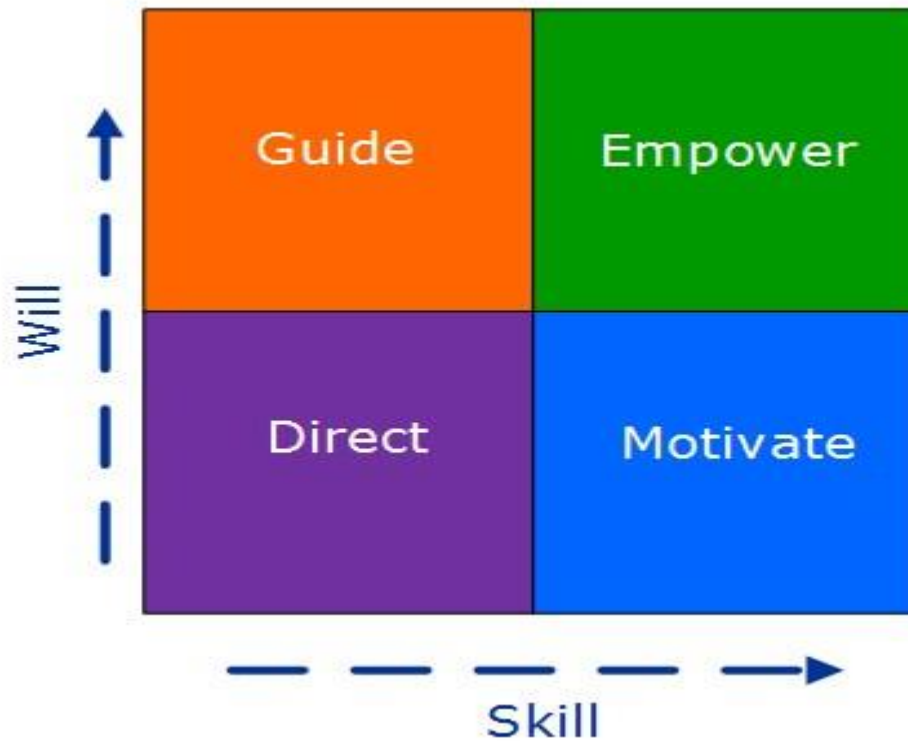


# Mentoring Conversations

- a learning conversation;
- commitment to the process;
- reflection and sharing;
- agreed outcomes;
- solution focussed;
- mutual benefit;
- confidential;
- flexible.



# Skill/Will Matrix



# Mentoring Conversations – A Model

- **Goal**
- **Reality**
- **Options**
- **Will**



# The GROW model

- Establish **Goals**
- Explore **Reality**
- Generate **Options**
- What **will** they do?

# GROW Questions

- **G** – what is the focus?  
How long shall we work for? How can I best help?
- **R** – tell me more about? What makes it challenging?
- **O** – what would be 3 different options?  
Which is your favourite?
- **W** – what will you do?  
When? Who do you need to help you?



# Some not so good questions

Why?

How about .... ?

Have you thought about  
... ?

*It's fine to give advice,  
just check that's what  
they are looking for.*



# Remember those challenges ...

- How can you repair it?
- How can you prevent it?
- What may help?



What did you learn today?  
What mistake did you make  
that taught you something?  
What did you try hard at  
today?

**Carol Dweck**

EverydayPowerBlog.com



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