

MENTORSHIP GUIDELINES

This manual is intended to provide you with guidance on how to maximize the benefits of your connection with your mentor or mentee and to assist you in understanding the nature of mentoring.

What is Mentoring?

Mentoring is support, patronage, influence, direction, or counsel from a mentor. It is a one-on-one relationship partnership built on learning, support, exchange, and role modelling between a senior/experienced person and a younger/upcoming professional reciprocally and collaboratively with the goal of the mentee's learning, development, and career advancement. It aims to support the Mentee's growth and the accomplishment of his or her goals, through the guidance and sharing of knowledge by the Mentor.

Studies have indicated that the majority of accomplished leaders have, at some point in their careers, received intimate mentoring from a leader they look up to or respect. Therefore, a leader who is dedicated to their development should make time for a mentoring relationship.

Typically, a mentor is someone from whom the mentee can learn from their own experiences. The person can convey some of the critical skill sets that are essential to the Mentee's success in both their personal and professional lives.

Mentorship facilitates the following:

- Modelling roles
- Professional and personal growth
- The growth of leadership abilities
- Establishing and preserving professional connections
- Creating a learning community; and
- Promoting learning and growth by putting knowledge and skills to use.

Benefits of Mentoring

For the Mentor

- Develops communication abilities
- Develops leadership styles and boosts career satisfaction as a result of mentee growth
- The satisfaction that comes from teaching others information and insight and
- Strengthening area expertise.

For the Mentee

- Guidance on career and personal development
- Expansion of career network
- Adoption of innovative thought processes
- An opportunity to develop skills; and
- Improved confidence, motivation, and communication.

The Role of a Mentor

The mentor's job is to actively listen, comprehend, and probe the mentee about their professional endeavors, career decisions, and personal growth.

To assist the Mentee in becoming more proactive in pursuing his or her goals and in developing a more focused and clearer grasp of their priorities, the Mentor should accompany the Mentee from a human perspective. Because of his or her own experience, the mentor should be able to relate to the mentee on a professional level and serve as a source of inspiration and encouragement.

A mentor's job is to guide a mentee to help them advance more swiftly or decisively, rather than to perform tasks for them.

Three primary domains in which the Mentor can offer assistance and direction to the Mentee are as follows:

- Assist the Mentee in developing a greater sense of self-awareness of his or her ideals, abilities, and shortcomings as well as the possibilities and difficulties they must overcome;
- Encourage and inspire them to concentrate on their personal growth and development to become a more capable leader and professionals.
- Exchange expertise and aid in enhancing the mentee's abilities, perspective, and conduct; and
- Assist the Mentee in comprehending how to take advantage of professional opportunities and actively expand their professional network(s).

The Role of a Mentee

- Be willing to accept mentoring. Good mentoring requires the Mentee to be a ready and eager participant and requires the following qualities:
 - The ability to listen attentively to the Mentor's ideas
 - Being receptive to feedback
 - Having a humble, growth-oriented attitude as opposed to a fixed, ego-driven mindset; and
 - Taking charge of the relationship's success by providing you with feedback.
- Clearly state the type of relationship you hope to have with the mentor; this should not be left up to chance and should be discussed in advance as a requirement for fulfillment.
- Talk about your values and get the mentor to talk about theirs as well. Decide exactly the values you want to guide your communication; take into account qualities such as integrity, transparency, accountability, bravery, honesty, prompt feedback, and so forth;
- Clearly state your goals for the mentoring program and the outcomes you hope to achieve.
- Be explicit about the Mentor's expectations as well, so that you both understand each other's objectives and expectations
- Oversee the scheduling of meeting times, dates, and locations.
- Be prompt and make sure you provide enough notice if you will not be able to meet at the agreed time;
- Be reasonable when it comes to your mentor's expectations. Seasoned experts who serve as mentors donate their time to the program; they should be appreciated and thanked for their assistance.
- Use excellent communication to express what you need and want from the connection. This shouldn't need to be surmised by the mentor; and
- Recognize that the Mentor has much to learn from you as well. Choose to give in the relationship as well as to receive.
- Develop and agree together with your mentor, a broad framework (meeting frequency, length, preparation, minutes, etc.) that complies with the Agreement and the Mentorship Program's guiding principles.

The Mentoring Process

The Beginning

Any new relationship can be difficult at first. Although we have expectations or preconceived conceptions, we are unsure of what to expect. You are likely feeling both anxious and eager for the journey ahead as you get ready to start the Mentor/Mentee relationship. Here are a few things to consider before setting off on your journey.

- Both of you will feel uneasy. Each of you will experience a sense of expectation around how you should perform or accomplish a certain objective or set of goals.
- It is possible that none of you feel like individuals—that is, mentors or mentees—but rather titles.
- You'll be curious about what the other person anticipates from you. Each of you adds value to the partnership. In the connection, the Mentee and the Mentor are on an equal basis.

