

The logo for 'every woman WORKBOOK' is located in the top left corner. It consists of the words 'every woman' in a lowercase, sans-serif font, with 'every' on the top line and 'woman' on the bottom line. Below this, the word 'WORKBOOK' is written in a smaller, all-caps, sans-serif font. The entire logo is contained within a purple rectangular box.

every
woman
WORKBOOK

MENTORING: NEW THINKING, BEST PRACTICE



Contents

About this workbook	3
SECTION I	
Mentoring: the basics	5
The importance of mentoring	5
How it differs from coaching	6
How and where to find a mentor	10
SECTION II	
Types of mentoring	15
How do you determine which type of mentoring is right for you?	17
How do you determine which type is right for you as a mentor?	19
SECTION III	
Getting the best out of mentoring	20
How to begin your relationship	20
Dealing with problems	25
SECTION IV	
Team mentoring	27
How can mentoring benefit a team?	27
How to set up long-term team mentoring	28
Short-term mentoring for teams	29
Your personal action plan	30
Your 4 questions	31
Everywoman experts	32
Further reading	33
Endnotes	34

About this workbook

At everywoman, we deliver a range of innovative products and resources that unlock the potential and talent of women in business globally. For women starting out or looking to progress their careers, or build and develop their own enterprise, the everywomanNetwork provides a wealth of personal development resources, advice and inspiration to address the challenges they face at key stages in business. We produce workbooks on topics that matter most to our members and we're constantly listening to your views to give you the tools you need to propel you through your life's work, at a time and place that suits you.

Welcome to our new workbook, *Mentoring: new thinking, best practice*.

Trying to do great things is difficult. Trying to do them alone is, more often than not, almost impossible. Success is usually a team sport and that's why many successful people have mentors and also mentor others – Marcia Kilgore cites Krishna Montgomery, Sarah Chapman was mentored by Nicky Kinnaird, Bill Gates had Warren Buffett, while Steve Jobs had Bill Campbell as a mentor and Jobs, in turn, mentored Mark Zuckerberg. We all do things differently from each other, and we look at things differently, but the wonderful thing about a good mentoring relationship is that it brings out the mentee's unique talents and helps them fulfil their potential. As Oprah Winfrey famously said, “A mentor is someone who allows you to see the hope inside yourself.”¹

The mentoring relationship is unique but good mentors can challenge the mentee, boost their confidence, enhance knowledge, be a fantastic sounding board and help them fulfil their potential.

Whether you are a mentor, mentee or both, this workbook helps you understand mentoring and suggests best practice to help you make the most of the relationship. It will take you through the basics of mentorship, help you define the needs of both sides of the relationship and lay the ground rules and give you a starting point to create a mentoring agreement. It will also help you understand new thinking around mentoring and how it's moved on from just the one-on-one long-term relationship and can now include short-term or team relationships. We investigate the various types of mentoring and help you determine which one is best for different situations.

By undertaking this workbook, you will gain a greater understanding of the importance of mentoring and how you and your team can use it for both personal and business growth. We'd love to know how you get on – email us at karenmax@everywoman.com or tweet us @everywomanuk.

Maxine & Karen

and the everywoman team

The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.”

STEVEN SPIELBERG "

Mentoring: the basics

No woman is an island. While it has never been easier to find everything out for yourself and go about doing things the hard way, why would you want to make your life more difficult?

Having a mentor helps you fast-track your own learning and development and often gives you supporters in different parts of the organisation – or even in higher places.

THE IMPORTANCE OF MENTORING

It gives you access to someone who has done the things you want to do and can offer insights. They will also share contacts, make introductions and open doors for you.

A mentor will draw attention to your blind spots and other things you don't see. They will encourage you to learn, and when you fail, a mentor will show you how to consider the big picture.

Benefits

- Sharpens your focus
- Provides objective and insightful feedback
- Improves your overall engagement

- Helps you navigate change
- Assists your personal development
- Provides access to someone else's expertise and experience
- Gives you a friendly ear from an unbiased third party

Mentoring itself can go beyond the acquisition of skills and focus on matters of character, values, self-awareness and empathy.

