

Succeed with People

Mentors are born; Mentors are made

The Selection and Training of Mentors

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Mentoring ~ A Short History

- Ulysses entrusted his son to the care of his old and trusted friend Mentor
- The goddess Athene assumed the identity of Mentos to guide and teach Telemachus, son of Odysseus, how to deal with his mother's suitors
- Mentor refers to a wise and trusted adviser
- Links to Apprenticeship ~ to learn a Craft
- A Craft involves knowledge, a skill or art (learning what to do and how to do it)
- A Craft involves culture, approach or attitude (developing a style; professionalism)

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Mentor Qualities

- Commitment
- Competence
- Willingness to help others to grow
- Willingness to transfer Wisdom
- Flexibility to adapt to the Role of Mentor and the nature of the Relationship
- Style – directive ~ facilitative
role model ~ counsellor
guide ~ tutor ~ coach ~ confidante

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Mentor Selection Strategies

- Pre-briefing expectations
- Invite Volunteers
- Invite Nominations
- Mentee nominations
- A mentor pool (profile exchange)
- Pilot; Training; On-going support
- Scheme success measures
- Outputs; outcomes; impact; changes

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A Bespoke Mentor Selection Process

- Identify Key Qualities which determine success as a Mentor
- Design strategies to reveal those qualities
- Observe or interview candidates
- Objectively evaluate and score each candidate against the Key Qualities displayed
- Agree standards during probation
- Monitor progress and identify success
- Confidentiality of information

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Mentor Selection Criteria ~ Evidence of...

- Commitment and enthusiasm
- Having time available and protected
- Relating to others at a different level
- Initiating development in others
- Encouraging and motivating others
- A wide perspective
- Creating an open, confidential atmosphere
- Creating opportunities for learning
- Involvement in Action Learning
- Strengths match gaps in Mentees

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Mentors ~ The Core Skills

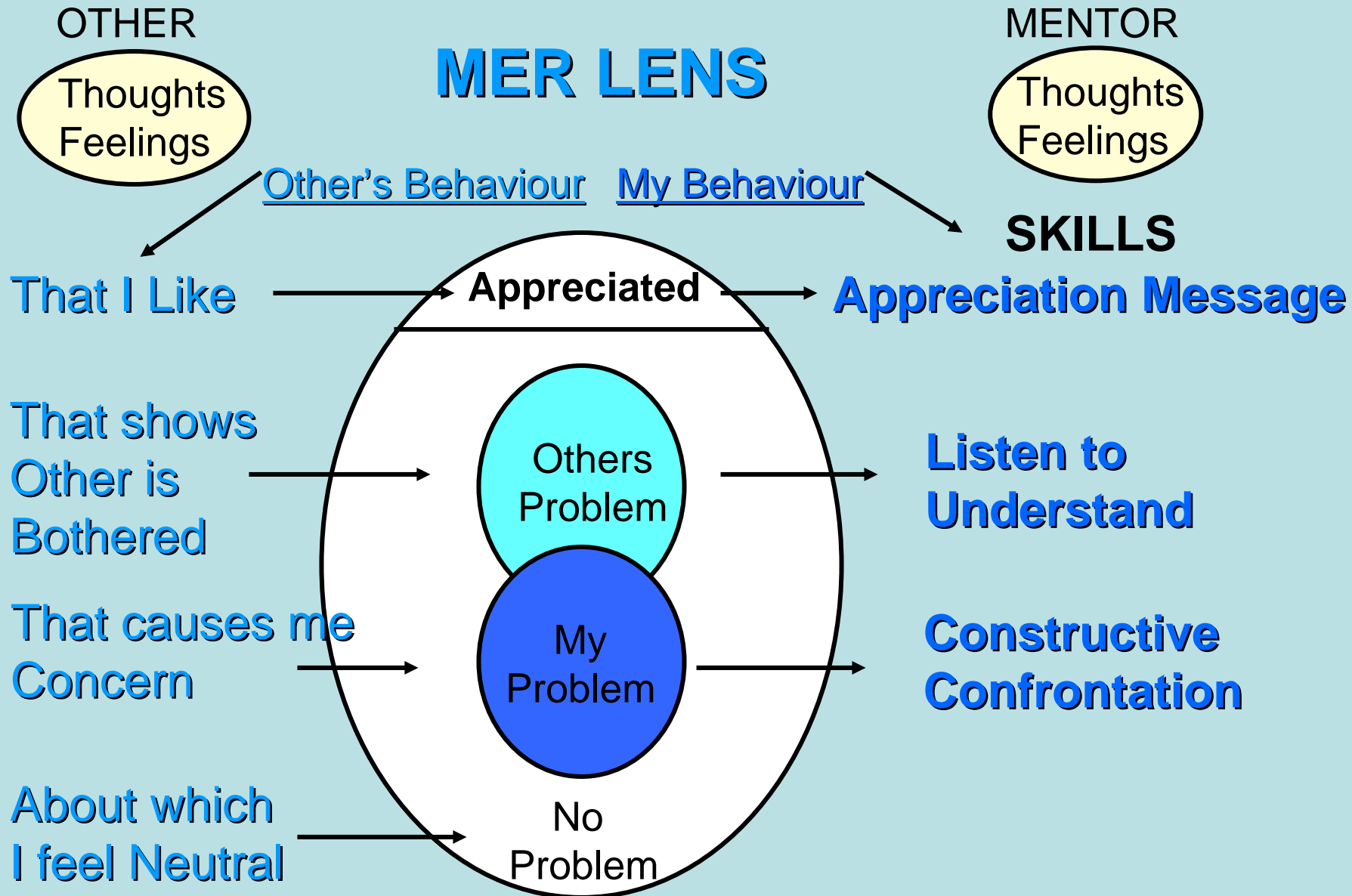
- strong interpersonal skills (responsive)
- good organisational knowledge (political)
- personal competence (self management)
- power and charisma (influencing)
- communication skills (listening)
- builds relationships (networking)
- management skills (planning; reviewing)
- commitment (to organisational culture)

