

A. PREPARATION

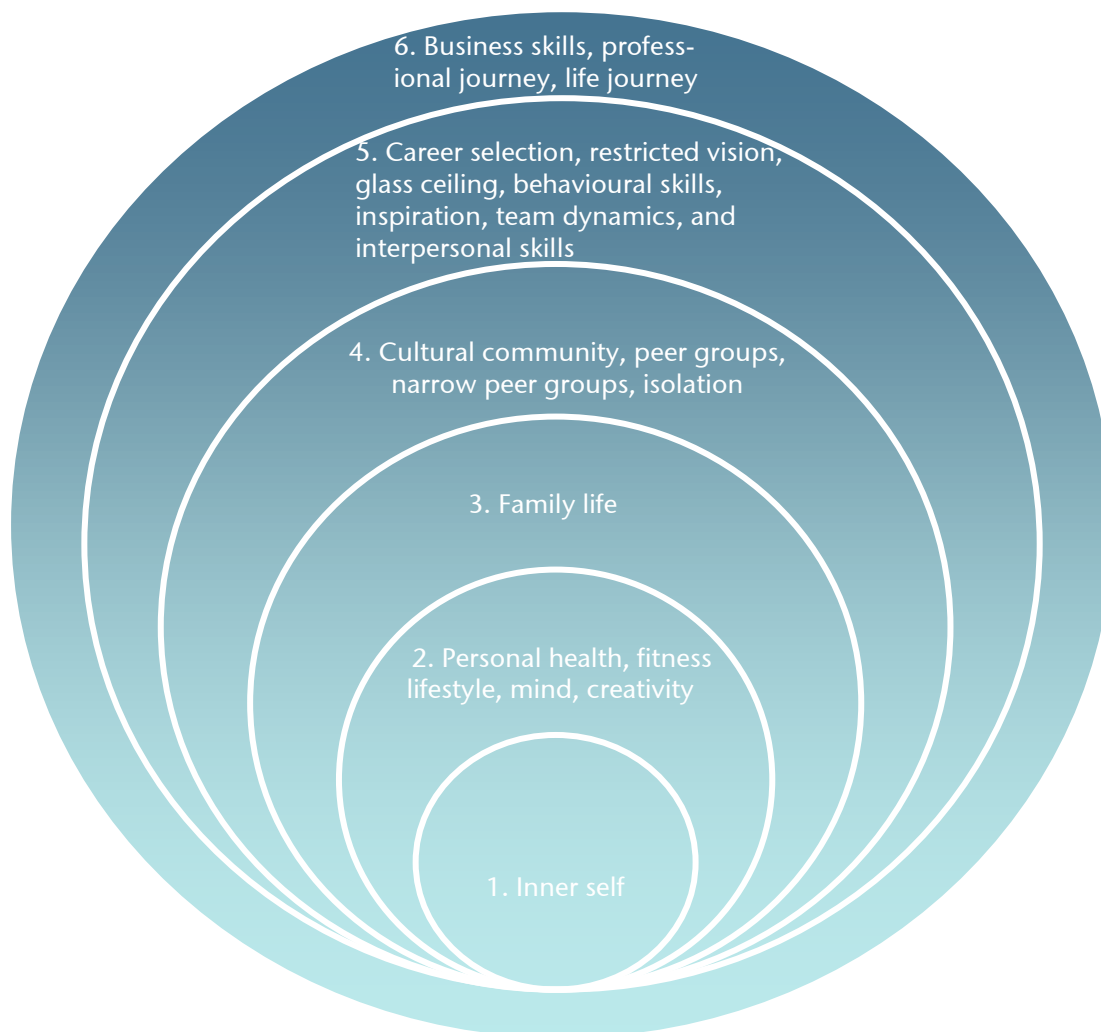
Within this section we look at:

- 1. Different Mentoring Needs*
- 2. Mentoring Approaches*
- 3. Preparation for First Session*

A.1 Different Mentoring Needs

Mentees have a wide variety of needs that may be encountered in your mentor/mentee relationship. Whilst it is possible to mentor on any of these individual elements it is often the case that you will end up mentoring in more general areas as your relationship develops.