Businessman Anthony Tjan, the author of *Good People: The only leadership decision that really matters*, describes mentors as “individuals committed to helping others to be fuller versions of who they are”.ⁱⁱⁱ

HOW DOES IT DIFFER FROM COACHING?

Coaching is a process by which the coach will help you develop the answers you already have – the knowledge is within you. It is usually short term and designed around a specific task relating to your present position. Your mentor may well coach you on certain matters but, in addition, they will share their own knowledge and expertise with the aim of boosting your overall professional development. If your mentor is a role model, beware of putting them on a pedestal. If they work for the same company, they can give you insights into your organisation and help you develop awareness of its culture, politics and philosophy.



IN ORDER TO BE A MENTOR, AND AN EFFECTIVE ONE, ONE MUST CARE. YOU MUST CARE. YOU DON'T HAVE TO KNOW HOW MANY SQUARE MILES ARE IN IDAHO, YOU DON'T NEED TO KNOW WHAT IS THE CHEMICAL MAKEUP OF CHEMISTRY, OR OF BLOOD OR WATER. KNOW WHAT YOU KNOW AND CARE ABOUT THE PERSON, CARE ABOUT WHAT YOU KNOW AND CARE ABOUT THE PERSON YOU'RE SHARING WITH."

MAYA ANGELOU ^{IV}

How to start: be proactive

Some companies have a formal mentoring scheme that you may be able to access. Find out how it is set up, who gets to participate, and put forward a good case for being invited.

But if it's not available or the company doesn't offer mentoring, don't despair. Providing you are clear about what you want mentoring to achieve, there is no reason why you shouldn't identify someone

who can help you – within or outside the company – and approach them directly.

As you progress, you'll find that no one is going to take charge of your career and make things happen for you. You have to do it yourself.

Part of that process is to know your own strengths and weaknesses, and to assess the opportunities and threats that make up the context of your personal situation.



EXERCISE

Think about your strengths and weaknesses and write them in the boxes below. Then consider your context: what are the current opportunities available to you, and what are the threats? Write those in the boxes too:

STRENGTHS

WEAKNESSES

THREATS

OPPORTUNITIES

Having done that, take a look at those weaknesses – or, looking at it another way, the opportunities for improvement. How can you fill those knowledge gaps? Do you need to do some self-study? Should you persuade your boss to send you for training or give you a stretch assignment? Do you know someone who can help you?

Sometimes people want a mentor to stretch them by taking an interest in their career and giving feedback as they progress.



EXERCISE

It's helpful to think about the people who have already had an impact on your life at home and at work. Write the names of those who have done the following:

1 Who encouraged you?

2 Who champions you?

3 Who gives you objective feedback?

4 Who has been your best friend at work?

5 Who is your most candid critic?

6 Who would you confide in?

7 Who can you go to for advice?

CONTINUED



EXERCISE

8 Think of other people who have been helpful and explain why.

WHO	WHY

HOW AND WHERE TO FIND A MENTOR

The first thing is to streamline your goals. This will help you narrow your search for possible mentors and, if you don't have a particular person in mind, it will help you look for someone.



EXERCISE

Think about your motivations and fill in the boxes:

Why do I want a mentor?

What outcomes do I want to achieve?

Next...

Find out what your company offers

If they have a scheme, find out who runs it and get on it.

If they don't have a scheme

Think about where you will find a person with the skills and experience you need. Are they already in your network? Is there someone among your colleagues – perhaps your boss – or in your network who can introduce you to someone with the skills and knowledge you need? Bear in mind that they are likely to be busy people so you need to be sure what you're asking of them.

Industry body

- Is there an industry body that has functions you can attend?
- Are there conferences where you can listen to speakers with the right expertise?
- Are there internal opportunities?

Make it personal

A friend, who worked for a big organisation, knew that the key people in the company were likely to still be at their desks at 6pm. She made a list of the people she needed to know and visited them to ask for a meeting at a time convenient to them so she could learn more about their work. Eventually she identified her mentor.

