



Mentor

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What do we mean by mentoring?

Mentoring is a helping relationship based on **exchanging** knowledge, experience and goodwill.

Mentors help someone less experienced gain confidence, clearer purpose, insight and wisdom.

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- Experience more important than hierarchy
- Power is 'parked'
- Learning is two-way
- The mentor helps the mentee do things for him/herself

Rules for a good mentoring relationship

1. The mentee is responsible for ensuring there is an agenda for each meeting and putting what they learn into practice.
2. The mentor is responsible for setting sufficient time aside and being both physically and mentally present at the meetings. The mentor describes their own experiences.
3. The parties prepares an agreement at the first meeting.
4. The mentoring relationship focuses on the mentee's job/career.
5. The relationship lasts approx. 1 year



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Being a mentor

- Mentality
 - being comfortable with and knowing how to tackle uncertainty
- Relating to others
 - being present and engaged while maintaining distance
- Limits
 - being yourself while being available to the mentee
- Direction
 - shaping new things while working with reality

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Questions for the mentor

- **The role of mentor**
 - What do you expect to learn as a mentor?
 - How will you deal with confidential information you receive about the mentee?
 - Are there any aspects of your career that you don't want to share? What will this mean for the mentoring work?
 - How much time and energy can/will you invest in the mentorship?
 - To what extent will you share your network with the mentee?
 - How significant does the mentee's personality play in the mentoring relationship?
- **Ethics**
 - Will a wrong decision affect the mentee's or mentor's reputation?
 - Do the conversations seem honest, appropriate and fair?
 - Would a person I admire handle this topic in the same way as I do?
 - Would I be OK with telling others how I work with the mentee/mentor?
 - Do our conversations affect anyone outside our mentor/mentee relationship – and if so, how?
- **Mentor's experience**
 - What is success to me?
 - Where am I vulnerable?
 - How do I deal with failure?



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Four ways of helping the mentee

Instruction	Advice	Guidance	Questions
<p>The mentor has all the responsibility</p> <p>The mentor typically says: <i>You have to do this and this!</i></p>	<p>The mentor has a lot of responsibility</p> <p>The mentor typically says: <i>If I were you, I'd do this and this!</i></p>	<p>The mentor and mentee share responsibility</p> <p>The mentor typically says: <i>Have you tried doing this and this?</i></p>	<p>The mentee has all the responsibility</p> <p>The mentor typically asks: <i>What are you planning to do?</i></p>

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When it doesn't work out

- The mentor and mentee don't give each other enough feedback.
- If the mentor doesn't acknowledge that he/she is also in a learning situation, the relationship may end up as a teacher/student relationship.
- Underestimating the time it takes
- The mentor has ambitions to mould the mentee in his/her image.
- The mentor doesn't acknowledge that he/she doesn't have the necessary competencies.
- The mentor is in the driver's seat, gives advice, talks about solutions, is too controlling.
- The mutual expectations haven't been clarified.
- Mentor and mentee don't meet often enough.
- Breach of confidentiality.



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Alignment of expectations

A working paper you can return to to check whether you're still on the right course.

Goals

- Describe a maximum of three objectives of your mentor relationship

Practical framework

- Describe the practical terms of the relationship concerning confidentiality, frequency and initiator of meetings



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Mentee/mentor agreement: questions to consider

- What is the mentee asking for help or support with (implicit/explicit)?
- What kind of help can the mentor give? Practical help? Invitation to his or her network?
- What does the mentee hope the mentorship will lead to?
- What does the mentor hope the mentorship will lead to? For the mentee? For the mentor?
- Is there anything the mentor does not want to do or help with?
- How should the meetings be evaluated during the mentorship, and how should the parties discuss the outcome?
- Should the mentor/mentee agree on a principle of mutual confidentiality?
- Should the mentor/mentee agree on conditions for cancelling meetings?



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Learning and evaluation in meetings

To be filled in by the mentee

Before the meeting:

1. What stands out from the previous meeting?
2. The goal discussed in the previous meeting:
 - How have I worked on it?
 - What went well? / What was difficult?

At the end of the meeting: spend a few minutes answering the following questions and briefly discuss your thoughts with your mentor before you part.

- What's been useful in this conversation?
- What would you like the mentor to focus on more?
- What will you work on before the next meeting?

To be filled in by the mentor:

Before the meeting:

- What stands out from the previous meeting?
- The goal discussed in the previous meeting: _____

At the end of the meeting: spend a few minutes answering the following questions and briefly discuss them with the mentee before you part

- What interested me most?
- What learning points have become clear to me?
- What did I learn about myself in this meeting?

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Roles of mentee and mentor

Mentee

Takes initiative to arrange meetings, with additional dates in the calendar

Writes summary for mentor by agreement

Mentor

Attends meetings and awaits the mentee's initiatives

Follows up if too much time passes between meetings

Shared

Formulate contract together
Remind each other of agreements, evaluations and progress

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