

TRAINING AND MENTORSHIP

MODULE 2: THE IMPORTANCE OF MENTORSHIP

Module 2.1

The importance of establishing a connection and caring

- **Establish a connection**

Main point's covered

- People learn better from people they feel safe/comfortable with and someone they trust.
- The importance of mentorship allows for quality teaching and growth in those we are trying to mentor. If you want those to truly improve around you, you need to care and develop a connection with them. It is from a trusted relationship and connection that people will learn from
- How do we establish a connection with our mentees?

How do people learn?

People learn at an optimum level when the environment is a safe place to learn in and the person in control of that environment is trustworthy and has a relationship with the students.

When first meeting your mentees it's about making them feel welcome and wanted. This all helps the mentee open up and allows them to focus on learning as they know that they are wanted and that if they are to mess up and make a mistake it is all about their development as a professional. How this is done is through a normal greeting and basic questions to get to know them e.g name, where they from and why they here.

After this you develop the environment, this is where you state the expectations and the standard that are expected. This helps with learning as the environment is constant and consistent. This is where the boundaries for your relationship is set up and helps the mentee know where they stand with you. A safe environment allows for good work to take place and for effective learning as the mentee can rely on you as a consistent figure and that you will maintain that safe environment with the desired standards. As a mentor you always set the example and that is why setting those standards are crucial for the mentees development, this will also help you know what you are working towards and where you want your mentee to be at the end of your mentorship journey.

As seen above the connection is important as the connection helps you to get the most out of people. So if you want to help your mentee develop and learn focus on the connection with them. Humans are social creatures we are designed for connection, if the

work they do has meaningful connections they will find more meaning in their work, leading to better quality work.

Whenever you teach, correct talk and all interactions with your mentee is an opportunity for connection and growth. When you look at your mentee it's important to see a person that can grow and develop or you will lose motivation when they make mistakes. So all interactions should come from an attitude of "how can I connect and teach my mentee". The tone you use should be one of respect and care. Studies have shown that respect is beneficial to all parties, so give respect to earn respect and the connection will grow. Be genuine, people can see through fake people and they won't listen to you, so to develop a connection with your mentee you must be real with them and the interactions you have with them must be genuine. Change the way you see corrections, don't see it as a scolding but as a teachable moment, if you scold too harshly you can damage the connection with your mentee but if you are calm and want to teach then connections can actually grow from discipline and correction. Trust, loyalty and sense of duty can be formed through connections, people are a lot more willing to do things for people that they have connections with and this means you can get more out of the people around you and your mentees because there is trust that you will take care of them.

• The importance of caring

Main points covered

- Caring is what forms the foundation of a mentors relationship. That relationship that is crucial for effective learning and growth form within your mentee.
- People know when you are being fake. We must learn to genuinely care.
- Remember the importance of people. Their value, their potential, they are our greatest resource so therefore our greatest investment.

As seen with developing a connection with your mentee, they will trust you and will be more willing to give you more as they feel a connection to you and the work you give them to do. This trust cannot be formed without caring for them, it is care that makes people feel valued.

Why do we care?

We care because we want to succeed. A business, organisation is more likely to succeed if the people in the organisation feels like they are cared for. Care must be given before it is received and so if you want your mentee to care about what you want them to do you must first show them that you care about their development then they will care about the goals you give them.

Caring for people bring people together and allows for and exchange of ideas, this is because we are more open minded towards people who care for us. Would you like to boost productivity and innovation in your organisation show that you care for your people and their ideas, appreciate their differences and see it as a strength.

Caring creates a feel good environment, would you like to boost the morale of the team, then show them that they are cared for. Your mentee will want to accomplish more as you

care about their achievements, this is similar to the way a parent cares about their child's success, it motivates the child to achieve more to make the parent proud.

Caring builds strong connections and relationships. So for a good relationship with your mentee you must care and show that you care. Remember you do this to get the best out of them. As they will feel valued and this motivation to grow as a person.

- **To learn how to build trust and establish a connection**

Main points covered

- Mentorship starts with modelling. You must model what you want.
- You must show the mentee how it's done by the way you carry and conduct yourself, to the way you work. They will only develop to the point that you model to them.
- So the challenge at the same time is to develop yourself, so your mentor can be motivated by your example.
- Check in with your mentee. He/she can't be left alone and expected to grow the way you expect.
- Take interest in their lives, what they enjoy for example.
- Nothing grows without patience, so give him/her your patience. Patience is a way of showing you care.
- Draw up boundaries and clearly define them. This creates a safe working environment and helps develop trust.
- Focus on commonalities to develop connection
- Experiences bring you closer, must be involved and do certain things together to develop connection. This can vary based on different requirements and work environments (does not have to be a friend connection) shared experiences can be professional.

As seen above the connection and care helps get the most out of the mentees and the people around you.

So as we said you must set the standards and that means you must show and display the desired standards by living them out yourself. You are the example for your mentee, you must show how to conduct yourself. This is the most effective way they will learn from you, it is by your modelling and conduct that they will learn. So if you want people to grow around you, you must also keep growing and develop.