Once you identify the person, build up your courage and approach them. Ask if they would be willing to be your mentor. Before you do this, make sure you have thought it through so you can tell them why and how you could see it working. That way, not only will they see that you're serious, but they can assess your proposal and ideally arrange to meet and discuss it further.



EXERCISE

Use the questions below to clarify your thinking and hone your proposal to your prospective mentor:

1 What made you decide you wanted a mentor?

2 What do you hope to gain from being mentored?

3 What behavioural aspects do you hope your mentor will help you with? For example: motivation, resilience, confidence, raising profile, visibility.

4 What technical skills do you have or hope to gain?

5 What knowledge do you hope your mentor will help you develop? For example: developing strategy, financial expertise, people management, developing a team.

6 What will success look like at the end of the mentoring process?

Your chemistry checklist

Make sure you get to know your prospective mentor before you undertake to work together.

1

Do you like and respect one another?

YES

NO

2

Will you be able to trust each other?

YES

NO

3

Do you share core values?

YES

NO

4

Is your mentor a source of positive energy?

YES

NO

HOW AND WHERE TO FIND A MENTEE

All of us have benefited throughout our careers from people who have been generous with their time and knowledge. One of the most fulfilling things is to be able to pay it forward by giving help and support to the people coming up the ladder behind us.

So if you have benefited from having a mentor, think about paying

it forward by becoming one yourself. Let it be known you have some time available to work with someone and what experience, skills and knowledge you have to share. Perhaps there is someone in your field. Register with HR. Let your industry body know. Blog about it on LinkedIn. Say yes if anyone asks.



TAKE AWAY

Don't rush straight into a mentoring programme. First, have a think about your strengths and weaknesses, opportunities and threats, then ask yourself what you want to get out of it.

We're here
for a reason.
I believe a bit
of the reason
is to throw
little torches
out to lead
people through
the dark.”

WHOOPI GOLDBERG ^v

Types of mentoring and defining what's right for you

Mentoring is becoming increasingly valued. As it becomes more sophisticated, different types of mentoring for different situations have emerged.

1

General mentoring

Traditional mentoring is a professional relationship in which an experienced person (the mentor) assists another (the mentee) in developing specific skills and knowledge that will enhance the professional and personal growth of the less experienced person. A mentor will also share contacts and advocate for the mentee where appropriate. This service is provided

free of charge and in good faith.

One aspect to consider in the traditional mentoring set-up is: what can the more junior person offer the more experienced? They will have their own individual view about the senior person's role and the organisation's place within the market. Sharing this kind of information can often be mutually beneficial.

2

Reverse mentoring

Reverse mentoring is when someone younger or with a different skill set gives support and advice to someone older, more senior or more experienced. This relationship recognises there are gaps in skills and knowledge on both sides.

Reverse mentoring is commonly used in technology or social media. People who have grown up as digital natives can support earlier generations who may struggle to use it. It is also used when the target audience or customer is of a younger generation so that the different approach to culture, mindset and language can be explained.

This process has the added benefit of improving communication between the generations in the workplace, where it is not uncommon for baby boomers to share an office with millennials, as well as the generations in between.



SHOW ME A SUCCESSFUL INDIVIDUAL AND I'LL SHOW YOU SOMEONE WHO HAD REAL POSITIVE INFLUENCES IN HIS OR HER LIFE. I DON'T CARE WHAT YOU DO FOR A LIVING – IF YOU DO IT WELL I'M SURE THERE WAS SOMEONE CHEERING YOU ON OR SHOWING THE WAY. A MENTOR."

DENZEL WASHINGTON ^{VI}

3

Mutual mentoring

This takes place between peers, such as colleagues in the same organisation, people with similar professional or technical skills, or people who share the same development interests. It could even happen between friends, providing they can be objective and candid with each other.

4

Short-term or micro-mentoring

One of the myths about mentoring is that it has to be a long-term relationship. The techniques can also be used for a quick fix. It may be within a specific time period, such as working up to a project deadline or before a job interview, and will focus on specific development needs, such as writing a report or business plan, or identifying a problem such as personal confidence or public speaking.

