

How to make your mentoring relationship work for you



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Change

... Comes with **Action**

They always say time
changes things,
but you actually have
to change them yourself

--- *Andy Warhol* ---



Purpose

Direction

Commitment

Mind-set

Ownership

Action

Make your mentoring relationship work for you



Designed for ...

- Existing mentees
- Potential mentees
- Anybody considering entering into a mentoring relationship
- Anybody committed to their personal and professional development
- Anybody who is curious about mentoring

In this guide ...



- **Purpose**
- Mentoring in Essence
- The Mentoring Life-cycle
- Critical Success Factors
- Goals
- Reflection
- On your Journey

Purpose



Purpose is **Critical**

For a positive mentoring relationship...

Your having purpose – or otherwise – is *the* determining factor towards your mentoring relationship being successful

You can make a **personal statement**...

“

**I understand what mentoring is
and I have made a conscious decision
to enter into a mentoring relationship
*because ...***

”



Conscious decision

Voluntary

In understanding

With conviction

Purpose is **Personal**

I understand what mentoring is and I have made a conscious decision to enter into a mentoring relationship because ...

This is your **Personal** Statement

It answers the question **why??** You want to be mentored

It should be **written down**



- ✓ Get your thoughts straight
- ✓ Explore your motivations
- ✓ Build emotional attachment
- ✓ Communicate to others
- ✓ Give insight to others



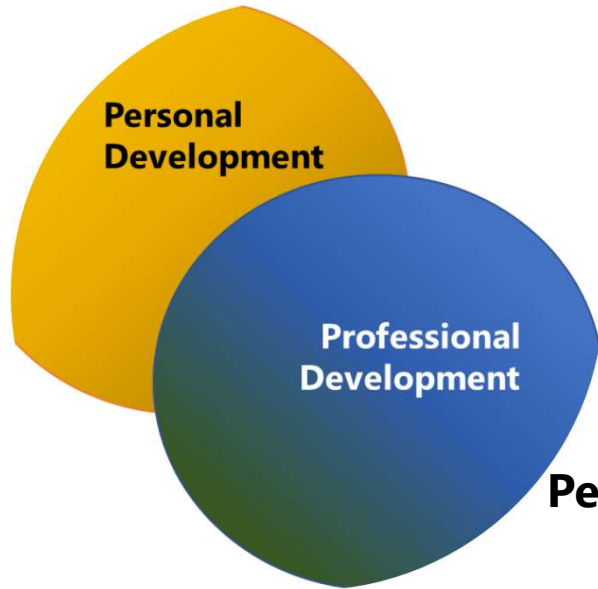
Purpose is **Personal**

Where does our purpose come from??

- More the heart than the head
- But clear thinking is important
- Driven from *both* your personal *and* professional development needs and goals
- It evolves over time
- **It is very much personal to you**

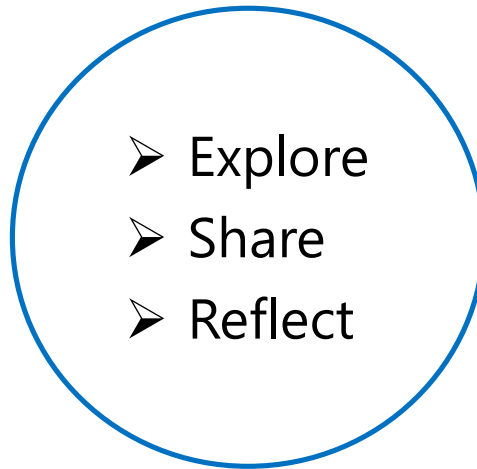


Heart versus Head



**Personal Development
Needs and Goals**

Professional Development Needs and Goals



- Explore
- Share
- Reflect



Change over Time

Mentoring in essence



**Personal
Development**

**Professional
Development**



Unlocking your **potential**

Your personal and professional **development**

Your **growth**

Mentoring

Mentoring is a learning and development relationship

- Based on a relationship of mutual trust
- It is **non-directive** (not telling or teaching)
- Un-locking the mentee's **potential**

The Mentor...

Is a more experienced, more knowledgeable, more senior colleague ...