Other ways we develop connection is through checking in with the mentees, like how you doing? Are you coping with the work? How can I help you? All of these are small things you can do that will let your mentee know that you care. Remember to be patient with them as nothing grows without patients.

To build connection at first draw on things you have in common, look for commonalities. This will help build the first initial connection and will help you to get to know each other and this will make it easier to care for them as you know them as a person. The more you work together and experience things together you will be able to grow the connection so create opportunities that allows you to work together.

Module 2.2

Empowering a mentee and the mentorship plan

- **How to empower a new team member**

Main points covered

- Induction process: intro to how things are done in the company.
When the mentee understands exactly what is required, they can take the power to control their own environment. I empower someone with knowledge
- Slow exposure to new tasks as well as a good feedback system(works well if there is a safe environment, trust and good boundaries put in place for good constructive criticism)
- Knowing when to be present and when to trust the mentee to work on their own.
- The mentorship square of empowering a mentee.
I do, you watch. I do, you help. You do, I help. You do, I watch.
- Encouragement and patience.

- **Compiling a comprehensive mentorship and monitoring plan**

Main points covered

- One cannot be effective at compiling a good plan if there is no connection or relationship with mentee. One must know their mentee to establish a good plan as one size does not fit all when it comes to personal growth.
- There are certain stages of mentorship you can follow
- Early stages of mentorship: very hands on, focus in building connection and setting up boundaries. You check in often and must have a constant presence in the beginning.
- Middle stages: start to trust mentee more and let them handle small tasks on their own. You then assess growth based on performance of the task then give feedback. You are still required to check in but you are not overbearing and so present like in the early stages.
- Closing stages: mentee learns to be more independent and you just offer a guiding hand. You assess mentee on their ability to take responsibility of more tasks. They don't require check ins by you but actually come to you for advise - a sign of responsibility taken on their part.

This is where you refer back to the standards you set in the beginning and compare how your mentee has done. This is also where you reflect in the connection and how strong it has become or not. Mentorship is a process and a journey and you must have a goal in mind, this goal will help you refer to how well the process is going.

Reflect on the new skills the mentee has learnt what he/she can do competently. Can you trust them with more? Are your standards motivating them or is it unrealistic? You will only know that if you have developed a connection with the mentee and know them well.

All of the above is just a basic example of what we could possibly cover. I would try to focus on how mentorship is a process and that process runs smoother if there is a genuine connection and relationship

Module 2.3

The mentorship process

In the world of coaching (or mentoring as we refer to it), there are various different models that one could use in your coaching (mentoring) process. These models provide a structure for your coaching (mentoring) that helps you to go through a process towards a goal. Two well known models are GROW (**G**oal, **R**eality, **O**ptions, **W**rap-up) and OSKAR (**O**utcome, **S**caling, **K**now-how, **A**ffirm & Action, **R**eview). As you read these names you get the idea of the purpose of the model – it is to work from setting the goal, through various phases of solving the problem, to a place where can we look back and decide if we have successfully solved the problem.

And that is actually the core of the mentorship intervention: To identify a problem in a mentee's life and to guide them to a solution to the problem. The problem could simply be that the mentee is new in the organization and need to be inducted into the organisation and guided into settling in to the new culture. Your mentorship intervention is therefore solution-orientated.

Understanding these models can be a very theoretical exercise, and it is therefore more important to understand the process and to establish a step-by-step process that helps you from beginning to end. The process I advocate look as follows:

1 Before the intervention

- **Establish the connection**

Once you've been contacted and given the contact details of your new mentee, you need to establish an informal connection. In other words, even before anything formal exists, you need to make an informal, social connection. Contact your mentee, introduce yourself and then organise to set up the first meeting. The purpose of this first call is to break the ice and to set the tone for the mentoring relationship where you are operating as equals. In the mentorship relationship you don't want to be overly formal because then a hierarchy forms and that breaks the trust relationship. The trust relationship starts with this first interview.

- **Set up the first meeting**

During the first contact call, you set up the first meeting. You find a date and time that will suit both parties and you also tell your mentee that you will send a questionnaire that you want him/her to complete prior to your meeting.

- **Formalise the meeting**

As soon as the first contact call is done, you go into your email and send a formal meeting request, specifying the date, time and venue that you both agreed on. You also attach the pre-interview questionnaire that you told your mentee about.

- **The pre-interview questionnaire**

Prior to the first meeting, you send a pre-interview questionnaire to your mentee that helps you to understand why we have this mentoring intervention. In this questionnaire, you will determine personal information but you will also ask 5 important questions:

- a) What do we aim to accomplish with this process?
- b) What led you to feel this was necessary?
- c) Explain your current situation to me. How is this situation affecting your job performance?
- d) If you were free to do whatever you want to do, what would you really do? In other words, what do you really want to do in life?
- e) How will you know whether we concluded the process successfully?

As you read these questions, you might ask about the new employee coming into your organisation. Consider that scenario and you will see that we are able to answer all those questions from that perspective.

