

A mentoring resource by Andrew Gibbons

Much more at www.andrewgibbons.co.uk

Three stages to Egan's mentoring model

Explore
Understand
Action

Egan

Three ethical issues around mentoring

What are the boundaries of what can be discussed?
To what extent should the mentor attempt to direct the learner towards a particular action or decision?
In a conflict of interests between mentor and learner where should the mentor's priorities lie?

Clutterbuck and Megginson

Three keys to mentoring

Desire...drive, energy, enthusiasm, motivation
Opportunity...time, space, support
Competence...ability, skills, know how

Andrew Gibbons

Four considerations when starting on mentoring

Identify and specify the business case
Show real senior management commitment
Make all mechanisms and structures simple
Create and provide support throughout

Christopher Conway

Four criteria for evaluating mentoring

Level of commitment
Intensity of relationship
Issues worked upon
Needs satisfied

Kram

Four mentor obligations

The obligation to do good
The obligation to avoid harm
The obligation of fairness
The obligation of concern and care

Moberg and Valesquez

Four phases of mentoring

Establishing rapport
Setting direction
Making progress
Moving on

Clutterbuck and Megginson

Four reasons mentoring fails

Lack of clarity of focus
Ineffective mentoring dialogue
Lack of understanding of mentoring as a development process
Low emotional intelligence

Clutterbuck

Four reasons mentoring succeeds

Its aim is clearly explained and understood
It is perceived as practical, interesting and relevant
The quality and outcomes are tangible and positive
It has operated fairly and effectively

Gibb

Four stages to developing a mentoring scheme

Defining the scope of the scheme
Diagnosis
Implementation
Evaluation

Kram

Four 'types' not suited to mentoring

The fixer: self-centred, wants to sort everything out themselves
The bureaucrat: rule-bound and controlling, not flexible
The pleaser: unwilling to be at all challenging or confrontative
The talker: incapable of active listening and rapport building

Tabborn Macualay & Cook

Five benefits to the mentor

Learning from the mentee
Acquisition of new skills
Better understanding of other's work styles
Improved coaching and interpersonal skills
The satisfaction of helping others develop

Monica Forret et al

Five mentee obligations

Seek help on the basis of accurate premises
Observe and report truthfully
Do not distort or withhold
Be efficient and respect your mentor's time
Recognise a debt of gratitude is owed

Moberg and Velasquez

Five psychosocial roles for mentors

Coaching initial guidance and teaching
Exposing providing opportunities to perform
Protecting sheltering from harm
Challenging giving tasks that develop capability
Sponsoring outwardly promoting a mentee

Kosper

Mentors - sources of success

Supporting and celebrating success
Passing on street wisdom that works
Creating and developing personal chemistry
Being a truth teller - a 'critical friend'
Presence - credibility and source of good sense

Mike Pegg

Five stages in mentoring

Gaining awareness
Building rapport
Setting direction
Making progress
Moving on

Terence Deane

Five things mentors help mentees focus upon

Challenges
Choices
Consequences
Creative solutions
Conclusions

Mike Pegg

Six dimensions of mentoring

Open Closed
Public Private
Formal Informal
Active Passive
Stable Unstable

Bob Garvey

Six essentials to look for in a mentor

An established record of developing others
A wide range of skills to pass on
Strong knowledge of organisational culture
Sufficient time to dedicate to mentoring
The ability to swiftly command respect
Knowledge of how people best accept new ideas

David Clutterbuck

Six keys actions of a mentor

Gives unselfishly
Shows real interest
Develops a safe, confidential relationship
Create trust by being an honest challenger
Broadens perspective and alternatives
Has a positive personal attitude

Andrew Gibbons

Six mentee benefits from mentoring

Improved operational skills
Refined critical thinking
Heightened self awareness
Improved coaching and leadership skills
Enhanced performance
Creation of a legacy

F K Ackerman

Six mentee responsibilities

Be willing to actively lead the process
Define the relationship and respective roles
Set relationship parameters
Ensure time commitment
Be efficient and prepared - value your mentor's time
Be appreciative

Laura Cook

Six benefits for mentors

Wider recognition and respect of peers
Competence development and transfer
Greater job satisfaction via accomplishment
Enhanced feeling of worth and value
Stronger network of contacts
Stimulation of creativity

Broadbridge

Six questions when looking for a mentor

Who is successful in my field?
Who do I admire and respect?
Who are the most influential people I know?
Who thinks I have potential?
Who has encouraged me?
Who has helped me in the past, and would do again?

Kathleen Barton

Six signs of a mentor

Understands host organisation
Has serious credibility
Doesn't offer solutions
Encourages reflection
Ensures mentee owns solutions and direction
Avoids giving advice

Kelly and Armstrong

Six ways mentoring helps an organisation

Improved recruitment and retention
Motivation via succession and career planning
Stability of culture
Leadership development
Identification of potential for future key roles
Improved communications and awareness

David Clutterbuck

Six ways to mentor

Set clear expectations and goals - revisit as needed
Be available and responsive - deliver on promises
Listen well, question pertinently, provide sound advice
Encourage and support, give constructive feedback
Maintain confidentiality - be trusted
Share relevant experiences - not only successes

Kathleen Barton

Seven key issues around mentoring

Mentoring is a legitimate work activity
There must be clarity of purpose
Mentoring is distinct from other management roles
The focus must be on the mentee
Mentoring is hard work but powerful
Boundaries must be explored and agreed
Mentoring should not be over-managed

Garvey and Alred

Seven benefits for mentees

Specifies strengths and weaknesses
Candid discussions on real work issues
An expansion of natural talents
Faster route to personal maturity
More likely to make difficult decisions
More likely to show potential for future growth
Sets stronger more challenging work goals