Millennials are frequently accused of having a short attention span, so a brief, intensely focused period may aid concentration and learning.

This short-term practice has the benefit of freeing up the mentor. Effective mentoring is a significant time commitment so many mentors have to limit the number of mentees they can take on. This applies particularly to senior women, who are in short supply. Shorter bursts can help with this.

Micro-mentoring also lends itself to

taking on multiple mentors who each have a particular skillset or knowledge base. There's no reason why you can't work with several mentors if you have the time to put in the self-development between mentoring sessions.

It is more difficult for the mentor to develop real knowledge of the mentee in a short-term relationship and, while trust may be established quite quickly, it is unlikely that the mentor will be able to delve below the surface of the issue. This may not matter, but it's important when engaging in a short-term relationship to have a clear conversation about desired outcomes at the beginning.

Some companies facilitate "flash mentoring" where the mentee may shadow someone for a day or a few hours to see how they go about a particular function. This can have the benefit of breaking down barriers across departments and building cross-functional relationships.

5

Situational (about one particular task or topic)

Find an expert in the specific area you want to learn more about. For example, if you want to develop your presentational skills into storytelling, take the opportunity to seek out the best storytellers in your company, industry or locality. Then approach them with a specific request about how you can learn from them. This is also likely to be a short-term relationship, although there may be more to learn from that person as you get to know them.

It may be that you are facing a particular challenge or dilemma, such as coordinating

a redundancy programme or an internal restructuring. There may be experts overseeing the process in the company but it will still be critical that you play your part effectively. Think about who else you know who would have faced and handled these challenges successfully, then see if they can give you some time to discuss what they wished they had known at the outset and what they learned along the way. Would they be available for a quick call if things get tough for you at any point? Confidentiality is key in these sorts of situations.

6

Mentoring through social networks

Today, with virtual and remote working, mentoring often takes place through technology, from webcam and phone to email and text messaging. Some companies have set up internal intranet forums where people can seek help and advice from a mentor. Peer groups can also do the same by setting up their own discussion forum or community groups using the major search engines or social networks, such as Google groups or LinkedIn.

HOW DO YOU DETERMINE WHICH TYPE OF MENTORING IS RIGHT FOR YOU?

As with anything to do with mentoring, you will get the best out of any method by being absolutely clear about your objectives. Having a long-term mentoring relationship does not preclude you having others of the same or different types. You may have a long-term relationship focused on your leadership and honing your people skills. You may

have another mentor who has specific technical skills and can advise on that side of your work. There may be an expert based on the other side of the world who gives you perspective on cultural issues in an international role, and there may be someone close by who can coach you on a specific skill and mentor you as that skill develops.



EXERCISE

WHAT ARE YOUR OBJECTIVES?

Think through the following questions and write notes below each one:

1 Think about the length of the relationship you are looking for: are you looking for someone to help with a short-term issue or an experienced person with whom you can develop a deep professional relationship that could span your career?

2 Do you have a deadline coming up and, although you've done the work, you have a nagging feeling you have not covered every angle, or that it could be better?

3 Are you facing a particular challenge over the next few months for which you would value unbiased, experienced, third-party advice?

HOW DO YOU DETERMINE WHICH TYPE IS RIGHT FOR YOU AS A MENTOR?

As a mentor, a lot will depend on the time you have available and your personal style. Longer-term relationships require a lot of commitment and at different stages in your life and career you may have more or less time available.

You may feel you can best serve a mentee in a longer-term relationship and, if so, that may mean you only take on one person, or at most two.

Short bursts may, for you, be a better way of working, taking into account what you have to give, whether in general or at any particular time.

You may be able to offer your mentee the opportunity to shadow you if appropriate to the situation.



TAKE AWAY

There are different types of mentoring for different situations. It can be long or short term, general, mutual or even reverse – learn about the various types and choose the one that best suits your needs.

Getting the best out of mentoring

As with all partnerships, it's best to set the ground rules from the start and not just leap in with a heavy dose of optimism and all sorts of assumptions about how things will work out.

