

# Mentoring



Mentoring in Practice: 20 July 2021

**Rinku Raina:** Professional Development Manager



UNIVERSITY OF  
CAMBRIDGE  
Information Services

[www.uis.cam.ac.uk](http://www.uis.cam.ac.uk)

## Welcome - Before we start, a few recommendations and ground rules:

1. Be fully present: Please close your e-mail and working files and (if you can bear it!) put away your phone to help yourself not to get distracted.
2. Turn off your mic, unless you need to speak
3. Open the chat window to comment when prompted
4. There should be time in between for questions, please use the yellow hands-up function and then unmute when promoted
5. Be yourself and engage as much as possible: This is a safe space, we want you to feel relaxed so you can be honest and open in an atmosphere of trust.
6. Please give us feedback at the end (using the link to the form) so we can improve future programmes

# Mentoring Training Journey: for Mentors and Mentees (July 2021- April 2022)

Unit 1 Self-taught - PPD guides	Unit 2 In-person (Teams meeting)	Unit 3 Self-taught- LinkedIn Learning videos	Unit 4 In-person (Teams meeting)
<p>For mentors: read the <a href="#">PPD Mentoring Guide</a>. We recommend reading the following pages:</p> <ul style="list-style-type: none"> <li>▪ Mentoring: the practicalities</li> <li>▪ Questioning skills</li> <li>▪ First meeting</li> <li>▪ The GROW Technique</li> </ul> <p>For mentees: read the <a href="#">PPD Mentoring Guide</a>. We recommend reading the following pages:</p> <ul style="list-style-type: none"> <li>▪ Mentoring: the practicalities</li> <li>▪ Setting SMART objectives</li> </ul>	<p>In-person mentoring in practice workshop on Tuesday, 20<sup>th</sup> July, 11:00 to 12:30. Book here: <a href="https://www.training.cam.ac.uk/event/3957529">https://www.training.cam.ac.uk/event/3957529</a></p>	<p>For mentors: <a href="#">Great mentor</a></p> <p><a href="#">Develop rapport through self disclosure</a></p> <p><a href="#">Listen to your mentee</a></p> <p>For mentees: <a href="#">Top tips for self awareness success</a></p> <p><a href="#">Characteristics of a successful mentee</a></p> <p><a href="#">Understanding what you want out of a mentoring relationship</a></p>	<p><a href="#">Drop in sessions</a> on various mentoring topics for mentors and mentees.</p> <p>Informal coffee morning sessions for mentors and mentees: from September – April (Dates TBC)</p>

# Agenda

Introduction to mentoring

Mentoring strategic vision and objectives

Phases of mentoring

Managing effective mentoring relationships

Focus on mentoring meeting

Challenges you face

# What is mentoring?



## David Clutterbuck

- Co-founded European Mentoring & Coaching Council
- Visiting professor, Henley Business School
- Leads a global network of mentoring experts and trainers, Coaching and Mentoring International
- Author of 70 books on coaching, mentoring, leadership and other management themes

U

I

S



# THINGS HAVE CHANGED



**CHANGE**

FOR THE BETTER

*We must now consider the way we work AND the way  
our colleagues engage and learn*

