



MENTORS **MENTORING PROGRAMME**

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AGENDA



01

What is mentoring and how can it benefit you?

02

Working effectively with your mentee






03

Your mentoring support kit

MENTORING IN UL

To assist staff in their development to...



-  overcome personal barriers and challenges
-  tap into knowledge of those more experienced
-  learn faster than they would on their own
-  close gaps and take ownership of their career development
-  excel and flourish in their careers



“

Professional development of our
colleagues is key to our success

”

*Professor Shane Kilcommins
Provost and Deputy President*

AGENDA



01

**What is mentoring and how
can it benefit you?**

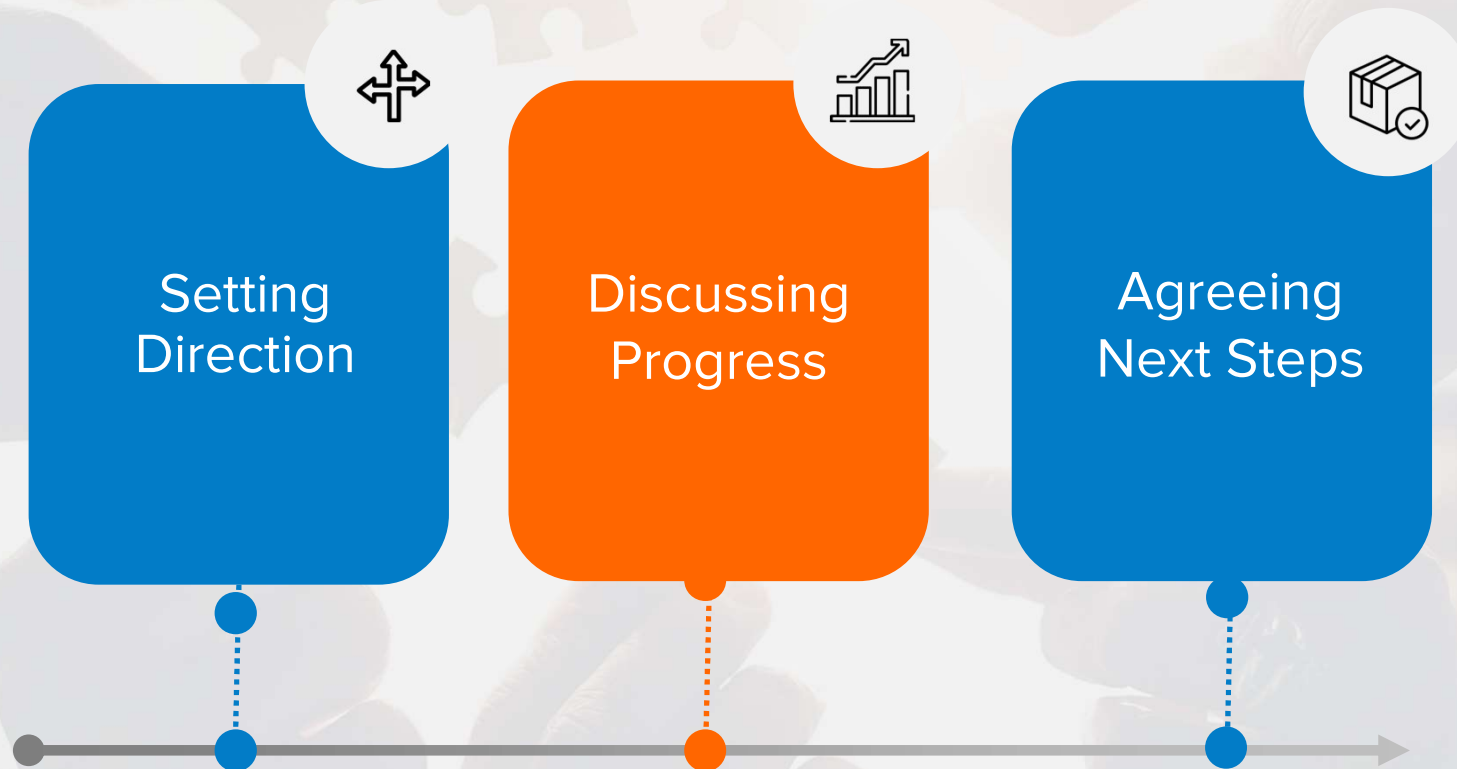
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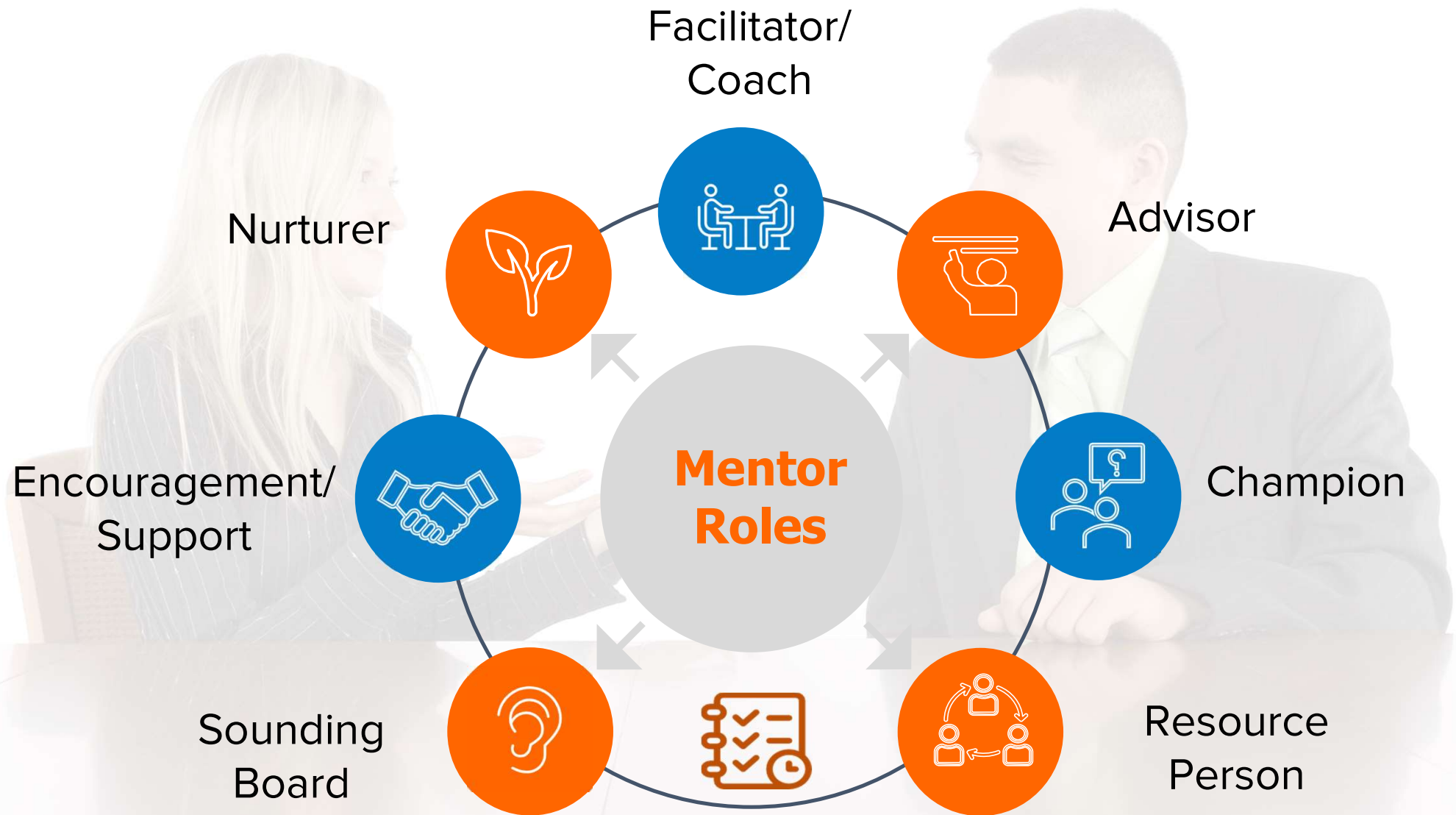
**Working effectively with
your mentee**