“

I GOT LUCKY WHEN DIANE CANADY ARMISTEAD HIRED ME TO BE AN ACCOUNT DIRECTOR AT THE ADVERTISING AGENCY PUBLICIS, WHERE SHE WAS MANAGING PARTNER. DI WAS A FANTASTIC MARKETER, AND BRILLIANT AT CLIENT RELATIONSHIPS, BUT WHAT SHE REALLY TAUGHT ME WERE LESSONS IN LIFE, AND ESPECIALLY IN WORKING MOTHERHOOD. SHE WAS THE MAIN BREADWINNER IN HER FAMILY, SO PRAGMATISM WAS THE ORDER OF HER DAY. HER SOLUTIONS AND WORKAROUNDS TO DELIVERING GREAT RESULTS IN A TOP JOB WHILE RAISING HER YOUNG SON WERE INSPIRING, AND MADE HER ALL THE MORE HUMAN AND DOWN-TO-EARTH.”

SOPHIE CORNISH, CO-FOUNDER, NOT ON THE HIGH STREET ^{VII}

HOW TO BEGIN YOUR RELATIONSHIP

Not setting the ground rules risks both sides entering with different assumptions. Problems will then be inevitable. Start your relationship by having an initial face-to-face meeting. Explain what you hope to get out of it and how you hope they'll be able to help. Define the expectations on both sides. Spend a little time getting to know one another. This will be a close professional relationship so you need to know there is good chemistry between you.



EXERCISE

CREATING A MENTORING AGREEMENT

Use this structure to think through the detail of your mentoring relationship.
This will form the structure of your agreement:

Part 1: Practicalities

Where?

When?

How long should each session last?

How often?

What boundaries do you want to put in place? How do we feel about discussing areas that crossover between our personal and work lives such as addiction, anxiety, bullying, harassment?

What about confidentiality? Can we both agree that anything discussed is confidential?

How long do you expect the relationship to last (eg six sessions or open-ended)?

What are the rules you both agree on (eg commitment to learn, transparency)?

What about contact between formal sessions? How does the mentor feel about taking the odd call or answering an email outside of formal meetings?

What about extra contact in an emergency or with an urgent problem?
Discuss upfront how these things will work.



EXERCISE

Part 2: Content

What do you want to talk about?

Which areas are off limits? Mentoring is restricted to business topics and personal development, but if outside issues affect work performance (eg work-life balance) from time to time it may stray into more personal areas.

Creating your agreement

It is a good idea to document your agreement. A formal mentoring scheme will provide paperwork, but if you are not part of that, you and your mentor can create a simple document between the two of you. There are templates online, or it can be a simple email exchange, but it should cover the topics outlined in the previous exercise.

- Both must agree to show up, to be fully present during the sessions, to do what they say they will do between sessions and follow up on promises.
- Both must agree to be open

and candid in discussions.

- Remember, you have to take responsibility for your own actions. Just because your mentor has shared an experience that worked well for them, it is still up to you to decide how to handle your own situation. You may discuss a business opportunity but it is for you to take legal, financial or other advice before entering into any enterprise.
- Be willing to jump out of your comfort zone and in at the deep end.

Maximising your mentoring relationship

You only get out what you

put in to every relationship.

Mentoring is no different. If you dip in and out, don't do the homework, disregard the feedback or don't prepare for the meetings, you might as well stay home. You won't get anything out of it and you'll be disrespecting your mentor and damaging your own reputation into the bargain.

If, on the other hand, you do the opposite, not only will you have a lot of support in achieving your goals but all sorts of opportunities may open up for you – things you may not even have imagined when you set your mentoring objectives at the outset.

Taking responsibility

Throughout the working relationship, the mentor and mentee will engage in direct and personal conversations. Each must be able to count on the other to be honest and straightforward. The mentee must be willing to be fully engaged during sessions.

The mentor should be responsible for ensuring:

- The first session covers goals and objectives, most sessions address issues as they arise and perhaps support the development of an action plan to meet the mentee's needs.
- There is a review of progress against objectives at the end of the mentoring or at half-yearly points if open-ended.