- Who supports more junior, less experienced colleague(s)

Comes from same/comparable professional background:

- Understands mentee's role and professional environment/context
- Has subject matter expertise
- Provides insight

Is 'giving back' (not expecting remuneration)



An Effective Mentor

An effective mentor stays on the mentee's agenda

- Listens to develop awareness
- Asks 'good', open questions
- Confirms understanding, plays back
- Encourages reflection
- Understands and applies coaching models and techniques

Encourages the mentee to find their own answers...

- Through creating awareness
- Through identifying their potential

Guides the mentee towards **taking actions**...

- To make changes
- To take positive steps

Takes on certain roles:

- Trusted adviser, critical friend ...
- Sometimes coach, sometimes advocate/sponsor

Opens their network, enables connections



Positive Mentoring Relationships

A positive mentoring relationship is ...

- Non-directive
- Between peers, not hierarchical
- Where the mentee takes responsibility
- Voluntary
- A conscious decision made by the mentee
- An opportunity accepted by the mentor

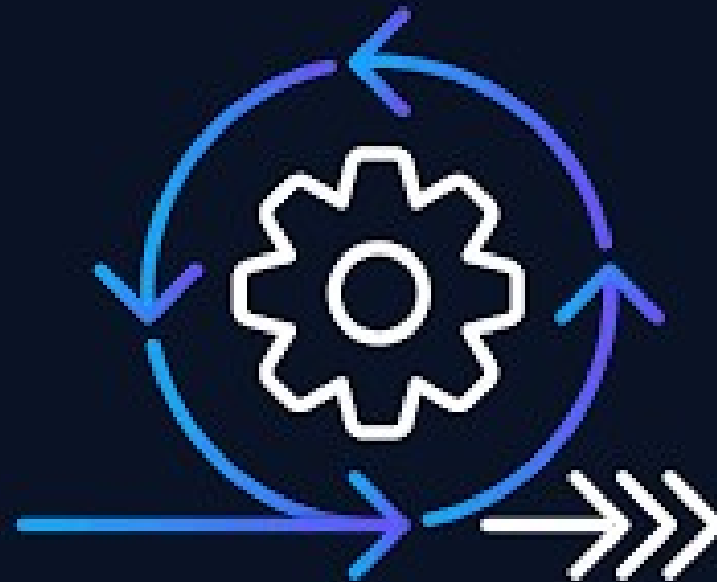
It ...

- Has **purpose**
- Is set in a Professional context
- Is built on mutual trust
- And is mutually beneficial

