

## **FWM Mentoring**

### **General guidelines for mentors and mentees**

#### **What is Mentoring?**

Some of us have experienced having a mentor at some stage in our lives, but we probably did not know it was mentoring or called it that.

Mentoring is a one to one relationship between a mentor and mentee, held over a period of time which involves teaching, coaching, helping and facilitating development. The mentor is usually one who is more experienced (but not always older in age) than the mentee. Mentoring involves a mentor steering and guiding their mentee to a place of success. Mentoring provides for the mentee, advice, guidance and a listening ear to help the mentee grow and progress. Mentoring can be a powerful and beneficial experience for both the mentor and the mentee.

#### **What benefits are there in mentoring for the mentor?**

- It is a rewarding and satisfying experience, knowing you are helping someone else fulfil their destiny and become who God wants them to be.
- It keeps you fresh and productive
- It helps you as a person to grow, stretch, and develop yourself
- It helps with building your own confidence

#### **What benefits are there in mentoring for the mentee?**

- Mentoring provides a safe forum to ask questions, explore concerns and opportunities
- You can learn from mentor's successes and mistakes, and get their advice and input
- It helps you to put things in perspective
- Personal growth in all areas

#### **What does it take to be a good mentor?**

- The ability to listen carefully, actively and without judgement, to what mentee is saying
- The ability to notice
- To give constructive feedback on what they notice
- Having good rapport and people management skills
- Having good coaching skills
- Ability to understand mentee's world but not necessarily agree with it
- Ability to challenge mentee

### **Roles, Attitudes and Responsibilities of a mentor**

- Empathic understanding, to attempt to get into the world of the mentee and to be prepared to see things from their perspective.
- To constructively and scripturally challenge attitudes, beliefs and behaviours with a view to changing things in the future.
- To share experiences when appropriate but to ensure the main focus is on the mentee's world.
- To be trustworthy, reliable and honest in all dealings and arrangements, and to agree to basic levels of confidentiality.
- To be a role model; a guide, a support and a sounding board for ideas and decisions. To give advice or a different perspective when appropriate.
- To be prepared to develop and learn. To further develop and improve listening, rapport building, coaching, and problem solving skills, as well as facilitation techniques.

### **What does it take to be a good mentee?**

- Being prepared to be challenged and questioned about your version of events, or beliefs and behaviours.
- The ability to listen to advice and evaluate advice given
- The ability to ask questions of mentor to facilitate understanding
- Being proactive

### **Roles, Attitudes and Responsibilities of a mentee**

- Prepare for each meeting so that you are clear of what you want to achieve in it. Do not expect the mentor to set the agenda or entertain you.
- Communicate with mentor to arrange each meeting and agree a venue
- Be open to feedback and challenge, and ultimately be open to change
- Value the insights of your mentor
- Be open, honest and reliable in all interactions, and keep confidentiality
- Expect, and do homework given
- Be willing to learn, develop and mature
- Ensure your mentor knows what you want from relationship, constantly reviewing it and give feedback to your mentor.

### First mentoring session

The first meeting may be a “getting to know you” exercise and an opportunity for both of you to decide if there would be mutual benefit in working together. This is important; the relationship will only work if there is an element of rapport and mutual respect between both parties.

### An agenda for the first mentoring meeting

1. A sharing of the mentor’s and mentee’s own backgrounds.
2. Discussion of ground rules which might include:
  - a. How meetings are to be arranged?
  - b. How accessible the mentor is or will be?
  - c. The confidentiality of the arrangement
  - d. Frequency of meetings
  - e. Timekeeping
3. Agree the purpose
  - a. The mentee should communicate needs and aspirations as clearly as they can.
  - b. What the broad outcomes should be of the mentoring programme

### Mentoring stages

1. Rapport building
2. Direction setting
3. Progress making
4. Winding down
5. Continuing informally

### Mentor – Here are your top tips for mentoring

1. **Build a relationship with your mentee** - For mentoring to be successful, it is vital for there to be trust and rapport between you and your mentee. To establish this from the outset, it is a good idea to hold **an informal introductory meeting** with the mentee you have been matched with. During this meeting, you and your mentee should aim to **share your expectations** for the mentoring relationship. It is important to find out **your mentee’s objectives**, as this will help you to identify which aspects of your experience and knowledge that might be most relevant. At the beginning of your first formal mentoring meeting, it is important to spend some time with your mentee explaining how the sessions are going to work, and checking whether the mentee has any questions. This will help to put them at ease and should pave the way for a productive first meeting.