The mentee will be responsible for:

- Taking responsibility and accepting accountability for their professional development needs.
- Taking stock of their achievements and areas that require further development to date and identifying aspirations for the future.
- Demonstrating a willingness to engage in goal setting and following through on actions.

Your learning journal

A learning journal is a collection of notes, observations, thoughts and other relevant information built up over a period of time and the idea is to enhance your learning through the process of writing and thinking about it.

Keeping a journal is a great way to deepen your knowledge and self-awareness. Many senior leaders (many of them also mentors) understand the importance of reflection. Stopping to think, at the end of each day – about what has been achieved, what went well, what could have gone better and what value has been added – is a very helpful process.

It is useful to do it during the mentoring process, whether it's long or short.



EXERCISE

Keeping a note of significant points in a learning journal helps you chart your own development. Use this structure to help clarify your thoughts:

1 What were the main things that occurred to you?

2 What insights have you gained today?

3 Which areas would you like to do more work on?

4 Has anything puzzled you?

5 Did anything seem ambiguous or contradictory?

6 Have your opinions or values changed during the mentoring process?

7 What achievements or goals have been met?

DEALING WITH PROBLEMS

As with any relationship there can be hiccups along the way. Here are some of the most common:

1

Commitment

Mentors may find that they've taken on more than they can manage or may experience frustration with a mentee who is not showing the commitment that is needed. It can be difficult to deal with a mentee who has 'been sent' by their boss, as sometimes happens. Dealing with a mentee who just doesn't want to be there requires an emotionally intelligent approach. Through gentle questioning and supportive challenge it often turns out the mentoring relationship is established before the mentee realises they are being mentored!

If the mentor is overextended, they can explain, and perhaps help the mentee find someone else with similar skills and abilities who can make the commitment needed.

2

Unrealistic expectations

Mentees may think mentoring is going to solve their problems for them, when in fact it is designed to give them the tools to solve their own problems and offer a supportive sounding board as they go about it. There may be unrealistic expectations, too much or not enough structure in the way things are done. There may be a lack of clarity or purpose in the mentoring goals.

3

Codependency

Potential mentors also need to examine their own motivation. People mentor for a whole range of reasons but it's important that they are not inclined to be 'rescuers'.

At the extreme, that can lead to a co-dependent relationship. Mentors' goals should be to help someone learn and develop to the point that they can fly solo.

4

Lack of communication

Other things that can go wrong are often related to communication.

It is important to agree from the outset that both sides will be open and honest in their comments, in giving feedback and in saying how they feel the relationship is going. There's no failure in deciding the relationship will not provide the optimum experience for either or both sides.

5

Slow progress

It may feel as though there is not enough progress being made if there are not agreed milestones or checkpoints built into the system. Mentees may feel they are not learning what they want to learn and may reduce, or even give up, their commitment as a result. All of these things need to be discussed at the outset and the structure agreed upon, as well as raised during the relationship if needed.

6

Poor matching

Sometimes it may seem the rapport simply isn't there. This can be overcome by entering slowly into the relationship, having a number of discussions at the beginning to ensure that communication flows and that the right knowledge and experience exists. Both sides should be unafraid of speaking up if the relationship isn't working.



TAKE AWAY

A mentor isn't there to build the mentee's career, but to show them how to do it themselves. Before entering a mentoring agreement, you should set your respective boundaries and expectations.

Team mentoring

Team mentoring is a method which supports the learning and development of a whole team. A true team environment with everyone's sights set on the same goals and objectives is ideal for mentoring. Sometimes groups of individuals are nominally a team, but they haven't been brought together with the collaborative skills that actually make a real team.

The individuals making up the team identify and specify mutual goals and work simultaneously with one or more mentors who facilitate their learning. Mentors may also work as a team themselves to contribute to the overall development.

The process supports the

whole team, who then learn both from the process and from one another.

It is also possible that at the same time as an individual is a mentee receiving one focus of mentoring, that same individual might also be playing the role of a mentor for another individual with a different focus of mentoring.