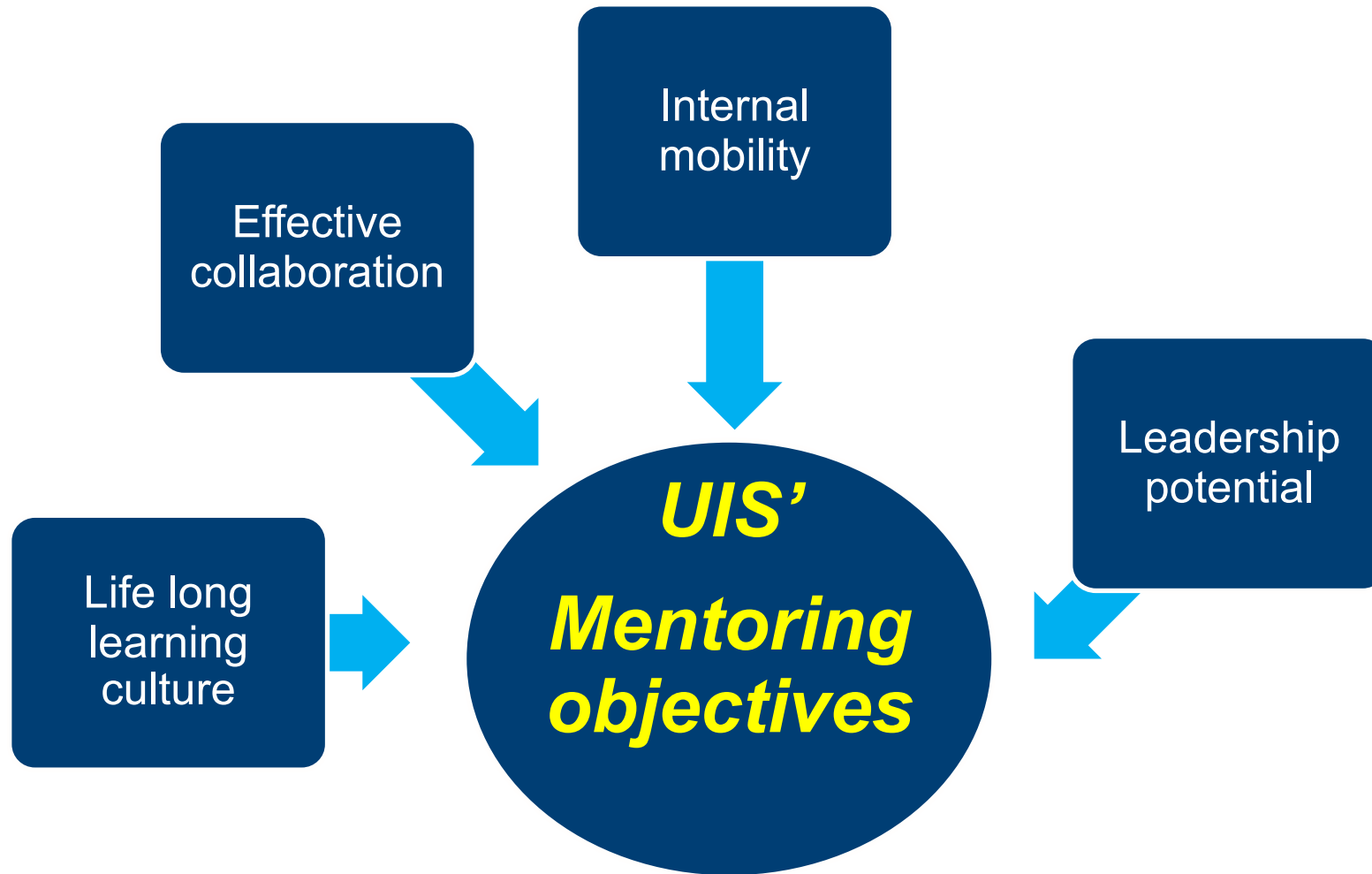
# Mentoring at UIS – Strategic Vision (Update)



❖ Metrics to be put in place to measure the engagement and effectiveness of this learning programme



# Objectives of UIS' Mentoring programme



# Phases of Mentoring partnership

Preparing  
Phase

Negotiating  
Phase

Enabling  
Phase

Closing  
Phase

**The negotiating phase is the business stage  
of the mentoring relationship**

# How to make mentoring effective: Listen

## Listening:

- L** Listen to what is being said and how it is being said
- I** Interpret non-verbal messages
- S** Show you are being attentive
- T** Try to understand the meaning
- E** Evaluate and summarise/paraphrase – reflect back the words

# Listening Exercise

FOR 30 SECONDS - Talk on a specific topic e.g your experience of lockdown, your preferred form of exercise, your pets

FOR THE NEXT 30 SECONDS **STOP listening**. Do everything you can to show the person speaking that you are not listening e.g look away or walk away from your screen, hum or sing, interrupt with a random, unrelated question or statement.

FOR THE FINAL 30 SECONDS, **START actively listening again**

At the end of the 90 seconds, discuss your observations from this exercise?

