



Mentorship

purpose, approach, process and competencies

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Developing people, developing organisations – Capacity building activities

- **Mentoring**
- **Coaching**
- **Training**
- Workshops
- Self-learning
- Job shadowing
- Supervising
- Counseling
- Consultancy
- ...
- **Variety** of development processes
- All of these forms are **effective** methods of development
- Mentoring with adequate methodologies has proven to **positively impact** professional growth



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- In the fast changing environment, constant organisational **development is a must**
- Organisations are under great **pressure to change** today - to provide **whole-person development** and fulfillment - beyond “classical” training
- So they are applying the **variety** of development processes
- **Development of employees** is the planned framework for helping employees develop their personal and organizational skills, knowledge, and abilities.
- **Learning** has happened when you can demonstrate that you know something you didn't know before (knowledge) and/or when you can do something you couldn't do before (skills). Honey and Mumford
- **Training, Coaching and Mentoring** are planned and specific instruction of job technique relevant to current and future role requirements



- Somewhat **similar**
- Using same/similar **techniques/interventions**
- **Training** is yet another developmental format
 - typically a significant volume of information is **transmitted** from one to many in a short time with limited opportunity to apply and limited personalization
 - can also include many of the **types of interaction** that are found in coaching and mentoring
 - very strong focus on the **trainer being a subject matter expert**
 - participants in the training learn from the trainer – there is knowledge **transfer**. How this happens can be very flexible, and good training is never just a speaker lecturing. Discussion, simulations, case studies, and other **forms of interaction** are critical for an effective training experience.
- **Coaching**
 - in a coaching situation, it is the coach who **sets the agenda and manages the relationship**
 - often a **single area of focus**, and many coaches specialize in coaching in certain areas of expertise.
- **Mentoring**
 - involves **structured partnership** where both parties learn and grow
 - mentee's developmental **goals** create the context for the regular meetings
 - **mentee sets the agenda**, and while goals are developed, those goals may change over time.



- **Trainings/workshops**
 - very useful if there is a specific **skills gap** and
 - there is benefit from gaining the insights from **other participants**
 - great **complement** to coaching and mentoring
 - often relatively **brief** as compared to coaching or mentoring.
- **Coaching**
 - provides a unique vehicle for **confidential and highly qualified input to expand and significantly improve performance**
 - each situation is unique, so in order to specifically address issues faced by a person, **one-to-one coaching** approach is most efficient and valuable.
- **Mentoring**
 - involves a more **experienced/senior manager**, from a similar field, who provides the wisdom of their experiences in order to help the mentee deal with workplace and career issues
 - highly useful developmental vehicle if set up well and has a high level of **commitment** from both parties
 - it may **not get to deep-rooted blocks** that are hindering performance
 - often view as a great source of ongoing **support after a coaching**
 - helps to maintain **reflection time and an objective perspective**