- **Agreeing on a goal for the mentorship process**

Once you've received the questionnaire back, you use it to identify the goal of the process. You **MUST HAVE** a goal, otherwise this process becomes a social chat without any real purpose. Look at the answers and determine what "the problem" is that needs to be solved through this process. Send this goal to the mentee and make sure he/she agrees with it. Once you've reached agreement on the goal, you can continue the process.

- **The mentorship agreement (contract)**

The mentorship agreement (or contract) is a critical part of the process. Once again there are a multitude of different things that you can put in your agreement. When you Google "Coaching contracts" you will find numerous examples of what these "agreements" entail. Some of these agreements is so much detail it fills up to 15 pages. Personally I am not in favour of such a complex agreement. You are not busy with a business deal with a lot of fine print. You are busy with an agreement between two individuals that will follow a process based on trust.

Therefore, I recommend a 1-page document with the following issues addressed in it:

- a) What do I commit to as a mentor?
- b) What do I expect from my mentee?
- c) What are the goals of this intervention?
- d) Logistics. (Date, time, duration and cost(if applicable) of meetings)
- e) Declaration on ethics and confidentiality.

Addendum A at the bottom of this document is an example of my standard mentoring agreement. You are welcome to use this as a guide for your own. However, it is important that you personalise this, use your own thoughts and words. Draw up the mentorship agreement and send it to your mentee so that he/she can read through it prior to that first meeting.

- **Conducting the first meeting**

Your first meeting lays the foundation for all future meetings. What needs to happen during this meeting:

- a) Confirm the content from the coaching agreement. Make corrections to the agreement if possible. (You shouldn't need to go through it point by point – your mentee read it before the meeting and should now make corrections and sign)
 - b) Confirm the goals that you identified. This is very important because the goals drives your entire mentoring intervention.
 - c) Ask mentee about the answer in the pre-questionnaire to get a better idea of how your mentee thinks.
 - d) Ask specifically about the current situation.
 - e) Agree on “homework” that needs to be done in preparation fo the next meeting
 - f) Confirm date and time of next meeting.
- **Conducting successive meetings**
As you progress on the journey, the objective is to find solutions to the original problems. Remember the following when conducting your meetings:
 - a) Let the goals steer the meeting. In other words, formulate your questions in such a way that you address the original goals.
 - b) Exercise active listening. It is of vital importance that you LISTEN. Do not interrupt, do not offer hints or suggestions, do not complete sentences. Let your mentee speak and you listen. 80% of the talking must be the mentee talking. You listen so that you can ask intelligent guiding questions.
 - c) Think about your questions. Your mentee is in this process because they want to find answers. Answers you provide won't make a difference. The art of mentoring is in the questions you ask – that you guide your mentee to find the answers for themselves.
 - d) Don't drive your own agenda. Don't force your opinion or structure on the mentee. Let the goal drive the meeting and let the mentee drive the solution.
 - e) Don't tell your mentee what to do or how to do it. Let the mentee make suggestions and you support.
 - f) Always give clear and timely feedback.
 - **The midway review**
Halfway through your process you need to conduct a midway review with your mentee. Assess the value of your intervention and determine if you are making progress on the path towards fulfilling the goal. At this stage you might want to adapt the goals slightly.
 - **Conclusion**
There needs to be a conclusion to the process. The mentoring process concludes when the goals are achieved. When you reach this point, you provide a final report summarising the entire process for your mentee and your own records. Ask the mentee to write a “testimony” of the change the process brought in their lives. You can use this as future reference.

The above is an example of a process that you can follow. Just remember this a journey with a start and an end, guided by finding solutions to a problem (The goal).

ADDENDUM A: Example of a coaching contract

EXECUTIVE LEADERSHIP COACHING CONTRACT

This agreement is entered into between Anton Venter and ???????, on DATE???? 2020.

As your coach, I commit to the following:

- To always be on time for our scheduled meetings.
- To be well prepared and focused.
- To set aside any distractions and be 100% present during our meetings.
- To be honest, kind and transparent.
- To focus on your strengths and help you map a chart to fulfillment of your goals and objectives.
- To assist you in making decisions that will help you become the person you were created to be.
- To provide a written report summarizing our coaching process and the action plans going forward after each coaching meeting.

As your coach, I expect the following from you:

- To always be on time for our scheduled meetings.
- To be well prepared and focused.
- To set aside any distractions and be 100% present during our meetings.
- To focus on becoming the person you were created to be and make your decisions accordingly.
- To be open, transparent and honest throughout this process.
- I will give my coach 24 hours notice in case I can't make a scheduled coaching session.

The objectives of the coaching process:

LIST THE GOALS OF THE COACHING PROCESS HERE.

YOU CAN LIST BETWEEN 1 AND 3 GOALS

Logistics:

Give the dates, times and venue for the coaching meetings

Ethics and confidentiality:

I agree to maintain the ethics and standards of behavior established by the International Coach Federation "(ICF)" (Coachfederation.org/ethics). Furthermore, I undertake to keep our discussions private and confidential.

Anton Venter

MENTEE NAME