

Making the Most of Mentoring

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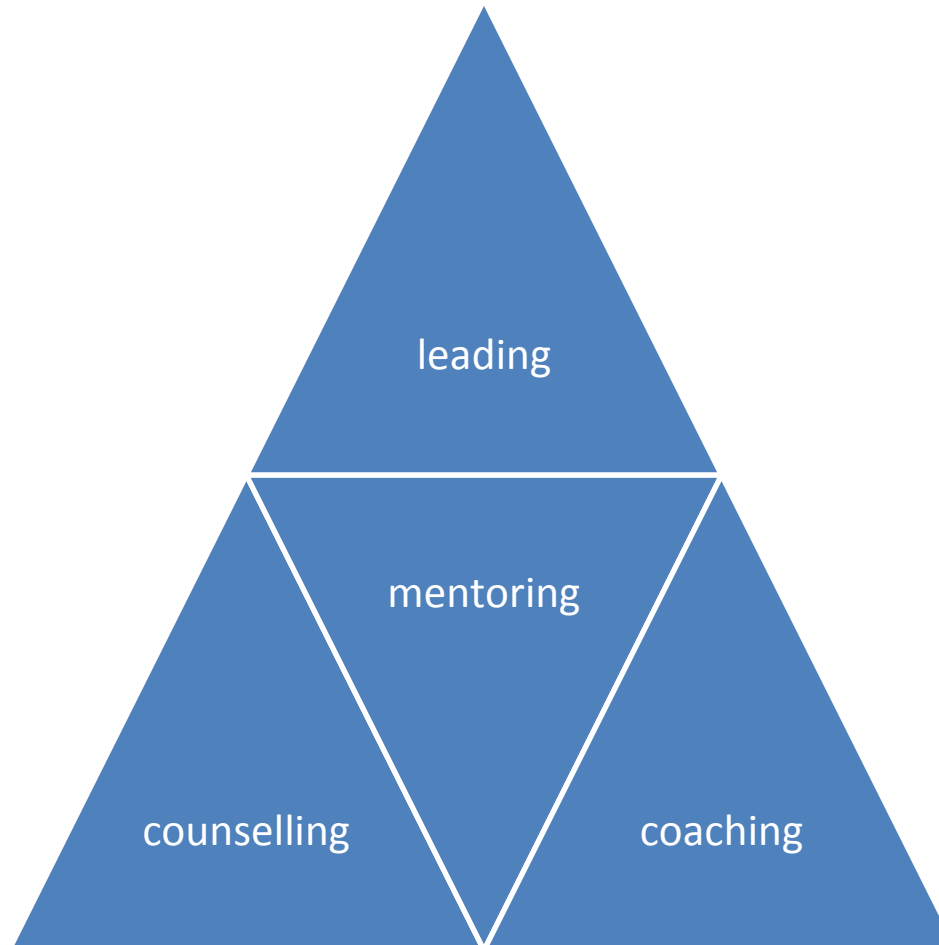
Mentoring: a few definitions

- 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

The Differences ...



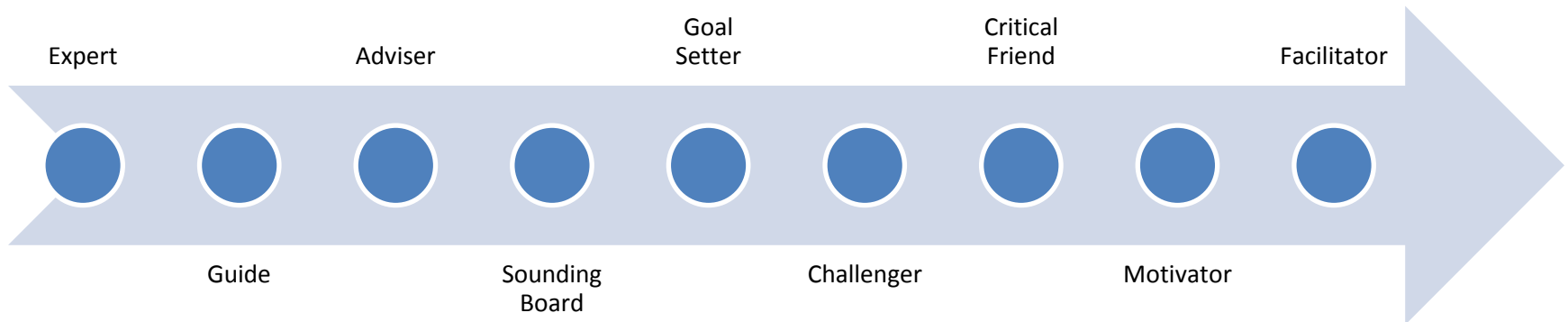
Expectations

Mentors – What do you expect from your mentees?