Broadbridge

Seven benefits for organisations from mentoring

Assisting new starters - particularly in key roles
Orienting mentees to organisational culture and norms
Making a contribution to succession planning
Identifying specific potential and capability
Improved retention of skilled and learning people
Enhanced reputation as an employer of choice
Cost effective development

Andrew Gibbons

Seven personal attributes of a mentor

Interested
Supportive
In 'right' position
Has influence
Provides security
Finds time
Demonstrates leadership - can inspire

Bob Garvey

Seven phases to mentoring

Clarify purpose
Design of programme
Recruitment and selection
Preparation of all involved
Implementation
Evaluation
Progression

Andrew Gibbons

Seven signs of a competent mentor

Permissive
Well informed
Analytical
Committed to development
Good listener, open questioner
Well organised
Strong time manager

Stephen Carter

Seven stages of transformational mentoring:

Alliance	Mentor and mentee agree the aims of mentoring
Assessment	Mentor probes mentee to take stock of their current circumstances and career to date
Analysis	The mentee is helped to analyse the assessment
Alternatives	The mentee chooses from several alternative options
Action planning	Mentee plans next moves, including possible obstacles, sources of help, and time scales
Application	Mentee puts plan into effect - with guidance and support
Appraisal	During and between sessions, an opportunity for change to keep the relationship and process as useful as possible

Julie Hay

Seven stages of transformational mentoring

Alliance
Assessment
Analysis
Alternatives
Action planning
Application
Appraisal

Julie Hay

Eight mentor characteristics

Positive, developmental management style
Consistent, reliable personality - is admired
Finds time to develop people
Has humility - doesn't seek to dominate mentees
High level achiever - gets results
Creates opportunities and enjoys other's success
Has strong interpersonal skills - is perceptive
Encourages reflection on experience

Alan Mumford

Eight outcomes of effective mentoring

Better induction of new starters
Improved recruitment and retention of talent
Earlier identification of high potential
Key competencies are clarified more clearly
Diversity can be nurtured and encouraged
Lateral and vertical communication enhanced
Leadership developed and succession planned
Cost effective, reality based development

Christopher Conway

Eight signs of a real mentor

Has achieved responsibility and recognition
Possesses the special knowledge skills and expertise
Is influential in appropriate field or organisation
Is admired, respected and trusted
Listens in order to understand other's perspective
Is willing to find the time to mentor well
Encourages people to achieve their goals
Has excellent coaching and motivational skills

Kathleen Barton

Eight things real mentors do well

- Care supportively
- Advise responsively
- Recognise and understand uniqueness
- Encourage realistically
- Discourage imitation
- Prevent dependence
- Respect autonomy
- Use power wisely

Moberg and Valesquez

Eight things the best mentors do

- Want to be a mentor - and for the right reasons
- Possess strong empathetic and awareness skills
- Are stable and secure, strong emotionally
- Inspire trust and confidence - create rapport
- Earn respect - don't expect or demand this
- Find quality time whilst doing other roles well
- Seek advice whilst respecting confidentiality
- Have skills and ideas worth exchanging

Andrew Gibbons

Eight things mentors do well

- Build a genuine relationship
- Behave in an open, candid way
- Set a positive example
- Network and seek advice with integrity
- Understand and clarify expectations
- Are professional in all communications
- Respond promptly to mentees
- Balance structure with fluidity

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Nine key factors for mentoring

- Clarify of purpose - why are you doing this?
- Top management support - get it, keep it.
- Integrate and link with other initiatives and activities
- Work with volunteers - but don't just take anyone
- Resource and fund sufficiently to make a difference
- Select with care - both mentees and mentors
- Support and reward - recognise effort and achievement
- Be ready for challenges and surprises
- Monitor and evaluate - what lessons learned?
- Claim the payoffs!

Andrew Gibbons

Nine mentor musts

- Self and behavioural awareness
- Business and professional 'savvy'
- Sense of proportion and good humour
- Communications competence
- Conceptual modeling
- Commitment to their own and other's development
- Builds and maintains rapport
- Manages relationships well
- Goal clarity

Clutterbuck

Nine mentoring roles and functions

- Exposure and enhancing visibility
- Sponsorship and real support
- Coaching - within the broader relationship
- Acceptance and confirmation
- Role modeling - demonstrating credible competence
- Complementarity - 'connecting' with the mentee
- Protection - providing friendship and a safe place
- Personal and job-related feedback
- Emotional support - getting appropriately close

Siegel

Nine things mentees must do

- Be open and honest - trust your mentor
- Ask lots of questions - and seek answers
- Listen carefully and reflect thoroughly
- Be professional and timely in all communication
- Respect your mentor's need to balance other roles
- Be proactive - drive and shape the relationship
- Keep your line manager informed
- Be realistic in your expectations
- Seek feedback and constructive criticism

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Six parts to the ARAFAB model

- A ccomplishment in all you do, which comes from...
- R esults that you achieve, and that are built on...
- A ctions which are fuelled by...
- F eelings that generate movement derived from...
- A ttitudes which we all hold, based on our...
- B eliefs which need to be thought through...

Frank Lord

What is mentoring?

“Mentoring is a protected relationship in which learning and experimentation can occur, potential skills can be developed, and in which results can be measured in terms of competencies gained”.

Audrey Collin

“Mentoring is a long term relationship that meets a development need, helps develop full potential, and benefits all partners, mentor, mentee and the organisation”

Suzanne Faure

What makes a mentor?

“A mentor should have the qualities of experience, perspective and distance, challenging the mentee and using candour to force re-examination and reprioritisation without being a crutch”.

Christopher Conway

“A mentor is a more experienced individual willing to share knowledge with someone less experienced in a relationship of mutual trust”.

David Clutterbuck