



THE 4 STAGES OF MENTORING



“I’d like to mentor you.
We can start by you getting me some coffee.”



Make it clear to the mentor
that you want to be just like him



“For the final phase of my mentoring program, I’m sending you up the creek without a paddle.”

TRAITS OF MENTORING RELATIONSHIP

- Trusting relationship
- Clarified expectations and roles for mentor and mentee
- Mentee takes responsibility for his own learning
- Good progress through setting clear agenda and goals
- Enjoyable journey

THE 4 STAGES OF MENTORING

- **PREPARATION** ... *of the relationship*
- **NEGOTIATION** ... *of the nature and process of the relationship and of how to work towards agreed goals*
- **ENABLING GROWTH** ... *toward the agreed goals*
- **CLOSURE/REDEFINITION** ... *a time to evaluate, celebrate and to decide how to move on from here*

THE 4 STAGES OF MENTORING

Which steps belong to which stage?

Initiate contact with your mentee. Take time to get to know each other. Share past mentoring experiences and their influence. Talk about the learning and development goals (growth plan). Determine the personal expectations of the relationship. What do you need from your mentor? Candidly share personal assumptions and limitations. Discuss personality and learning styles. Share Strengths Finder test results (if both of you did the test). How do your strengths shape the way you approach life, work and relationships?

Decide on how much time can both of you commit to the relationship on a regular basis? How often will you communicate with each other/meet? Clarify which media of communication works best for both of you. Establish ground rules (e.g. confidentiality, boundaries, “hot topics”, feedback). Decide together which role and responsibilities mentor and mentee will have concerning: scheduling regular meetings, choosing topics and goals to work toward, accountability, keeping supervisor informed about progress). Introduce mentee to growth plan/new certification system and its relevance and use for working towards goals. Clarify what success would look like. Write a mentoring agreement.

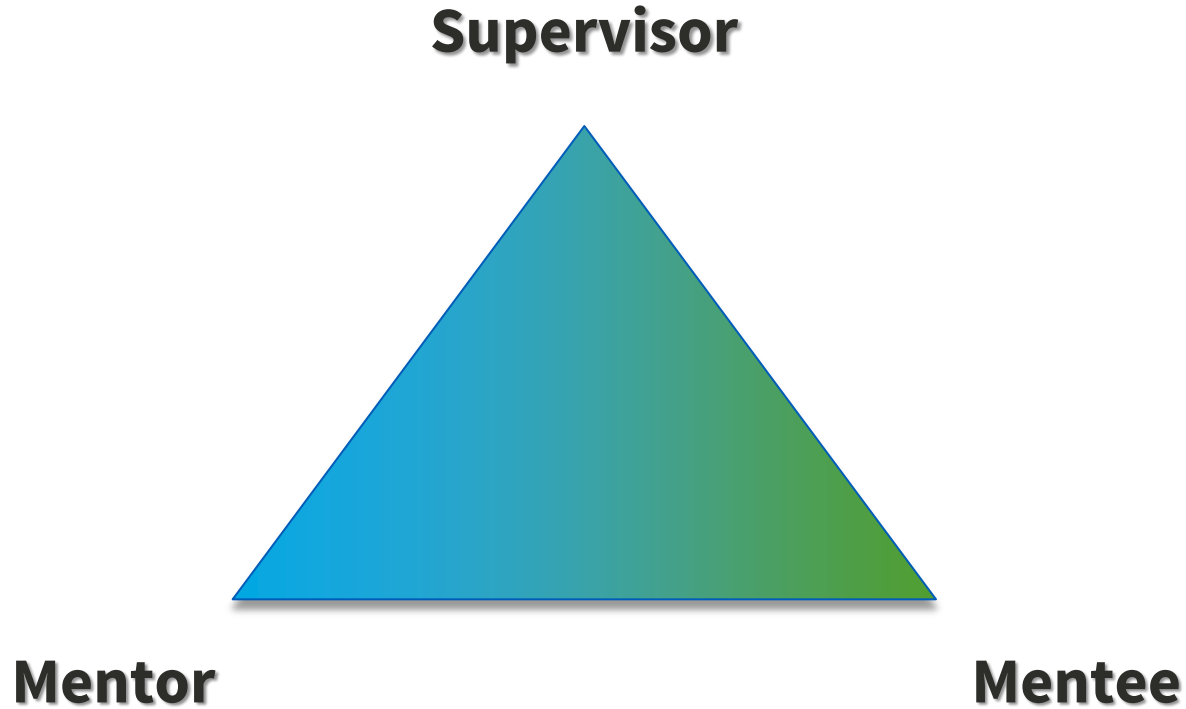
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Which step belongs to which stage?

Use the times together optimally by setting clear agendas. Actively listen/ask forward leading questions/advise. Advise on what you know and don't be afraid to admit what you don't. Find other resources, if you can't provide guidance. Create appropriate challenges to facilitate learning. Provide timely support. Ask for and give timely feedback so that the learning experience is satisfactory and the pace is comfortable. Reflect on feedback and make changes, if necessary. Encourage, encourage and then encourage again. Don't shy away from difficult conversations. Evaluate progress, milestones, goals throughout the process (using growth plan as guideline) together. Celebrate each small success.

Decide together when the formal relationship should come to an end. Evaluate your journey together. Give and receive thanks. Celebrate. Even if you are disappointed in the outcome, identify and express the benefits you gained as a result of being in the mentoring relationship. Discuss if and if yes, in which way you want to continue the relationship.

THE MENTORING TRIANGLE



SUPERVISION

- The supervisor holds his staff accountable to organizational goals, standards and values.
- The supervisor creates an environment in which a supervisee can develop and use his/her skills and strengths optimally.

THE ROLE OF THE SUPERVISOR:

Stages 1 and 2

- Supports the matching process
- Encourages and enables face-to-face meeting for mentor and mentee to get to know each other and to clarify expectations
- Provides guidelines for the mentoring relationship
- Offers needed resources

THE ROLE OF THE SUPERVISOR:

Stage 3

- Provides accountability for mentor and mentee (responsibilities listed in PRDs)
- Provides needed resources (e.g. funds for supervised consultant checks)
- Liaises with partner organisation to provide training opportunities
- Steps in when there are difficulties in the relationship
- Encourages the mentor and the mentee

THE ROLE OF THE SUPERVISOR:

Stage 4

- Evaluates success of mentoring relationship
- Gives thanks to mentor

THE ROLE OF THE MENTOR AND MENTEE

Discussion:

How do you see their responsibilities?

What are some gray areas?

What needs to be clarified?

There isn't just one right answer. It all depends on the context and the people involved.

GROUP DISCUSSION: FEARS/BARRIERS

- What could be barriers or apprehensions of people to enter into a mentoring relationship? What fears could a mentor or mentee have?
- Discuss ways in which these fears concerning mentoring can be overcome. (Think of the different stages and various ways of interaction mentor and mentee have during these stages)
- Present your results to the whole group.

TABLE DISCUSSION

Who should be responsible for ...

- scheduling regular meetings?
- choosing topics and goals to work on?

How should accountability be handled between mentor and mentee?