HOW CAN MENTORING BENEFIT A TEAM?

Teams that combine different viewpoints make better decisions, find better solutions and produce better outcomes than individuals working alone or groups of experts with the same experience.

Team mentoring can provide more advantages to mentees, and it opens up a broader scope than one-to-one mentoring. They benefit because they can learn from multiple perspectives and combine ideas to develop new directions. Mentors also benefit from opportunities to connect with team members whom they otherwise might not have met.



EXERCISE

HOW TO TELL IF YOUR TEAM NEEDS MENTORING?

If you tick any of these, then your team could benefit from team mentoring:

Do they function as a group of individuals rather than a cohesive team?

Is there a specific project that requires a new approach?

Is there a project coming up that will need additional skills and expertise?

Does your team need a new burst of energy and enthusiasm?

HOW TO SET UP LONG-TERM TEAM MENTORING

One of the additional benefits of team mentoring is that it fosters a mentoring mentality within the team, which will continue beyond the specific focus. Individuals will recognise the benefits of mentoring generally and will be motivated to seek a mentor for themselves for a longer-term relationship and/or to offer their own skills as a mentor. In this way it becomes part of the team culture. Here's how to start:

Step 1

Start by having a discussion with your team about what team mentoring is and what it can help everyone achieve as part of the team. Link it to the company/departmental mission, overall team objectives and individual development objectives.

Step 2

Once you have buy-in, focus on a particular reason to introduce the mentoring so that there is clarity of purpose and defined goals can be identified. Again it is important everyone buys into them.

Step 3

Then introduce your own ideas of appropriate mentors and encourage the team to identify others. Once everyone has had their say, link mentor expertise to the goals to be addressed and then individuals can be approached to take on the task.

SHORT-TERM MENTORING FOR TEAMS

As above but designed as a short-term intervention to address a particular topic or issue.

1

Mentoring often incorporates elements of coaching to help the mentee find their own answers, but the mentor will also share their own experience and give guidance and advice.

2

The mentor may actually informally train the mentee or the team in a specific skill to boost the learning and development of the individuals concerned. But the mentor will then stand back for the mentees to carry out that activity, though they will continue to offer advice and guidance on the process.

3

Brainstorming is typically used to obtain the widest possible perspective on an issue and encourage innovative thinking – the very opposite of the ‘groupthink’ that can exist in teams. This can be used to identify the scope of the mentoring.



*MY MENTOR SAID, ‘LET’S GO DO IT,’
NOT ‘YOU GO DO IT.’ HOW POWERFUL
WHEN SOMEONE SAYS, ‘LET’S!’”*

JIM ROHN VIII



TAKE AWAY

Just as teamwork is increasingly important in the workplace, so team mentoring is becoming more common. Whether long or short term, it can foster a mentality of mutual support and creative collaboration.

Your personal action plan



1

Have a think about who could be a mentor for you? Would you join a work scheme (if there is one) or would you look externally, for example if your career progression meant leaving the company, if you didn't feel comfortable being mentored by someone at work or if the skills you need to learn are only available from another company or sector?

2

Would you consider having a mentee? Think about what you could offer as a mentor.

3

Thinking about the different types of mentoring – which one works best for you? And who do you think would be best to provide it?

4

Would you consider team mentoring? Think about ways it could potentially benefit your team or the reasons why it might not work.

5

How resilient is your team? Take a look at how you can encourage or build on your team's resilience.

Your 4 questions

Answer the questions below for the workbook to be CPD certified.



Corporate Member

The CPD Certification Service

To apply for your CPD hours, points or units from this resource, click this link and answer the questions.



1 Which below is one of the benefits of mentoring?

- Delegates your workload
- Gives you more free time
- Improves career
- Provides access to someone else's expertise and experience

2 How many types of mentoring are there?

- 2
- 3
- 5
- 6

3 What is mutual mentoring?

- Mentoring between peers
- Sharing information that can be mutually beneficial
- Where you mentor each other in turn
- Mentoring two people

4 How should you determine which type of mentoring is right for you?

- Ask a friend/colleague what type they do
- Think about why you want a mentor
- Clarify your objectives for what you want to gain
- Choose the one you think will be the easiest

everywoman Experts

everywoman creates resources on topics that matter most to our network members. We draw on member surveys and the latest thinking from the academic and business worlds, as well our own experiences as we navigate our careers. Each workbook offers practical advice, enabling tangible actions for your daily working lives.