2. **Sacrifice / Commit time and energy for mentee**
3. **Establish a relationship of trust with your mentee:**
  - By being yourself
  - Being open and vulnerable
  - Being upfront
  - Doing what you say you will do
  - Sharing personal stories
4. **Listen carefully** – so you can formulate helpful questions in a mentoring session and to identify which aspects of your own experience (if any) you should draw upon, it is essential to listen carefully to your mentee. You should maintain eye contact with your mentee when they are speaking, focus on what they are telling you and avoid becoming distracted by anything else around you during your conversations. When your mentee has finished speaking, you should briefly summarise your understanding of their response, and ask questions to clarify relevant points if there is something you're unsure of.
5. **Challenge your mentee with powerful questions** - The success of a mentoring conversation depends on the **quality, not the quantity** of the questions you ask. They should prompt your mentee to engage in some **genuine self-reflection** and achieve **greater insight** into the situations and challenges they are facing. If the mentee needs to take some time to answer your question properly, you should allow them to do this and avoid the temptation to fill the silence with yet another question. Silence provides you and the mentee with the space to think and reflect, so it is important to allow it in your mentoring conversations
6. **Offer constructive feedback** - You may need to provide your mentee with feedback from time to time during the mentoring relationship. This might be because you notice a certain type of behaviour that is affecting the mentee's ability to achieve his/her objectives or because you feel your mentee should have approached a situation or challenge in a slightly different way. When you provide feedback to your mentee, it is important that you do so **positively and constructively**. You should restrict your feedback to the behaviours and actions you have seen, and support your comments with examples. Your feedback should also be balanced; as well as highlighting areas for development, spend some time reflecting on the mentee's relevant strengths and abilities.
7. **Draw upon your experience when appropriate** - Sharing your knowledge and experience with your mentee is one of the key ways in which mentoring differs from coaching. (Indeed, it is likely that you have been matched with your mentee because of your skills and expertise in a certain field.) However, mentoring is not simply about telling a mentee all about your past experiences and expecting them to repeat what you did. Instead, you should draw upon your own knowledge and experience only when you are confident that it will be **genuinely helpful**. If you choose to share this information in a mentoring conversation, you should do so in a way that will help to **guide your mentee** towards identifying their **own solutions**. Regardless of how much of your experience you choose to draw upon, the mentee should

still do the majority of the talking in your conversations and your discussions should always be driven by the mentee's needs and objectives.

8. **Be prepared to answer questions** - During your conversations, your mentee may question you further about your experiences. This might be to understand why you took a certain action, or to learn the outcome of a decision you made. As a mentor, these questions can sometimes be difficult or challenging to answer. However, if the question is **relevant** to the mentoring conversation, it is important to be open with your mentee and provide them with an honest answer. Of course, if you feel the question is not appropriate, you should say so.
  
9. **Tap into your network** - Another way in which mentors can support mentees is by introducing them to others in their network. For example, if a mentee is seeking support in changing their job or starting a business or setting up a ministry, perhaps you could put them in touch with someone in your wider network who has done this successfully. This individual might be able to provide your mentee with more **detailed or technical guidance** than you are able to give within the framework of a mentoring conversation. To help ensure a meeting or conversation between your mentee and a member of your network is as productive as possible, you should encourage your mentee to set some objectives for it, and to share the outcomes of the meeting with you in your next mentoring session.
  
10. **Bring the relationship to a proper close** - When the mentoring cycle or programme comes to an end, it is important to close down the relationship with your mentee properly. This involves **reviewing the outcomes** of the relationship, **acknowledging successes** and achievements and **thanking the mentee for their contribution to the relationship**. It is also a good idea to ask your mentee for some **feedback**. Bringing the relationship to a formal close in this way will help to ensure it ends on a positive note, and that you and the mentee have tangible outcomes from which you can both learn and develop.