Potential areas of mentee need are shown in the diagram below:



In addition mentees may have differing challenges depending on their current professional, academic or life journey.

Depending on the mentee's situation, typical challenges may include:

- Career direction
- Major thesis
- Specific subject types
- Cultural isolation
- Isolation
- Overwhelmed
- Cultural difficulties

As mentors we aim to ask the right questions to enable our mentees to resolve their challenges and move forward. Where necessary and appropriate we also provide guidance and support.

Some of the models and approaches within this toolkit will help you achieve this aim.

A.2 Mentoring Approaches

What do I have to offer?

Don't be afraid if you come from an unconventional background: mentoring requires distinctive individuals. The possibility of mentoring is open to all. It is less about convention and more about style; less about background and more about shared and common values.

Someone will value your experience and relate to your unique qualities.

The WBS Alumni form a global community with more than 28,000 members worldwide, incorporating a rich diversity of experiences and cultures. This breadth of experience is invaluable to the WBS Mentoring Programme.

Why be a Mentor?

Mentoring is a starting point from which to explore the individual passion which will lead you through to success. It will include:

- Helping others with personal growth
- Engaging in a dynamic, two way learning process
- Passing on the 'pearls of wisdom' gained on your own journey
- Reflecting on your own life's journey and being honest with yourself about mistakes made and lessons learned

Mentoring Skills and Behaviour

This is not meant to be a prescriptive document. Rules, regulations and good codes of conduct can be found elsewhere in the WBS system. However, there are fundamental generic mentoring skills which are worthy of mention.

Generic skills

- Respect confidentiality
- Establish trust
- Demonstrate understanding
- Strong listening skills
- A non prescriptive/judgmental approach
- A willingness to learn

The Mentoring Journey

Getting Started

This is perhaps the pivotal part of establishing a relationship and consideration should perhaps be given to items such as:

- Prior to the initial meeting, ask the mentee to send you a CV so that at least you know who you are talking to. Likewise, send the mentee a short biography of yourself - a résumé of who you are as a person rather than a formal CV.
- Early on, try and establish whether or not you have common interests and values with the mentee. This will prove to be a good cornerstone and will help to develop the relationship.
- In any session, let the mentee talk for at least 80 per cent of the time and the remainder is for joint discussion.
- More guidance on this aspect in Section B of the toolkit.

If in the time left the mentor can ask two to three thought-provoking questions, this would be a good outcome.

The Developing Relationship

The relationship will develop over time and the range of subject areas and issues will evolve naturally.

- As the relationship develops, the greatest skill of the Mentor is to listen.
- Establish in your mind a clear idea where you can help in the short and medium term on the issues raised by the mentee. The skill will be for you to bring your ideas into the conversation in a reflective manner.
- Show empathy, when appropriate and do not be afraid to show warmth and an element of caring in the relationship.
- Over time, the mentee's top four issues may change. Do not be concerned with this; it is a natural part of the process.
- Guidance and tools to support the on-going relationship are in section C.

Closing the Relationship

This is an important part of the process and may occur naturally as the mentor/mentee reaches the end of their engagement or may come at the end of the agreed 2 year cycle. It is useful at this time to reflect on what has been achieved through the relationship and also maybe celebrate your joint success.

Section D of the toolkit has guidance for this closing period of the relationship.

A.3 Mentor's Preparation for First Session

Preparation is the key to getting the mentoring relationship off to a good start and, having canvassed the views of a number of successful mentors, we have pulled together a list of suggested 'best practice' elements for you to consider using with your mentees.

Make contact by phone or email before the first session and in doing that ask the mentee for:

- Short Bio/CV
- What do they want out of the relationship?
- What are their Top 4 subject areas?
- Personal contact details

Also, provide some details about yourself:

- Short Bio/CV
- Your personal interests outside of work
- Maybe details of your family
- Possibly details about where you live etc, particularly where Mentee is from a different country/culture

More detailed guidance, an aide memoire and supporting templates are provided in section B of this toolkit 'The First Session'.