03

Your mentoring
support kit

THREE MEETINGS WITH YOUR MENTEE





MENTEE ROLES



SUCCESSFUL MENTORING CONVERSATIONS



Establish
Trust



Get to the
Heart of
the Matter



Develop a
Roadmap



Turn
Conversations
Into Actions

SUCCESSFUL MENTORING CONVERSATIONS

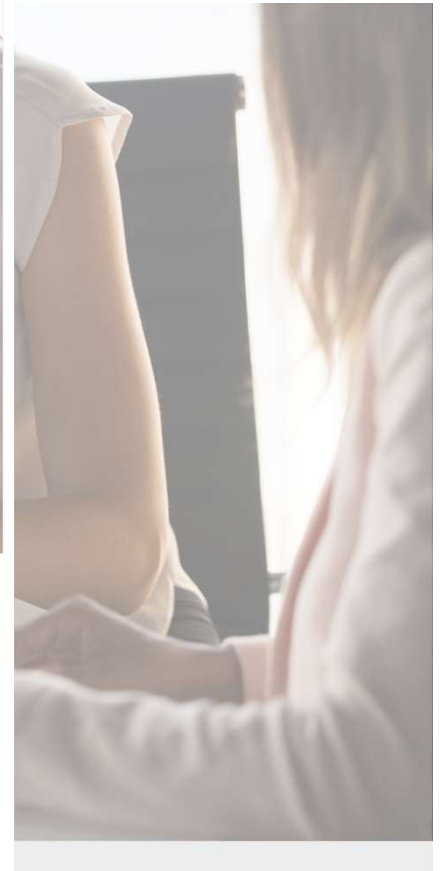


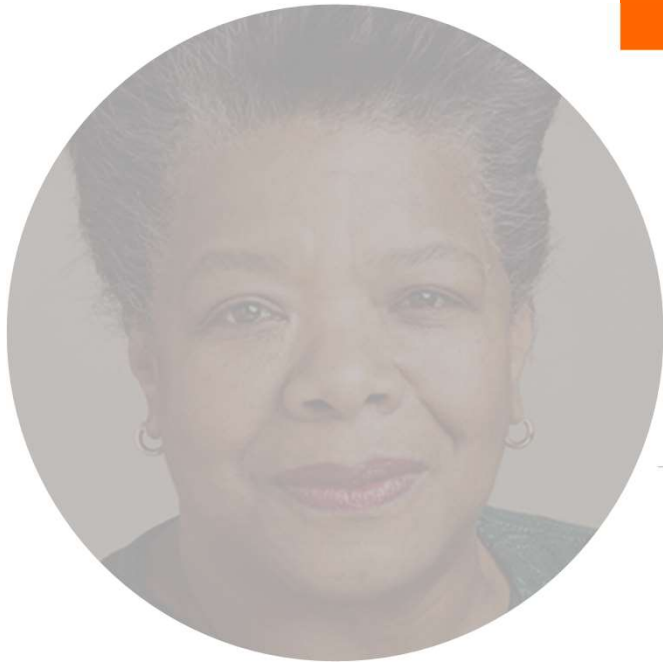
Establish
Trust



ESTABLISH **TRUST**

- Create rapport and a safe space
- Share something about yourself
- Empathise
- Keep it conversational
- Ask questions in an empathetic way
- Give them time





“

“People will forget what you said,
people will forget what you did, but
people will never forget how you
made them feel”

”

MAYA ANGELOU

SUCCESSFUL MENTORING CONVERSATIONS



Establish
Trust



Get to the
Heart of
the Matter



GET TO THE HEART OF THE MATTER

- Listen
- Tune in to the mentee
- Ask powerful questions
- Challenge their thinking
- Avoid making assumptions
- Identify the issue or the main focus