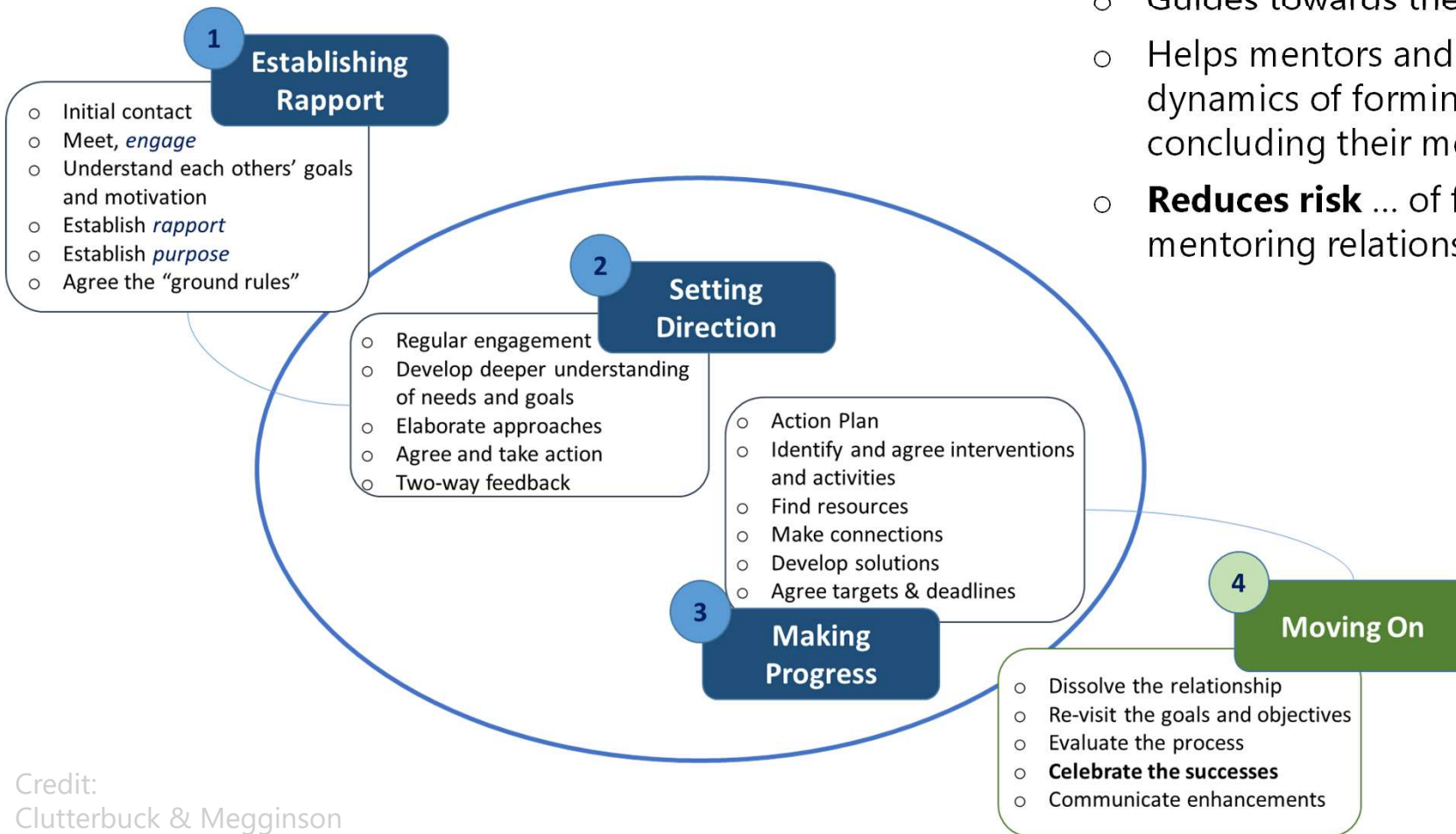
- Is temporary by nature (doesn't mean short duration)
- Develops over time
- Is based upon shared values
- Requires **commitment**



The Mentoring Life-Cycle



The Mentoring Life-Cycle



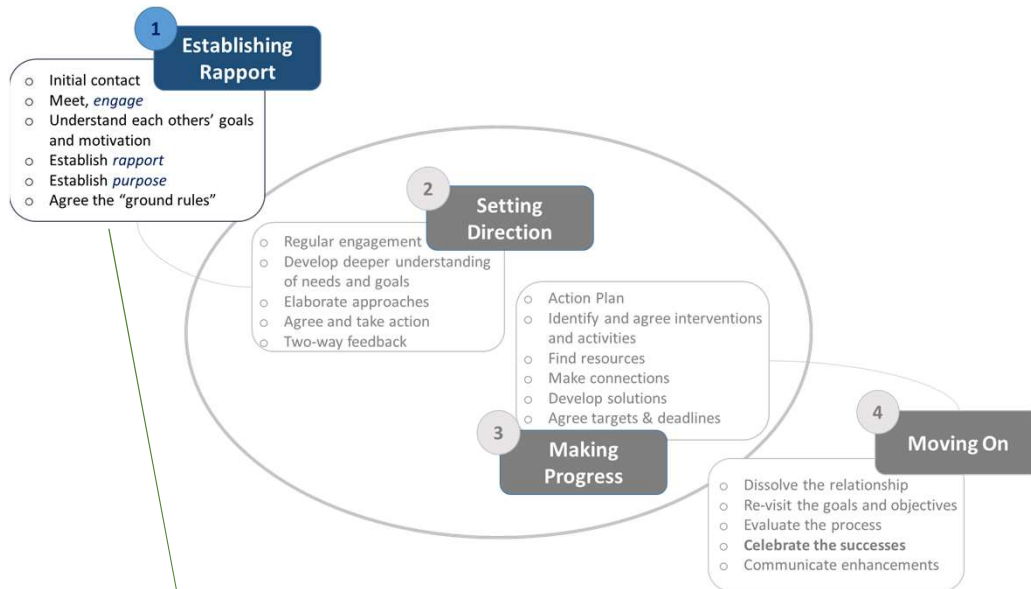
The value of the mentoring life-cycle:

- Gives structure to our mentoring relationships.
- Guides towards the logical next steps.
- Helps mentors and mentees to contextualise the dynamics of forming, sustaining and (ultimately) concluding their mentoring relationship.
- **Reduces risk** ... of failed or suboptimal mentoring relationships

The Mentoring Life-cycle

"Chemistry" session Mentee Personal Statement

Understanding
Voluntary
Conscious Decision
Purpose



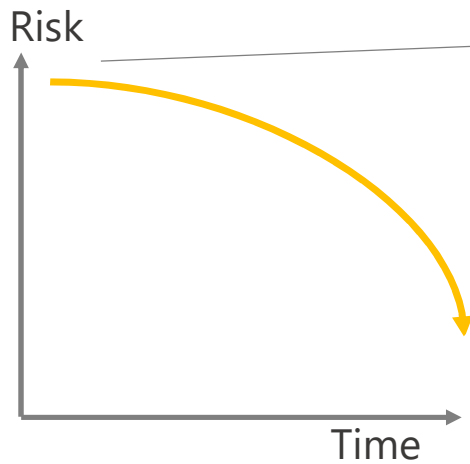
Commitment Statements

Mentoring Agreement

At the outset... a positive mentoring relationship needs **secure foundations**:

- Establishing common understanding
- Building rapport
- Ensuring clarity of **purpose**
- Building upon shared values & trust
- Agreeing the ground rules
- *Making commitments*
- Mitigating risk

The Mentoring Life-Cycle



Reducing Risk...

- × Misunderstanding
- × Unrealistic expectations
- × **Lack of purpose**
- × Wanting a "quick fix"
- × The answers lie in the work-place

Lack of *chemistry*

Mentoring is not the most appropriate development solution

1 Establishing Rapport

- Initial contact
- Meet, *engage*
- Understand each others' goals and motivation
- Establish *rapport*
- Establish *purpose*
- Agree the "ground rules"

2 Setting Direction

- Regular engagement
- Develop deeper understanding of needs and goals
- Elaborate approaches
- Agree and take action
- Two-way feedback

3 Making Progress

- Action Plan
- Identify and agree interventions and activities
- Find resources
- Make connections
- Develop solutions
- Agree targets & deadlines

4 Moving On

- Dissolve the relationship
- Re-visit the goals and objectives
- Evaluate the process
- **Celebrate the successes**
- Communicate enhancements

A mentoring relationship is at greatest risk of failure at the very beginning

Critical Success Factors



Your **Development** is at the heart of it

Your future possibilities



Your development is a journey – because it

- Needs to be planned
- Needs a destination
- Needs a purpose
- Needs you to take ownership
- Needs fuel
- Can be unpredictable
- Can throw up challenges
- Is not a quick fix
- Often requires support or guidance along the way
- Needs to be re-calibrated as things progress, or things change



you are here

Your current reality

A mentoring relationship will only ever be optimal *where both* mentor and mentee are genuinely committed to their own development

Before you **Begin**

- Understand what mentoring is ... and isn't
- Have realistic expectations
- Be prepared to establish a *relationship*
- Understand that mentoring is not a 'quick fix'
- Don't replicate your work-place
- Do your homework

**make sure it's the right thing for you
... right now**

- ✓ Conscious decision
- ✓ Voluntary
- ✓ In understanding
- ✓ With conviction



Purpose & Direction

Mentoring will only deliver benefit if the mentee maintains a strong sense of purpose...