MAXINE BENSON, MBE
& KAREN GILL, MBE

Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and businesswomen could interact and share experiences. The everywomanNetwork, which launched in 2013, serves as a truly global tool to enable members the world over to realise their ambitions through online membership.

EVERYWOMAN WORKBOOK TEAM

Pippa Isbell, everywoman expert

Lysanne Currie, editor

Kate Farrow, head of partnerships

Denise McQuaid, commercial and strategy director

Any topics you'd like to see covered on the everywomanNetwork?

We'd love to hear from you: contact@everywoman.com

Further information

Everywoman network resources

<https://www.everywoman.com/my-development/learning-areas/articles/how-guide-setting-mentoring-scheme>
<https://www.everywoman.com/my-development/learning-areas/articles/mentoring-inspiration-unlikely-sources-everyday-life>
<https://www.everywoman.com/my-development/workbooks/becoming-mentor>
<https://www.everywoman.com/how-to/how-be-great-mentor>

Everywoman Videos

Voices of experience: Being a mentor

<https://www.everywoman.com/my-development/learning-areas/videos/voices-experience-being-mentor>

Hester Larkin on mantras, sponsors and networking

<https://www.everywoman.com/my-development/learning-areas/videos/hester-larkin-mantras-sponsors-networking>

Nina Wright on confidence, networking and the benefits of mentors

<https://www.everywoman.com/my-development/learning-areas/videos/nina-wright-confidence-networking-benefits-mentors>

Everywoman Webinars

Reverse mentoring: learning from opposites

<https://www.everywoman.com/my-development/webinars/reverse-mentoring-learning-opposites>

Key mentoring skills

<https://www.everywoman.com/my-development/webinars/key-mentoring-skills>

What does mentoring involve?

<https://www.everywoman.com/my-development/webinars/what-does-mentoring-involve>

How can I get the most out of mentoring?

<https://www.everywoman.com/my-development/webinars/how-can-i-get-most-mentoring>

Everywoman Workbooks

Getting the most out of being mentored

<https://www.everywoman.com/my-development/workbooks/getting-most-out-being-mentored>

External sources

TED Talk: *Mentorship Will Change the World*, Kam Phillips

TED Talk: *The Power of Mentoring*, Lori Hunt

TED Talk: *The Art of Making Mentors*, Anna Kaziunas France

Demystifying Mentoring by Amy Gallo

Engage a Mentor with a Short-Term Project by Karie Willyerd

10 Surprising Benefits You'll Get From Keeping a Journal by Thai Nguyen

Reverse Mentoring: What it is and why it is beneficial by Lisa Quast

Books

Mentoring 101, John Maxwell (Thomas Nelson)

One Minute Mentoring, Ken Blanchard & Claire Diaz-Ortiz (William Morrow)

Power Mentoring, Ellen Ensher and Susan Murphy (John Wiley & Sons)

Endnotes

- i <https://www.goodreads.com/quotes/8485343-a-mentor-is-someone-who-allows-you-to-see-the>
- ii <https://www.management-mentors.com/mentoring-quotes>
- iii <https://hbr.org/2017/02/what-the-best-mentors-do>
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- v <https://www.goodreads.com/quotes/145142-we-re-here-for-a-reason-i-believe-a-bit-of>
- vi https://www.huffingtonpost.com/entry/the-1-mistake-students-make-when-looking-for-mentors_us_5912516ee4b0e070cad709e5
- vii <https://www.harpersbazaar.com/uk/people-parties/bazaar-at-work/news/g38071/my-mentor-and-me/?slide=2>
- viii <https://www.linkedin.com/pulse/consultant-mentor-coach-walk-bar-francesca-monaco-mcim-mcimi>

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