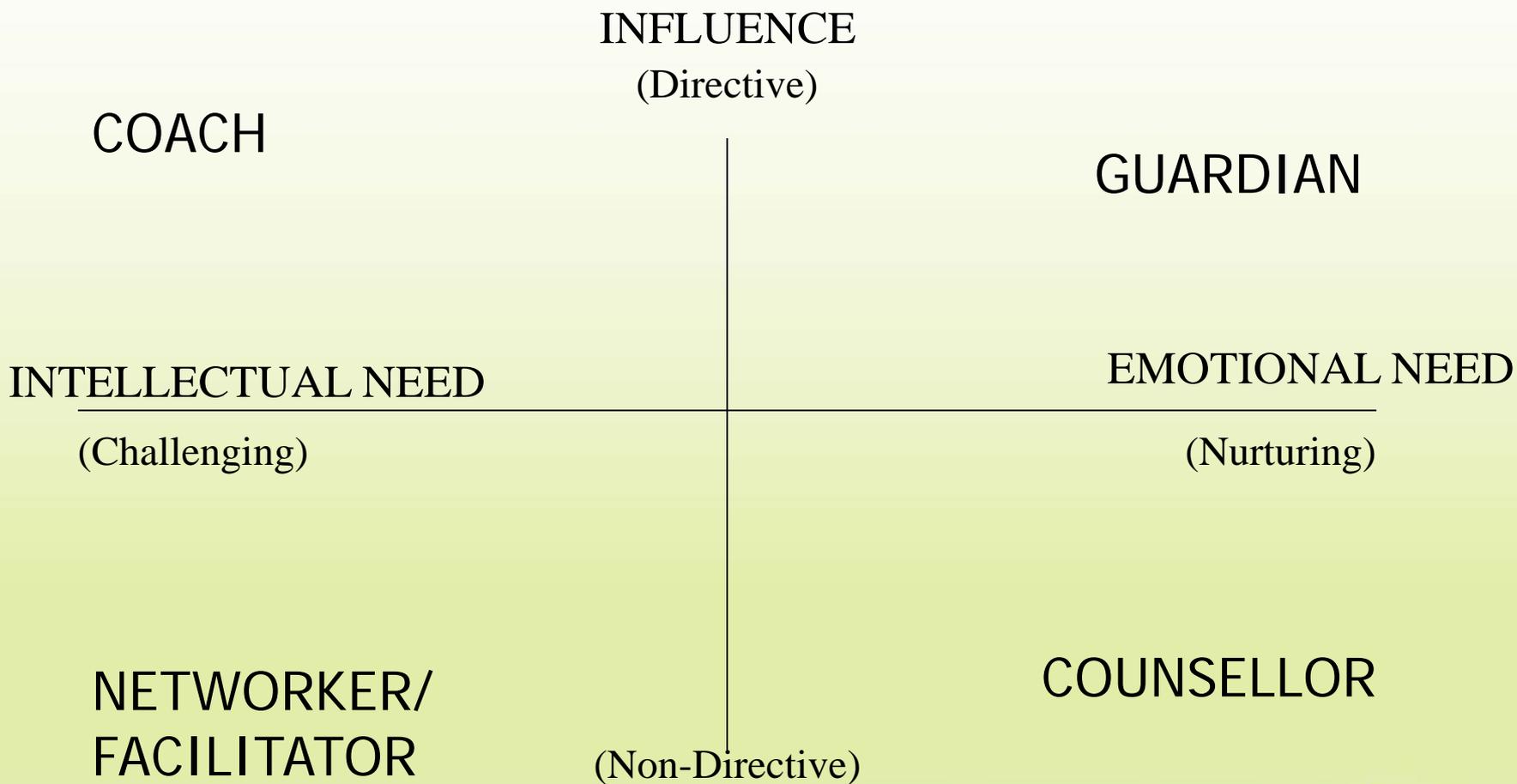


- **Mentoring** is the pairing of an experienced or skilled person (mentor) with a person who would like to improve his or her skills (mentee). The mentor acts as a role model and supports the mentee by sharing knowledge, resources and advice to help them improve their skills.
- **Mentoring** is a developmental partnership through which one person shares knowledge, skills, information, and perspective to foster the personal and professional growth of someone else.
- **Mentoring** is a personal developmental relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person. However, true mentoring is more than just answering occasional questions or providing ad hoc help. It is about an ongoing relationship of learning, dialog, and challenge.



- **Process** for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development
- **Mutual learning partnership** in which individuals assist each other with personal and career development through coaching, role modeling counseling, sharing knowledge and providing emotional support.
- **Offline help** from one person to another in making significant transitions in knowledge, work or thinking
- **Creating possibilities and providing guidance and support** to others in a relationship of trust; it includes facilitating, bringing visions to life and enabling people to achieve
- **Advising, teaching, counseling and role modeling**
- Formal mentoring **matches** a senior or more experienced person—the mentor—to a junior or less experienced person—the mentee
- Mentors **focus** on a mentee's achievements, success in business and preparation for the workforce through a one-to-one relationship that is non-threatening and non-judgmental to both parties
- It is a relationship that **changes over time** as each grows, learns, and gains experiences in the relationship





- **Induction**, to help new recruits, trainees or graduates settle into the organisation
- **Skills Enhancement**, to enable skills to be passed on in the workplace by experienced, highly competent staff to others who need to acquire specified skills
- **Career Development**, to help staff in the planning, development and management of their careers and to help them become more resilient in times of change, more self-reliant in their careers and self-directed learners
- **Affirmative Action**, to assist women and minority groups to redress the imbalance at higher levels in organisations, provide support and help overcome barriers that often block their progress
- **Leadership and Management Development**, to encourage the development of competencies more easily gained through example, guided practice or experience than by education and training
- **Education Support**, to bridge the gap between theory and practice. Formal education or training is complemented by the knowledge and the hands-on experience of a competent practitioner
- **Organisational Development and Culture Change**, to share the values, vision and mission of the organisation. To communicate and work on a one-to-one basis to develop required changes
- **Customer Service**, to model desired behaviours, encourage the development of competencies, motivate for service quality, to cultivate the right attitudes.
- **Staff retention**, to ensure maximal staying of the staff in the organisation



- Linking mentoring with objectives and project activities is a highly **productive and effective** modern method of training and developing people in organizations and for developing organizations themselves
- The approach **builds on management by objectives** (MBO's) principles, but is more participative, voluntary and inclusive.
- 'activity focused mentoring' is **consensual, team-orientated, with a personal development and team building focus**, across multiple organizational interfaces, particularly to and between management/subordinate/peer levels
- The activity-mentoring approach uses **several integrated techniques** which produce more reliable and relevant training and learning outputs, in terms of individual skills, attitudinal development, and direct job and organizational performance improvement
- The approach is **facilitative rather than prescriptive**, and broadly **features**:
 - strategic **assessment** of organisational and department priorities and training needs
 - interpreted **discussion** with line-managers of training delegates and strategic managers
 - pre-training skills/behavioural **needs-analysis** - all training delegates - and preparatory work
 - **small groups** - practical workshops - short sessions - highly participative and situation/solution-based - focused on practical job issues, individual personality/learning style and organisational priorities
 - individually **agreed tasks and assignments** - focused on practical priorities and individual needs
 - **follow-up coaching and mentoring one-to-one support** - giving high accountability and reliable deliverables
 - **ongoing feedback and review with line-managers** and strategic managers
- The process works on several **different levels**: individual, team, activity, organisational and strategic.
- Activity focused mentoring also **gives strong outputs** in skills, behaviour and job priority areas, as well as being strongly motivational and where necessary resolving conflict and attitudinal issues