And **direction**

purpose

- You genuinely **want** to be mentored – you see *value*
- You can clearly articulate **why** you want to sustain a mentoring relationship
- You can explain **how** you anticipate that the mentoring relationship will **benefit** you
- You can describe **what** success will look like to you ...
 - *Tangible outcomes* e.g.
“I will be...” “I will have...” “I will be able to...”
 - And more *emotional outcomes* e.g.
“I will feel...” “It will look like...”

direction

Is more about *goals*

- You are on a journey
- If you don't make a conscious decision about your **destination...**
you will end up wherever you happen to be heading
or where fate takes you



Before you **Start**

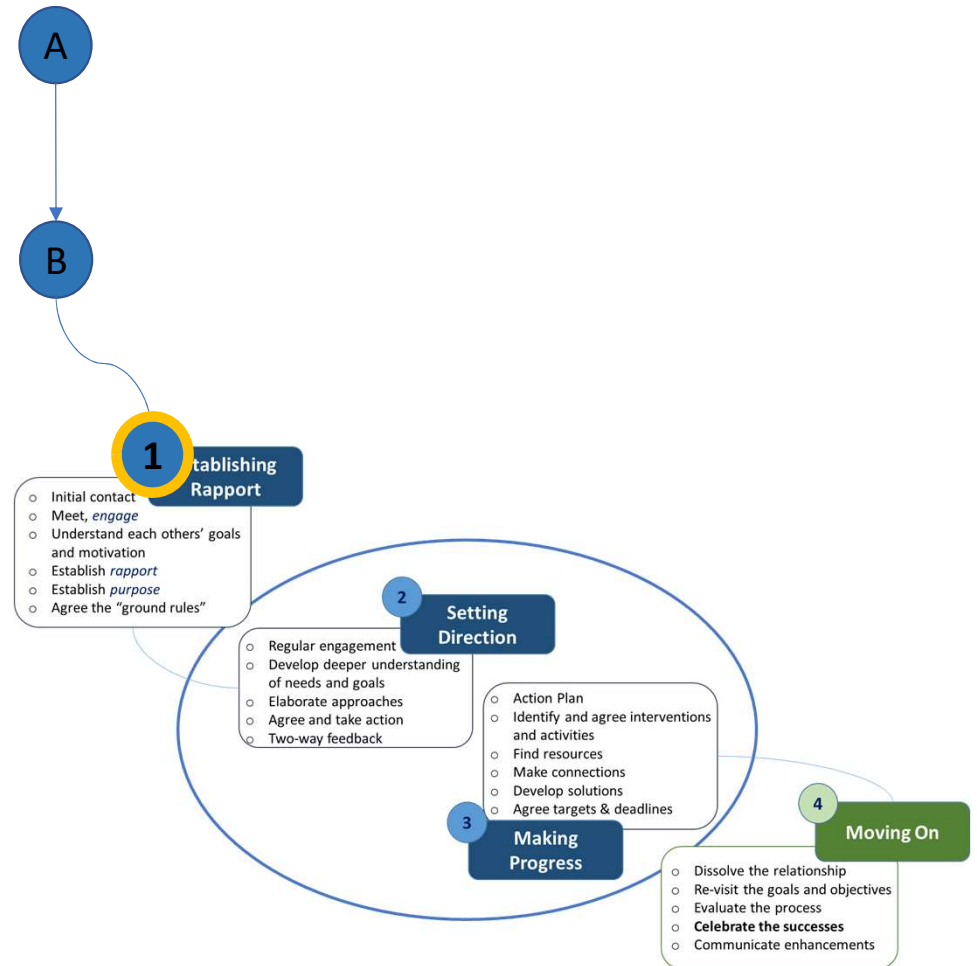
- Have **Purpose**
- Be clear on your **Direction**
- *Be prepared and ready to engage*



Build on secure **Foundations**

Get off to a flying start

- ✓ Commitment Statements
- ✓ Mentoring Agreement



Goals



Goals

Think about this...

40%

40% of people who set themselves goals are **more likely to achieve their goals if they write them down**

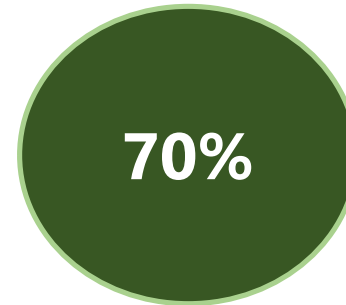


If they then **share their goals with someone** who shall keep them accountable...

such as a mentor...

then the **probability** that they will achieve their goals **increases** to...

70%



Setting Goals

Set clear Goals... at least set your **direction**

Think without limits ... ignore "how?" ... that will follow

You can't always be precise, that doesn't necessarily matter

You can always change your mind

You just need enough clarity of **purpose** to be confident that every step you take is...

