



Mentoring

External mentoring is proving particularly useful to organisations in meeting the challenges of developing and retaining the right staff. It also helps individuals to develop the right skills and attributes to advance their career.

WHO NEEDS A MENTOR?

Anyone who is career-orientated and who looks for satisfaction and personal growth in the workplace. Persons who tend to 'clock watch' and who are primarily orientated to seeking personal growth outside the workplace are probably not ready and will not take full advantage of a mentoring opportunity.

THE VALUE OF EXTERNAL MENTORS

Most mentoring experts recommend that mentors be selected from outside line management. As they see it, neither one's boss nor the boss's boss is a suitable mentor choice. This causes a real problem for small organisations, where the whole 'chain of command' may only have three or four levels. It also causes a problem for chief executives and others who are very near the top of their organisations - who will serve as their mentors?

An external mentor provides a safe, supportive and confidential environment in which to rehearse new ideas and develop new skills.

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MENTORING - THE BASICS

Mentoring is a voluntary activity. Both the mentor and the person being mentored (protégé) participate as volunteers.

Mentoring doesn't work with pressed men and women.

It is a long-term process which is focused on achieving value-added for the organisation through supporting and guiding the personal growth of the protégé. The person being mentored is encouraged to look to their long-term personal career development.

The person being mentored is in charge of his or her own learning. Thus, the mentor does not engage heavily in direction and instruction, but rather relies on listening, providing a role model and making suggestions and connections.

THE MENTORING CONTRACT

Each meeting will seek to make explicit, and reach mutual agreement on, responsibilities, goals and expectations, and the time-tabling of activities. The mentoring relationship will end when the person being mentored is ready to move on.