- Face to face
 - Phone
 - E-mentoring

 - Formal / Informal

 - New-hire mentorship
 - High-potential mentorship

 - Blended mentoring
 - Reverse mentoring
- Developmental / Sponsorship mentoring

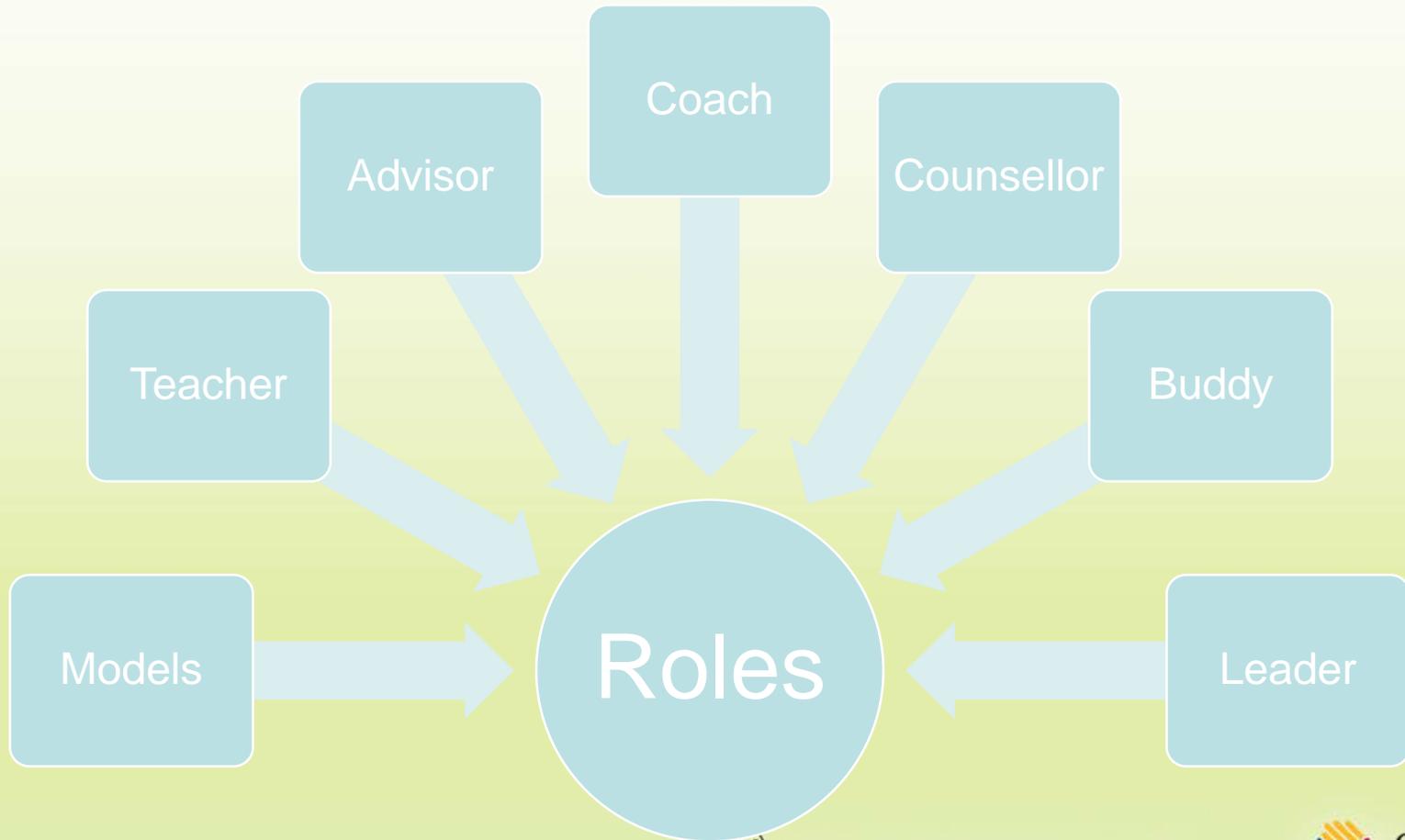
 - Mutual Mentoring

 - Mentoring Circles

 - 1 to 1 Mentoring
 - Group Mentoring
 - Team Mentoring
 - Peer Mentoring

 - ...



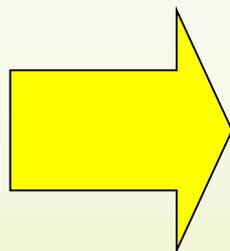




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EXERCISE
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Work in pairs:

**Sort the roles between
mentors and mentees**