✓ Taken with **intent** ... and

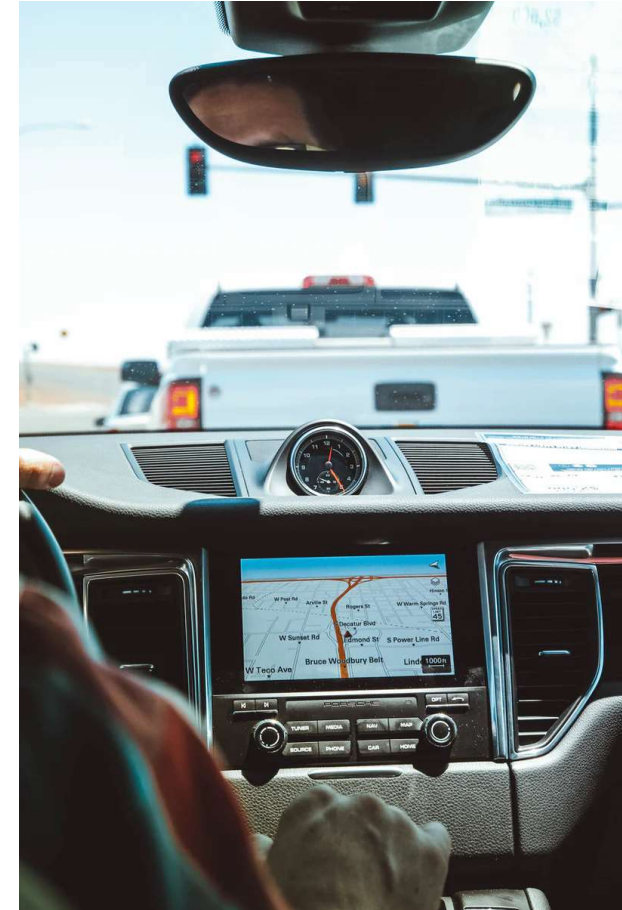
✓ Taking you *towards your destination*

Consider what enthuses you, consider an environment in which you thrive

What might bring fulfilment, or belonging??

Where are you on your best day??

Write your goals down... Tell people about them



Motivations

Understanding **why??** Is more important than knowing **where**

Explore why you want to get there...

- ✓ Get your thoughts straight
- ✓ Explore your motivations
- ✓ Build emotional attachment
- ✓ Be able to...
 - Communicate to others
 - Give insight to others



why is it important to you??

how will it **feel** to you??

can you *visualise* ... what will it **look** like??

how will it be **different** to now??

how will it **benefit** you??

how will it **benefit** people around you??

how will things **change** for you??

what will you be **doing**??

how might you need to **change**??

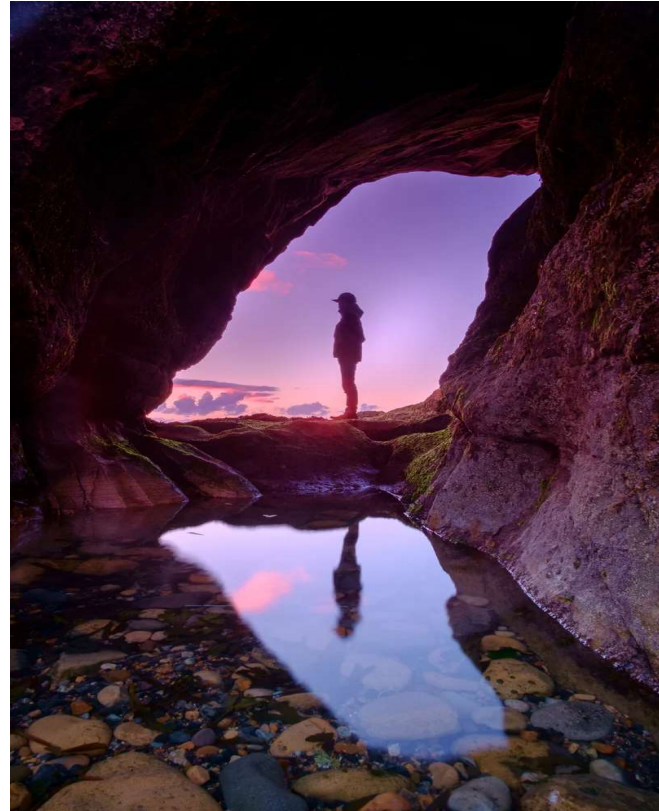
what **compromises** might you have to make??