# How to make mentoring effective: Ask good questions - the Funnel technique

The 'funnel' technique - start with general questions, then drill down, asking for more detail each time.

Question type	Example
Open	How have things been since we last met?
Probe	What was that like for you?
Closed	My understanding is that.....is that right?
Reflective & Comparative	So you've told me that.... Which would you say is more difficult to achieve?

# How to set objectives using GROW

**G**oal

**R**eality

**O**ptions

**W**ill or **W**ay forward



# How to make mentoring effective

Listen well and ask good questions

What else do you think helps to make mentoring effective?

Be proactive and motivated – Mentees are the driving force	Set expectations from the outset	Have frequent regular meetings
Know what you want – be clear on your objectives from the outset	Listen and reflect ideas back	Set expectations and boundaries from the outset. Confidentiality is critical
Be open to feedback and take action on it	Be willing to reflect and have an open dialogue	Don't waste time
Share own experience	Have the best interests of the Mentee in mind	Advise and guide

University of Cambridge Mentoring Guide p. 6 How can I make mentoring effective?

# Starting off Mentoring

## The First meeting:

### Preparation: What do you want to get out of it?

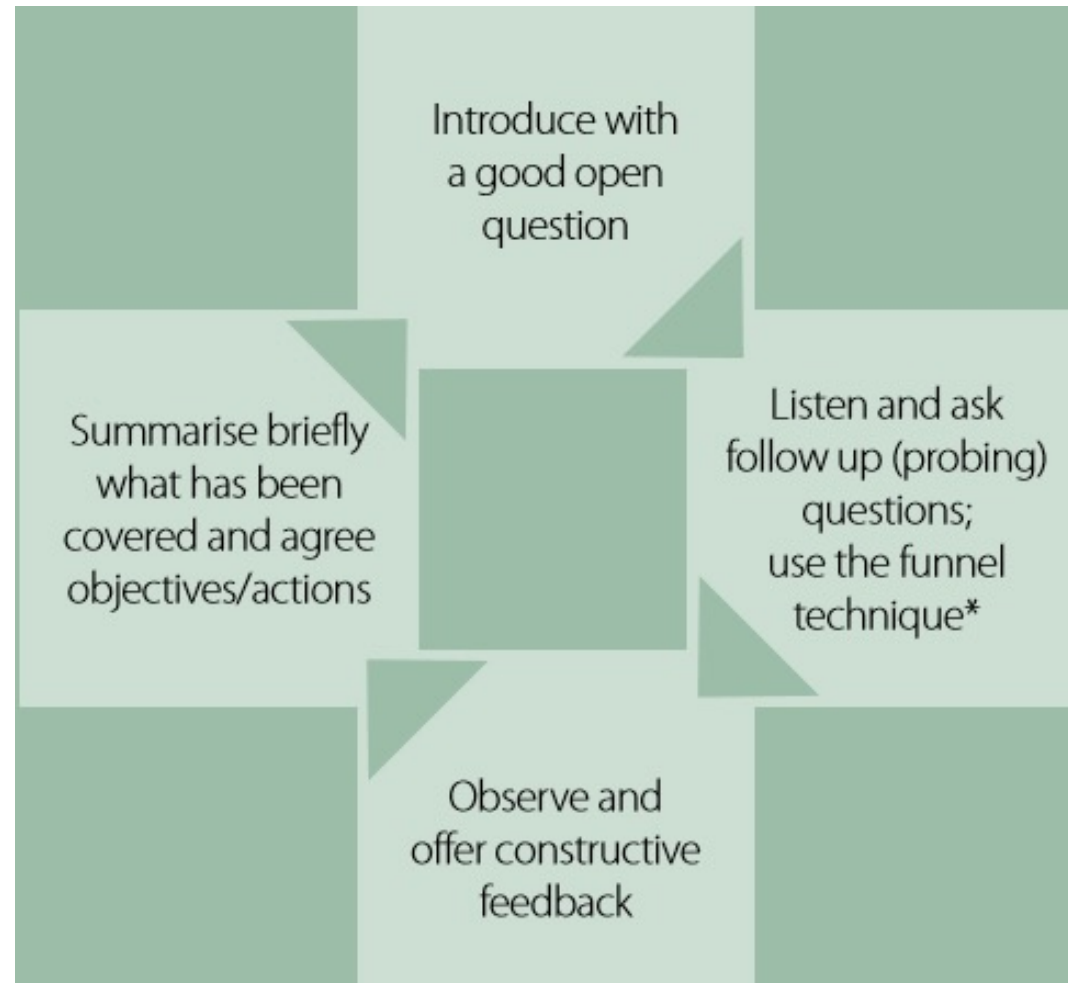
**Get acquainted and establish a relationship:** Get to know each other a little better. Exchange information - background, careers, interests.

