



2019

MENTORSHIP PROGRAMME MANUAL

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1. BACKGROUND

Mentoring can be defined as:

“the developmental partnership through which one person shares knowledge, skills, information and perspective to foster the personal and professional growth of someone else”.

A Mentor is someone that has knowledge, skills and experience that can be used to help another person reach their potential. Mentoring involves the development and fostering of a supportive relationship between two people and incorporates a structured process of goal setting and the regular encouragement and guidance towards the achievement of those goals.

The aim of the CINZ Mentorship Programme is to provide the Mentee with additional personal, career and professional guidance and advice, through their relationship with an experienced Mentor.

Although there is usually a principal or immediate supervisor in the workplace to provide guidance, it can sometimes be difficult to talk openly with that person, particularly if they are their employer. A Mentor is an independent, impartial person who is available to discuss issues or problems, offer advice and provide support.

Participation in the Mentorship Programme offers the unique opportunity to form strong and lasting relationships.

MENTORSHIP PROGRAMME

The Mentorship Programme provides the Mentee with the chance to:

- Develop themselves professionally on a personal level
- Start to navigate their career
- Discuss issues/problems they may be having in their workplace with an impartial person
- Set short, mid and long term goals and have the help to achieve these
- Have access to a support system at a critical time in their career
- Define their work/life balance at an early stage
- Realise their own strengths and abilities
- See things in a new way they may not have considered.

2. PROGRAMME BENEFITS

FOR THE MENTEE

- Have access to a support system during critical stages of career development
- Improve personal and professional confidence
- Progress towards personal and professional goals
- Gain insight into career development opportunities and expand career network
- Develop new or different perspectives and get assistance with ideas
- Develop mentoring relationships in an industry where mentoring is not readily available
- Develop professionally through comprehensive Mentee training
- Complement other training and development opportunities

FOR THE MENTOR

- Gain renewed enthusiasm for the role of expert
- Enhance personal skills in mentoring, listening, leadership, feedback and management
- Gain personal satisfaction from making a difference, both professionally and personally to someone's life
- Demonstrate knowledge and share knowledge
- Increase generational awareness
- Gain exposure to the emerging talent pool
- Develop a lasting career network
- Develop professionally through comprehensive Mentee training
- Strengthen mentoring skills and apply them in a range of personal and professional contexts beyond the programme

FOR CINZ

- Help to develop and grow the professional skills and competence of both Mentees and Mentors
- Provide Members with additional value from their membership with CINZ
- Enhance the professional community spirit through the development of mentoring relationships

How do you know you are ready to become a Mentee or Mentor? – Evaluate yourself using “The Mentoring Checklist” (Appendix 1).

3. DEFINITIONS

MENTORING: “The developmental partnership through which one person shares knowledge, skills, information and perspective to foster the personal and professional growth of someone else.”

MENTOR: “An accomplished and experienced professional who takes a special, personal interest in helping to guide and develop a junior or more inexperienced person.”

“An effective Mentor facilitates learning by engaging the Mentee’s deep learning process, thus enabling the Mentee to fully explore his or her learning experiences.”

MENTEE: “Someone seeking personal and professional development and growth through the assistance of an experienced and knowledgeable professional.”

4. ROLES AND RESPONSIBILITIES

Both Mentors and Mentees must carefully consider their roles and responsibilities and be prepared to make a genuine commitment to the structure and goals of the programme.

MENTEE ROLES AND RESPONSIBILITIES

- Commit to the programme for its duration of seven months
- **COMPULSORY ATTENDANCE at the Mentee Induction Training session in Auckland on Tuesday 26th June**
- Attend the Mentoring mid point session in Auckland September – date to be confirmed
- Co-sign the Mentoring Agreement (Appendix 3) and return a copy to CINZ after your first meeting
- Meet with your Mentor as per the agreement established between you and your Mentor
- Respond to contact from your Mentor in a timely fashion
- Provide your Mentor with suitable notice should you need to postpone a meeting due to emerging commitments
- Arrive at each mentoring session with questions, problems, situations or topics to discuss with your Mentor
- Respect your Mentor's time
- Have reasonable expectation for what your mentoring relationship will be
- Contact CINZ with any issues or concerns you may have
- Participate in the programme reviews at the middle and end of the programme
- Evaluate your Mentor and the success of your mentoring relationship as part of the end of programme review