- You don't yet have mutual trust. Comfort with another person is a prerequisite for trust, and comfort is earned via repetition. Once we have a solid understanding of the other person—their values, mannerisms in specific circumstances, and feelings toward us—trust gradually grows.
- Have an optimistic attitude. You two are in a fresh relationship.
- Since you are in this new relationship, a plethora of new experiences will come up. You and your mentor will continue to advance if you find the good in every circumstance as it arises.
- Mentors and mentees must provide an environment that is favorable to learning. When they succeed, their partnership will be based on trust and respect for one another. There will be a confidentiality agreement in place, allowing the sharing of private information.
- Furthermore, the Mentee's increased performance, knowledge, and/or abilities should be proof that the partnership is fruitful.

The First 1-on-1 meeting

The most important things to focus on in the initial one-on-one meeting are getting to know each other and identifying your goals. To do this and break the ice, a range of subjects can be covered.

Several subjects to consider are:

- An explanation of your identity, activities, and self
- The key milestones in your work/student of professional history
- Your driving forces and the explanations behind your actions
- What does success in your career/professional life mean to you?
- How you balance your duties to your family, friends, and job
- What do you consider to be an average workday?
- The facets of your work/career/life that you find most enjoyable and least enjoyable
- Your goals, objectives, and initiatives for the upcoming days, weeks, and months;
- The primary issues or annoyances you have at work/life and
- How do you envision yourself succeeding in this relationship? It's critical to concentrate on your project, yourself, and your expectations for the mentoring until you both feel comfortable enough with one another.
- After the initial one-on-one encounter, the Mentee and the Mentor should know more about what to anticipate from one another. They should also be able to work together to co-write the goals and objectives that will be included in the contract, as well as arrange future meetings.

Ending Meetings and follow-ups

Following each one-on-one encounter, the Mentee and the Mentor should decide on the next course of action, which usually entails:

- The next meeting's date, topic, and objective; and
- Action plans, along with any applicable deadlines, that either or both parties must oversee before the following meeting.

Using the GROW model for mentoring

Goal, Reality, Options, Will (GROW) is an abbreviation for the four critical elements in the GROW technique, and it is a great way to organize meetings, talks, and mentoring in general.

Goal – Encourage the Mentee to concentrate on their personal goals and the future. It's not where you believe they ought to be shooting.

Reality – Inquire to assist the Mentee in determining their current situation. Giving comments on the person's real performance could be necessary if you deal with them one-on-one. If you do not work directly with the individual, encourage them to receive feedback on their performance from their direct line manager. This will assist them to recognize the reality they are in right now.

Options – Assist the Mentee in determining the various possibilities available to them and pose inquiries to enable them to investigate the realities of each of these options. If the Mentee is having trouble finding enough opportunities, share your personal experiences with them, but use caution when giving too much advice.

Will – Urge the Mentee to create a plan of action based on their goals and to make SMART objectives, which are specific, measurable, achievable, and realistic for the Mentee in their current situation and have defined timelines attached.

Note to the Mentor

- Pay attention to what the mentee needs to accomplish.
- Pay more attention than you speak
- Encourage and support the mentee.
- Motivate the Mentee to tackle difficult problems; and
- Remain open-minded.

Please DON'T

- Assume accountability for the action plan
- Trust that your mentee will benefit from what worked for you
- Unless you both agree that this is the best course of action, act on behalf of the mentee; and
- Assume you are aware of the issue or the solution.

Managing the Meetings

During the meetings, the mentor should act as a facilitator by asking questions and adopting a non-directive, non-judgmental style. It will be beneficial to follow the GROW model in the meetings.

Remember that you will communicate with your Mentee in other ways other than meetings. As part of the process, phone calls, emails, and quick conversations about the position are encouraged. Nonetheless, depending on the action plan and the mentee's development goals, the mentor and mentee should set a certain number of sessions per month.

Making the Meetings Work

- Have a well-defined structure and objective.
- Consider the schedule and structure before the first meeting, and work up a contract with the mentee.
- The effective and most efficient use of both your and their time will be to have a clear framework and goal in mind.
- Consider what the meetings will cover. A healthy mix should be struck between reflecting on the past, going over the mentee's experiences, and determining whether or not the goals were reached. If not, why not?
- Additionally, it's important to strike a balance between talking about today's problems and planning for the future, as well as making sure the mentee sets reasonable goals for their action plan.
- Adhere to scheduled dates and times. It is simple to let the day job get in the way but make an effort to concentrate on the advantages of participating in the program.
- Assign the meetings the importance that success demands.
- Have fun with the experience

Ending the Mentoring Relationship

After twelve (12) months, the mentorship program will automatically come to an end. On the other hand, the mentoring relationship will terminate if it has broken down and neither OOMP nor any other third party can fix it.

OOMP advises the Mentor and the Mentee to talk about the reasons for ending the connection before it ends. Following that, OOMP ought to be permitted to address any potential malfunction.

Reasons for ending the mentoring relationship can be diverse:

- The program is coming to a logical conclusion
- The relationship isn't working well, and both sides want to move on
- The partnership hasn't reached its goal, and neither the mentor nor the mentee has responded or engaged in the relationship.
- It is best practice for the Mentor and Mentee to discuss progress toward the original goals and objectives after the Mentorship Program.

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