



Mentoring relationship

Jarmila Bujak Stanko



REGIONAL ENVIRONMENTAL CENTER



Mentoring is a relationship

- **Mentoring is a relationship**
- **Equal participation in the mentoring relationship is a must**
- **There needs to be an understanding from both parties about what is to be learned, how the transfer of learning will take place, and how the learning will be monitored and evaluated**
- **Through the sharing of resources and time, both mentor and mentee should benefit**



- **WITHOUT PROPER RELATIONSHIP – NOTHING ELSE WILL WORK**
- **success of mentoring comes from the relationship between mentor and mentee based on:**
 - rapport
 - trust
 - environment
- **fundamental aspects of relationship to achieving mentoring results**
 - reasonable expectations of both sides
 - defined roles and responsibilities
 - established short and long term goals
 - collaboration to solve problems
 - openness to equity and diversity
 - communication
 - no-fault end of relationship



Bases of successful mentor-mentee relationship

- **Confidentiality** - This supports the ability to be vulnerable, yet safe, in difficult conversations
- **Respect** - Mutual appreciation of your knowledge and of the mentee's investment of time and energy
- **Joint Accountability** - Strengthens trust and helps keep the learning relationship focused and productive
- **Collaboration** - Both mentor and protégé must work together to ensure the protégé's development
- **Responsiveness** - Both need to be sensitive and responsive to the goals, needs and perspectives of the other
- **Free and Honest Expression** - Both can present and receive feedback on competencies and strengthening areas of weakness.
- **Focus** - The mentoring relationship needs to be clear in its purpose and goals. The mentoring agreement goals are the focus of learning and development



- Maintain regular contact
- Take the time to build a relationship with the person you are mentoring
- Be honest and open
- Build sustainable improvements, not quick fixes
- Play by the rules
- Set mentoring work outside of the day-to-day line management relationship
- Don't expect to have all the answers
- Allow for freedom of expression
- Be clear about your expectations and your boundaries
- Maintain and respect privacy, honesty, and integrity
- Be prepared
- Experiment with feedback
- Recognize excellence



- mentoring relationship is based on trust
- mentees are placing a great deal of trust in mentor to provide them with helpful guidance
- mentors are trusting that mentees will not take advantage of the relationship (e.g., wasting mentor's time, repeating information not intended for others, asking for favors, inappropriately using the relationship)
- building trust can take time
- certain behaviors can accelerate or stall the time it takes



Steps of the mentoring relationship

- **Step 1: Building rapport**

The mentor and the mentee are exploring if they can work together. They are determining the alignment of values, establishing a mutual respect, agreeing on the purpose of their relationship, and establishing the roles, behaviors and expectations. This can only occur through open and honest dialogue.

- The **first meeting** is critical. It is important at the very beginning for the partners to get to know each other and clarify mentoring goals. The end result of this conversation will be a **Mentoring Partnership Agreement**, a formal document signed by all members of a mentoring team that explicates expectations and responsibilities of everyone involved.

- **Step 2: Determining direction**

This step is all about goal setting. In the building rapport phase, the partners were establishing a sense of purpose; here they are determining what each of them should achieve through this relationship. They begin linking long-term goals with what is happening day-to-day.

- **Step 3: Progression**

This step is core of the relationship and the longest one. Here the both parties become more comfortable about challenging each other's perceptions. They explore issues more deeply and experience mutual learning. In addition, the mentee takes an increasing lead in managing the relationship and the mentoring process itself.



- **Step 4: Ending the mentoring**

This step occurs when the mentee has achieved a large amount of his or her goals or feels that they have the confidence to begin to plan how to continue the journey on their own. It is not always obvious to the mentee that they have reached this point; the mentor needs to be sensitive to this and can lead the mentee to this conclusion by comparing their goals to their achievements. This process helps avoid unhealthy dependency on either part. Ending up by celebrating accomplishments and begin to redefine the relationship, often into a friendship where both parties can utilize each other as an ad hoc sounding board and a source of networking contacts. The best programs usually have a way of ending the mentoring relationship formally. During this time, the mentee and mentor can decide if they want to continue the relationship formally or informally, or if they want to move on.

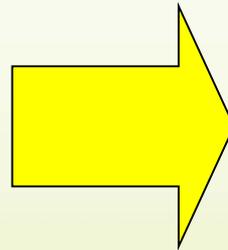
- **Step 5: Evaluating the program**

- Those mentoring programs that do the best job of institutionalizing their mentoring programs evaluate the impact of the mentoring from two primary reference points. The first is the degree to which the process has assisted the mentee in achieving the developmental objectives that were defined at the beginning of the program. The second reference point is the degree to which the program was successful in achieving its strategic business case goals, such as retention or the development of high potentials. Furthermore, successful programs bring mentors and mentees together for check-up meetings and follow-up training several times during the typical mentoring year.



EXERCISE

20'



Work in 4 small groups on

- 1- Mentorship agreement
- 2- First meeting agenda
- 3- Trust developing behaviours
- 4- Trust ruining behaviours





IT'S ALL ABOUT RELATIONSHIP!



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