MENTOR ROLES AND RESPONSIBILITIES

- Commit to the programme for its duration of seven months
- **COMPULSORY ATTENDANCE at the Mentor Induction Training session in Auckland on 26th June**
- Attend the Mentoring mid point in Auckland on September
- Establish initial contact with your Mentee within one week of the Mentoring Meet & Greet session
- Co-sign the Mentoring Agreement (Appendix 3) and return a copy to CINZ after your first meeting
- Meet with your Mentee as per the agreement established between you and your Mentee

- Respond to contact from your Mentee in a timely fashion
- Provide your Mentee with suitable notice should you need to postpone a meeting due to emerging commitments
- Offer support, appropriate advice and encouragement
- Share stories of your own experiences when relevant and valuable and refer your Mentee to outside sources when necessary
- Focus on supporting and reinforcing your Mentee's strengths
- Contact CINZ with any questions, comments or concerns
- Participate in the programme reviews at the middle and end of the programme
- Evaluate your Mentee and the success of your mentoring relationship as part of the end of programme review

CINZ ROLES AND RESPONSIBILITIES

- Actively promote the mentorship programme
- Distribute programme material, manage participant registrations, training, Meet & Greet sessions and all logistics
- Administer the selection and matching process to ensure appropriate mentoring pairs
- Keep on record a copy of the Mentoring Agreement for each mentoring pair
- Provide advice during the programme as needed
- Maintain ownership of all programme materials and regularly update them in response to feedback from participants
- Formally review the programme and implement improvements
- Act as primary contact for programme participants, CINZ Board and NZCMC
- Submit a formal progress report to CINZ Board each year

NEW ZEALAND COACHING AND MENTORING CENTRE (NZCMC) ROLES AND RESPONSIBILITIES

- Conduct quality training sessions for Mentees and Mentors at the beginning of the programme
- Provide each participant with their own comprehensive training manual
- Respond to participants' feedback in the continuous improvement of each training session

MENTEE'S EMPLOYER ROLES AND RESPONSIBILITIES

- Support the Mentor/Mentee in their involvement with and commitment to the programme
- Respect the confidentiality of the mentoring relationship by not requiring information about the content of the mentoring sessions
- Do not use the Mentor as a source of information about the Mentee
- Do not use the Mentee as a source of information about the Mentor
- Do not use the mentoring process as a substitute for the performance review process
- Approach CINZ directly if you have any concerns or any problems arise

5. PRINCIPLES OF MENTORING

- Mentoring requires a trusting, confidential relationship based on mutual respect
- Mentoring involves a clearly bounded relationship that is close and uncoerced
- Mentoring involves a definite time commitment
- A mentoring relationship is planned for enhancing specific goals and objectives of a Mentee
- The purpose of mentoring must be mutually established by the Mentor and Mentee with clearly defined goals/outcomes
- Mentors should model performances for Mentees thereby providing them with opportunities to observe and develop insights
- Mentors provide quality performance assessments, especially of a Mentee's self-assessment
- Mentees must show progress by "raising the bar" for themselves as their insights and skills increase
- Mentors follow a servant leadership model by providing value to another without receiving extrinsic rewards

6. GUIDELINES

6.1 SCOPE OF PROGRAMME

The CINZ Mentorship Programme is run by Conventions and Incentives New Zealand and is designed specifically for those currently working in the industry.

6.2 PROGRAMME ELIGIBILITY

Mentees

Mentees must be 22 years or over, employed within the Conferences, Incentives and Events Industry and the employer must be a current financial member of CINZ.

There is an expectation that Mentees will demonstrate commitment to their own self development. Mentees will need to be proactive in contacting their Mentor, arranging meetings and completing any tasks or review of progress between meetings. Mentees will need to fully appreciate the role of the Mentor and the voluntary nature of the mentoring arrangement.

The final selection of Mentees is made at the discretion of CINZ.

Mentors

Mentors must be experienced practitioners within their field with a minimum of six years' experience within their chosen field and hold a management position. They should be well known within the industry and are in good standing with CINZ.

Mentors must be willing to serve in developing the profession on a voluntary basis and show a clear understanding of the expectations and commitments required to be a Mentor.

It is hoped that Mentors who become involved in the Mentorship Programme will wish to continue their involvement in years to come.