**Ground Rules:** Discuss what you both perceive as the boundaries of the mentoring relationship and how you will both deal with confidentiality.

**Setting expectations:** Logistics: agree on location, time, how often. Outline any concrete skills and goals you hope to achieve and ways you will continue to review the information you hope to gain.



# Structuring your mentoring discussions



# Mentoring Practise

Mentee – think of an issue or problem (relatively straightforward) that you are currently experiencing

Mentor – Using the Structure and Focus techniques (GROW) and Listening and Questioning skills – discuss the issue/problem with your Mentee

Discuss for 10 minutes

Give feedback to your mentor for 5 minutes: focus on what they did really well and add one thing that they could do to improve for next time

Then Swap your roles around

Total activity time 30 minutes

## Self reflection for mentors and mentees

What did you learn from this activity?

What questioning skills do you feel confident in?

Which questioning skills do you need to develop?

How will you plan to develop your active listening skills?

# Challenges for mentors and mentees

## Mentors:

- My mentee is unclear about what they want from a mentoring relationship
- I usually have to postpone mentoring meetings due to other commitments and responsibilities
- My mentee seems disinterested

## Mentee:

- My mentor isn't very engaged
- I'm not getting the type of direction I need from my mentor
- I don't think I'm a good match with my mentoring partner

# Mentoring Training Journey: for Mentors and Mentees (July 2021- April 2022)

Unit 1 Self-taught - PPD guides	Unit 2 In-person (Teams meeting)	Unit 3 Self-taught- LinkedIn Learning videos	Unit 4 In-person (Teams meeting)
<p>For mentors: read the <a href="#">PPD Mentoring Guide</a>. We recommend reading the following pages:</p> <ul style="list-style-type: none"> <li>▪ Mentoring: the practicalities</li> <li>▪ Questioning skills</li> <li>▪ First meeting</li> <li>▪ The GROW Technique</li> </ul> <p>For mentees: read the <a href="#">PPD Mentoring Guide</a>. We recommend reading the following pages:</p> <ul style="list-style-type: none"> <li>▪ Mentoring: the practicalities</li> <li>▪ Setting SMART objectives</li> </ul>	<p>In-person mentoring in practice workshop on Tuesday, 20<sup>th</sup> July, 11:00 to 12:30. Book here: <a href="https://www.training.cam.ac.uk/event/3957529">https://www.training.cam.ac.uk/event/3957529</a></p>	<p>For mentors: <a href="#">Great mentor</a></p> <p><a href="#">Develop rapport through self disclosure</a></p> <p><a href="#">Listen to your mentee</a></p> <p>For mentees: <a href="#">Top tips for self awareness success</a></p> <p><a href="#">Characteristics of a successful mentee</a></p> <p><a href="#">Understanding what you want out of a mentoring relationship</a></p>	<p><a href="#">Drop in sessions</a> on various mentoring topics for mentors and mentees.</p> <p>Informal coffee morning sessions for mentors and mentees: (Dates TBC)</p>

# Key Takeaways



Stop



Start




Continue



### Feedback link:

<https://forms.office.com/Pages/ResponsePage.aspx?id=RQSI5fq9eUut41R7TzmG6aPCTeeYMY5Gvtczq7AoaB5UM0U5VUFXM1hDVIIdYOE1XSEg2SUZRTkc5USQIQCN0PWcu>



"A mentor is someone who  
allows you to see the hope  
inside yourself."

Oprah Winfrey