SUCCESSFUL MENTORING CONVERSATIONS



Establish
Trust



Get to the
Heart of
the Matter



Develop a
Roadmap

VISION



Share your experience
and advice

Help them to explore
options

Help the mentee to
set a goal

SUCCESSFUL MENTORING CONVERSATIONS



Establish
Trust



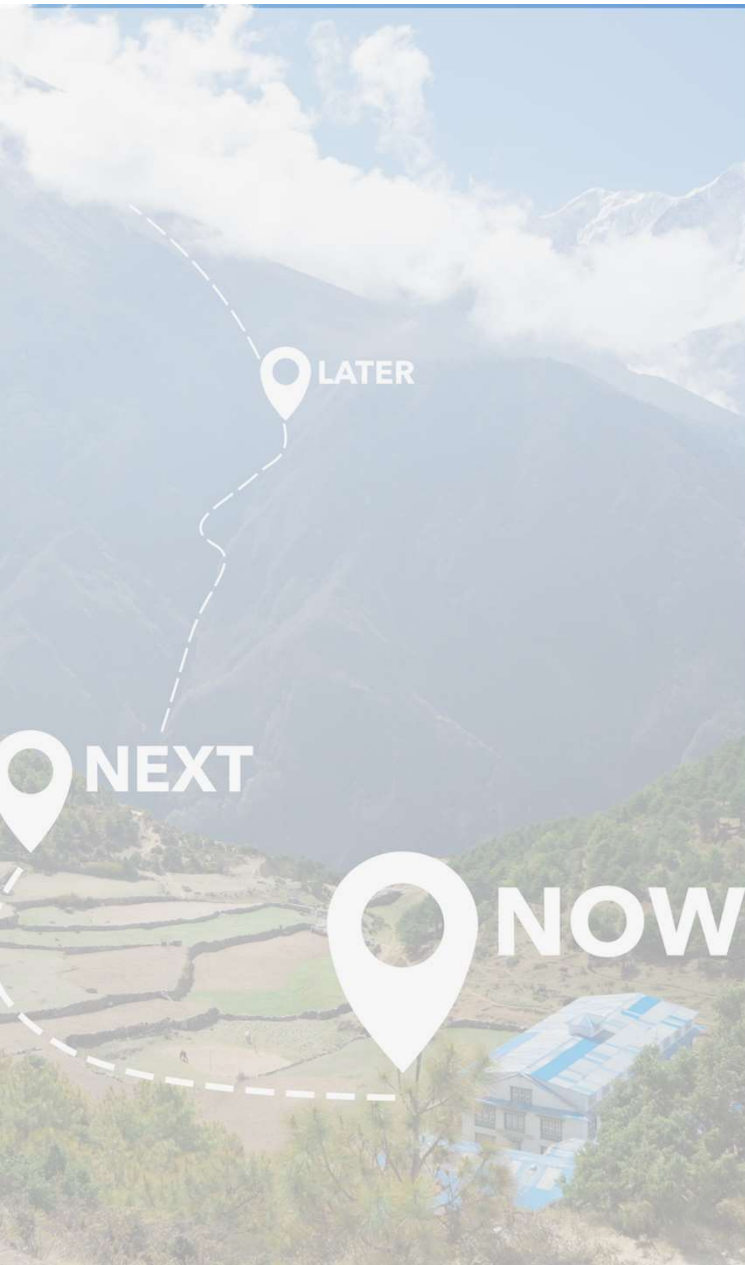
Get to the
Heart of
the Matter






Develop a
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Turn
Conversations
Into Actions



TURN CONVERSATIONS INTO ACTIONS

-  Help the mentee to narrow options
-  Jointly agree actions and activities
-  Encourage the mentee to capture actions in their development plan

AGENDA



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MENTORING SUPPORT KIT





MENTORING SUPPORT KIT



UL ADVANCE MENTORING AGREEMENT

This mentoring agreement sets out how we will work together and will form the basis of the mentoring relationship.