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Training Mentors ~ Qualities or Skills?

- Models for Mentoring Conversations
- Excellent interpersonal skills
- Technical excellence
- A cultural standard bearer
- Outstanding rapport and empathy
- A paragon of virtue; an exceptional human being? No!
- A wise and trusted adviser, guide, friend
- So where do we start?.....

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Mentoring Skills ~ Appreciated Behaviour

Skills

Benefits

Tracking
Positives

Builds confidence and self esteem in yourself and others, develops rapport, and creates supportive, co-operative relationships.

Appreciation
Message

Others will feel appreciated and more positive about themselves, about you and about their work. A great motivator!

Appreciative
Enquiry

Others will review and build on their strengths and successes, increasing their own competence and self esteem, and create a success culture.

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Mentoring Skills ~ Other is Bothered

Skills

Listening to
Understand

Listening to
Understand
+ Constructive
Criticism

Listening to
Understand
+ Problem Solving

Benefits

C: Communicating a concern ~ Other will feel understood, respected, free to disclose problems in their own way, and free to look honestly and non-defensively at the root of those problems.

B: Blaming someone ~ Other will feel understood, respected, free to discuss problems, and able to find acceptable ways to tackle those problems so that relationships are maintained and often improved.

A: Asking for advice ~ Other will feel understood, respected, free to explore problems, and supported in finding ways of solving those problems for themselves.

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Mentoring Skills ~ Cause for Concern

Skills

Benefits

Conditional
Appreciation
Message

Other will feel appreciated and encouraged to change their behaviour in ways which will be helpful to you, them and the situation.

Constructive
Confrontation

Other will reconsider and change undesirable behaviour to solve problems without being resentful, defensive or resistant. The relationship will become more open and effective.

Unsolicited
Consulting

Other will appreciate your opinions, consider your ideas, and respond positively to your advice or suggestions, thereby maintaining or improving the relationship.

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Some of the many Organisations using Mentors...

- Bass-Charrington
- Boots the Chemist
- B&Q
- Hanover Housing
- ICI
- Jaguar Cars
- Pilkington Glass
- SouthWest Trains
- Stagecoach

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Credits

- Helen Clinard
“Winning Ways to Succeed with People”
- David Megginson and David Clutterbuck
“Mentoring in Action”
- Eric Parsloe
“Coaching Mentoring and Assessing”
- David Clutterbuck
“Everyone Needs a Mentor”

www.mentorsforum.co.uk

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