Be clear about your motivations ... be prepared to explain to others

Reflection



Reflection



You are not starting from [here](#)...
and this is just the beginning of the next chapter

- Experience
 - Achievement
 - Learning
 - Connections
 - Influences
- The things that you have overcome ...
- Challenges
 - Fear of the unknown
 - (perceived) Failure

The people that you have influenced...

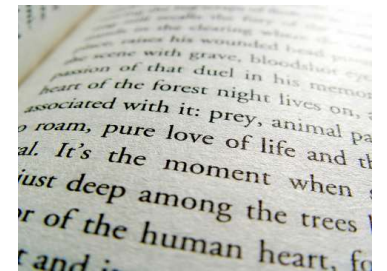
And the people that you have supported

Do this regularly

Reflect on your career and your formative years ...

Think about you, on your best day

write down your strengths, your achievements, what you've learnt, the people you have influenced ... how far you have come



On Your Journey



Keep mentoring an integral part of your personal and professional development



Make time and space



- Work will be demanding
- Life will get in the way



- Make time and space
- Reflect
- Explore your goals



Don't blur the edges



- Your mentor is not your line manager
- Don't undermine your workplace relationships
- Continue to learn and develop through colleagues

- Your mentor will focus on your **potential**, not your performance
- They guide and encourage, they don't direct



Escape from the work-place



Your mentoring relationship is so different from your work-place:

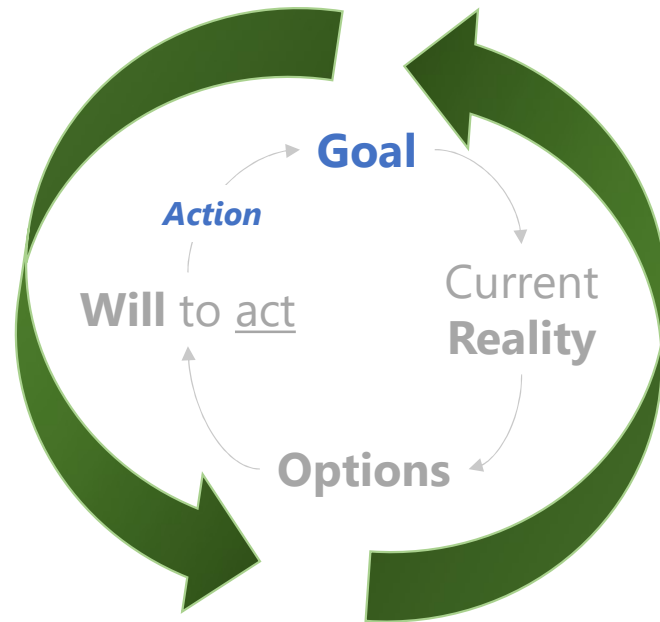
- What you are most focused on
- Your mind-set
- Your stress levels
- How much thinking v how much doing
- How far ahead you are thinking
- The time and space available to you

Celebrate your successes

- Take a moment to recognise and celebrate your successes
- Take strength from achievement
- Build momentum
- **Re-calibrate** ... goals, approach, and development opportunities



Change comes through action



Ending each mentoring discussion...

Be a catalyst for action...

- What will you do now??
- When will you do it by??
- How will it change things for you??
- How will you know how well it has worked for you??
- How important is taking this step for you??

Starting each mentoring discussion...

Create the climate for an effective mentoring discussion...

- What steps have you taken since we last spoke??
- How have things changed for you??
- To what extent have the steps that you have taken made a positive difference for you??
- How do you feel now??

This is how an effective mentor approaches your mentoring discussions...

It is based around a coaching model called GROW

The "G" is for *Goal*; the "W" is for your *Will to act*

Change comes from **Action**

You can't go back and change
the beginning,
but you can start where you
are and change the ending
--- C.S. Lewis ---



Making your mentoring relationship work

Thank you for reading ...



Connect

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Web: The Project Mentor Space

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