Mentor Name: _____

Mentee Name: _____

Duration of Mentoring Relationship

This agreement will cover the period -
from: _____ to _____

Confidentiality

We agree to keep information shared through the mentoring relationship confidential unless otherwise agreed at the time of the discussion.

Meeting Frequency and Duration

We will meet at least once every ____ weeks for ____ hours. If we are unable to attend a scheduled meeting, we will notify one another in advance.

Meeting Location (face to face or online)

Our meetings will take place at/in _____

Progress Review

We agree to open and honest communication and feedback and will allow five minutes for feedback at the end of each meeting to discuss what is working well and what needs to be changed or addressed.

Relationship Termination

In the event that either one of us finds the mentoring relationship unproductive or needs to terminate it for any reason, we agree to honour that decision without question or blame.

Contact Information

Mentee Email Address and Phone Number:

Mentor Email Address and Phone Number:

Date: _____

Mentee's Signature: _____

Mentor's Signature: _____



MENTORING SUPPORT KIT



Mentoring Meeting 1

AGENDA

Date: _____ Time: _____ Location: _____

Meeting Goal:

Topics for Discussion

Confidentiality
Meeting preparation and expectations
Meeting structure
Mentoring agreement
Mentor and mentee background and experience
Mentoring vision and goals
Setting goals
Mentoring development plan
Next steps

Topic	Action	By Whom

Mentoring Meeting 2

AGENDA

Date: _____ Time: _____ Location: _____

Meeting Goal:

Topics for Discussion

Progress made
Successes
Challenges
Opportunities
Update development plan
Next steps

Topic	Action	By Whom

Mentoring Meeting 3

AGENDA

Date: _____ Time: _____ Location: _____

Meeting Goal:

Topics for Discussion

Progress made
Successes
Challenges
Opportunities
Update development plan
Feedback and key learnings
Future goals and next steps

Topic	Action	By Whom



MENTORING SUPPORT KIT



Mentoring Topics

The mentoring topic(s) should be identified by the mentee and could relate to any of the following wide range of topics or beyond.

Career development

- Building a successful career (academia / professional services)
- Establishing and following short and long-term career goals
- Developing in your career and taking on new roles
- Developing networking skills and professional relationships
- Developing leadership experience and capability
- Getting advice and guidance on taking on new responsibilities
- Obtaining more experience in a particular aspect such as lecturing/teaching/managing people etc.
- Opportunities for career advancement
- Applying for a different post

Skills and Competencies

- Learning and developing in a management role
- Dealing with people challenges
- Developing professional and technical skills and competencies
- Thinking and acting more strategically
- Creating efficiencies within your role

Understanding UL

- How things work at UL
- Developing an understanding of UL culture, policies, processes and programmes
- Understanding the relationships between different departments and faculties
- Developing an understanding of different systems within the department/university

Strategic thinking and Leadership

- Increasing your self-awareness

- Understanding the UL strategy.
- Developing your presence
- Identifying and focusing opportunities.
- Making key introductions
- Personal development opportunities

Research

- Understanding available supports
- Developing / reviewing research plans
- Strengthening networks
- Integrating different strands of work
- Obtaining funding, applying for grants
- Enhancing research outputs
- Developing and maintaining effective work habits

Teaching (Source: UCSC Faculty Mentorship Program)

- Effective teaching strategies / structures
- Confidence in the classroom
- Managing time
- Teaching design / delivery / evaluation
- Maximising your role as a teacher
- Working with challenging situations

Work-Life Balance

- Finding a work life balance
- Managing stress
- Developing a healthy lifestyle
- Resources and facilities available in UL



MENTORING SUPPORT KIT



Mentor Questions

The following is a set of questions you can draw from to guide the mentee through the various stages of their journey through the mentoring partnership.