Mentees – what do you expect from your mentor?



Being a mentor



Being a mentee

- Expectations
- Responsibilities
- Be clear what you are looking for
- Keep-on-track
- Plan for meetings
- Listen and ask questions
- It's a two way thing!



Reciprocal Behaviours

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

Mentoring Conversations

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



Mentoring in Action



Phases of The Mentoring Relationship

1. Rapport Building
2. Direction-Setting
3. Progress-Making
4. Winding Down
5. Moving on / professional friendship

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)

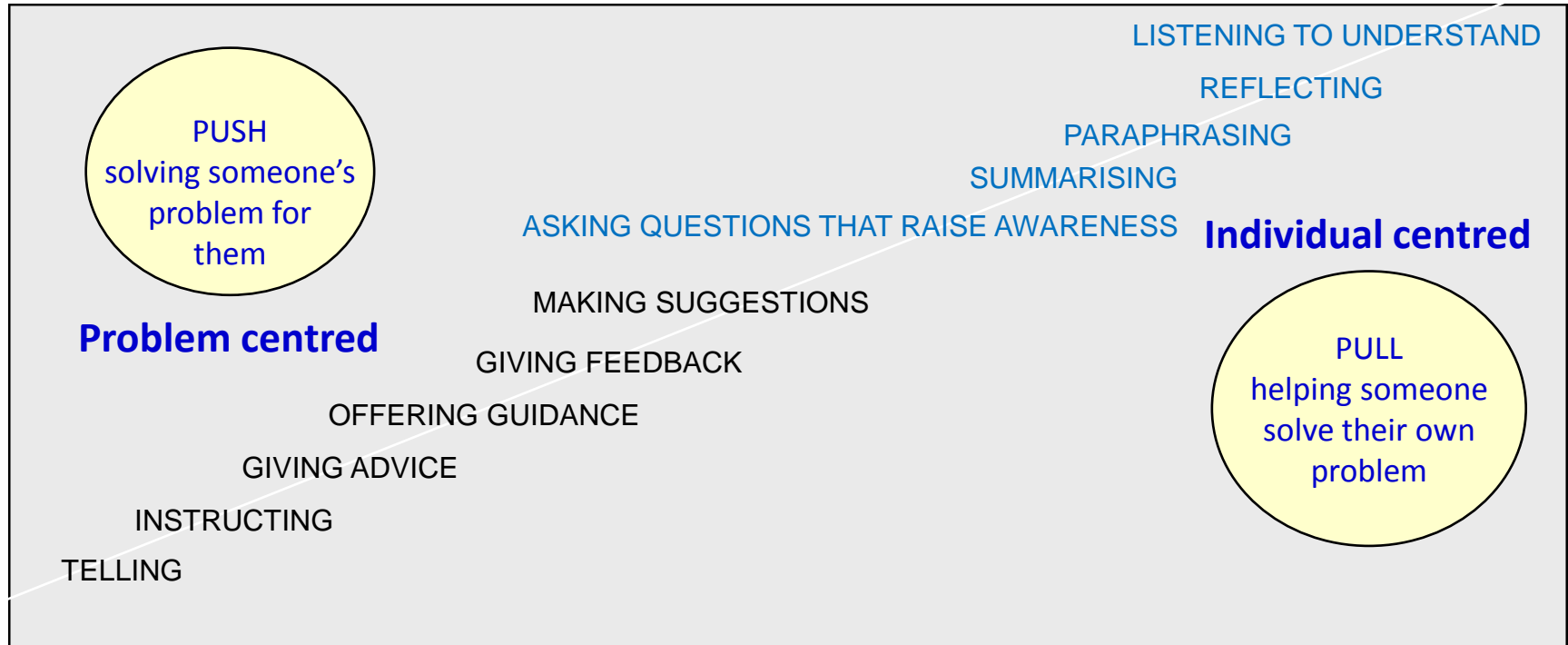
Meetings:
(when, where, length of session, frequency)

Other points:

Mentoring Continuum



NON-DIRECTIVE



DIRECTIVE

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.*



Mentoring in Action

In pairs, one person is going to Mentor the other on ...
(e.g. what they want to achieve in the next 3 months).





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