Establishing Expectations

- What prompted you to join the mentoring programme?
- Have you ever had a mentor before? How did that partnership work and what was achieved?
- Why do you need a mentor now?
- What do you really want to achieve from our mentoring partnership?
- What sort of help, advice or support are you looking for?
- What would make this partnership an excellent experience for you?
- How do you see my role in helping you achieve what you want/need?
- When did you feel you were at your best at work in the last 12 months?
- What was it about that experience that was most valuable to you?



Setting Direction

- Tell me about some of your accomplishments
- Which ones are you most proud of? Why?
- What do you hope to achieve from our mentoring partnership?
- What conditions would enable you to achieve that goal?
- Where would you like to be in 12 months' time?
- What will success look like for you?
- What would you like people to say about you?
- What is your goal?
- Why do you want to achieve this goal? Why is it important to you?



Mentor Questions

Developing the Roadmap

- What steps can you take to achieve your goal?
- How do you see my role in helping you to achieve your goal?
- What are your strengths? What do you see as limitations?
- What has helped you achieve your goals in the past?
- How might you use that in the future for other positive outcomes?
- What are some other occasions that you have used those strengths?
- How can you use your strengths to help you achieve your goal?
- What may have prevented you from achieving what you wanted in the past?
- How open are you to feedback along the way? How would you like to receive it?
- How will you measure your success?

Mid Way Review

- What are you enjoying about the mentoring partnership?
- What have you learned so far?
- What do you think is working well?
- What challenges, if any, has it presented?
- How did that make you feel?
- Is there anything that we could change or improve?
- What feedback do you have for me?
- What would you like me to do more of/less of?

Winding Down

- What have you learned from this mentoring partnership?
- What has been most successful?
- What was the most challenging for you?
- What have you learned from that challenge?
- What have been the pivotal moments throughout your journey?



Mentor Questions

- What has changed for you since we began this process?
- What changes will you make going forward?
- What is your vision for yourself in the future?
- How will you know you are being successful?
- What possibilities lie ahead for you?
- What do you value from this experience?



Men

The 'Grow' Coaching Model

Goal – What do you want?

- What is our goal for this session?
- What is the larger goal you want to achieve?
- What do you want to achieve (short and/long term)?
- When do you want to achieve it by?
- How can we make that a SMART goal?
- What would we have achieved at the end of this meeting for it to be time well spent?
- What do you need from me in this meeting?
- How can I be most helpful in this meeting?

Reality – Where are you now?

- What is currently happening?
- What progress have you made so far?
- What is working well right now?
- What is not working so well?
- What is the problem in a nutshell?
- What are you ready to change?
- What are you not ready to change?
- If there was one obstacle you could remove, what would it be?
- What have you not admitted out loud yet?
- What excites and inspires you? (list)
- What are you tolerating and putting up with? (list)
- What could make a difference?
- What have you tried already?
- What do you think is stopping you?
- What would others say about your current situation?
- What is the effect/result of that?

Options – What could you do?

- What excites and inspires you? (list)
- What would you do if there were no barriers?

- What are your options?
- What else could you do?
- What alternatives are there to that approach?
- What are the pros and cons of each option?
- What would happen if you did that?
- What could be your first step?
- What research could you do to help you find the first step?
- What do you think you need to do to get a better result?
- Who do you know who has encountered a similar situation?
- Who might be able to help?

Wrap Up/Will – What will you do?

- What option/s will work best for you?
- Will this address your goal?
- What obstacles could get in the way and how would you overcome them?
- What support do you need to get that done?
- What can I do to help?
- How will you know that you have been successful?
- How committed are you taking this action?
- What's an action you could take straight after this session?
- What will you do in the next 24 hours?
- When will you start?



MENTORING SUPPORT KIT



Mentoring Development Plan

Mentee Name: _____ Mentor Name: _____ Date: _____

Mentoring Goal:

Sub-Goals What secondary goals must I achieve along the way to achieving my main goal?	Success Measures I know I will have achieved my goal when <u> </u>	Development Activity What action will I take?	Support Whose help or what resources do I need?	Timeline When will this be completed by?

FRAMEWORK FOR ALL THREE MEETINGS

01

Where are you now?

02

Where do you want to be?

03

How might you get there?