6.3 REGISTRATION

Programme registration will be open in March 2019. Members will be informed of exact registration dates and there will be separate registration forms for Mentees and Mentors with detailed questions to ensure appropriate matching of mentoring pairs.

Participants will also be questioned about their openness to partake in a remote mentoring relationship. There will be instances where remote mentoring relationships are necessary. We encourage you to be as open as possible to different ways of mentoring, keeping your options open and helping us to create the best matches between individuals.

The information you supply as part of your registration will be used by CINZ to create appropriate Mentee/Mentor matches. It will be kept confidential.

6.4 MATCHING

The matching of Mentors and Mentees to form the mentoring pairs will be managed by CINZ in consultation with the CINZ Mentoring Committee. The information provided on the registration forms will form a basis for the matching process.

Mentees will not be matched with Mentors from their own workplace. A Mentor should be an independent, impartial person who is available to discuss issues or problems and offer guidance and support. Please note that there is a detailed confidentiality clause within the Mentoring Agreement (Appendix 3), which each mentoring pair is required to sign.

Mentors and Mentees will be notified of their match (including all relevant information and contact details) in April. It is expected that Mentees will have informed their employer by this time that they will be participating in the programme.

Depending on numbers and the individual profiles, a match may not be immediately possible for everyone wishing to participate in the programme.

6.5 PROGRAMME LENGTH

The programme will be offered on a national basis and run from June to December . When signing up for the programme, both Mentors and Mentees must be able to commit fully to this time frame. Although the programme will officially end after seven months, if both the Mentee and Mentor wish to continue their relationship after this date then they are welcome to do so on an informal basis.

Mentors and Mentees who do decide to continue their relationship informally following the end of the programme will often need to meet less often compared with those initial seven months. It is possible therefore, for Mentors to start a new mentoring relationship whilst still maintaining contact with their past Mentees.

6.6 COSTS

A Registration fee of \$100 plus GST per Mentee (excluding Platinum Members) is charged to cover a small portion of the administration costs associated with running the programme.

6.7 PROGRAMME TIMELINE

Refer to Appendix 4 for a detailed programme timeline.

There is a COMPULSORY session at the outset of the programme for both MENTEES and MENTORS. This is the “Mentoring Training Session” (Separate sessions for both Mentees and Mentors).

All programme participants will be notified as to when the Mentoring Training Session will be so that you can make arrangements to be available at those times. Remember that this session is **COMPULSORY**.

Mentoring Training Session

The Mentoring Training Session is a chance for mentoring pairs to meet in person for the first time and to also meet other mentoring pairs in their regional area and start to establish a support network.

During the Training Session, The Mentorship Programme will be discussed in more detail during this session using this document as a reference. All Mentors and Mentees are to print a copy of this document and bring it to the Training Session. This is a time when any questions or concerns regarding the programme can be raised.

The Mentoring Training Session will take place in Auckland on Tuesday 26th June 2019

6.8 MENTORING MEETINGS

Initial Meeting

The Mentor is responsible for setting up this initial meeting.

The following should be covered:

- Exchange background information and the reasons why you became involved in this programme
- Discuss and develop the Mentee's goals and objectives for the programme. The Mentee can record these using the Goals and Objectives Form (Appendix 5)
- Review and co-sign the Mentoring Agreement (Appendix 3). Each party should retain a copy and another copy should be returned to CINZ
- Establish the Mentoring Relationship Guidelines. Refer to Appendix 7 for ideas on what should be discussed here
- Develop a draft schedule for subsequent meetings.

If you have reservations about the suitability of your match following this initial meeting then please contact CINZ.

Future Meetings

Thereafter, mentoring pairs are encouraged to meet once every fortnight/month. This is all dependent on the type of mentoring relationship developed and how much guidance the Mentee requires.

If required, then contact via phone or email could be maintained in-between meetings. It is important to set the boundaries for such contact by establishing your Mentoring Relationship Guidelines in that initial meeting.

Recommended venues for face-to-face meetings include: the Mentor's office, café, restaurant, park or going for a walk.

If face-to-face meetings are not possible, the other suggested methods of communication include; email, telephone and Skype. This is particularly relevant for those distance mentoring pairs. For those who choose to communicate primarily by one of these methods, then CINZ encourages you to try to have at least two face-to-face meetings in each year of the programme.

If you need to postpone a meeting due to an emerging commitment, make sure you provide your Mentor/Mentee with adequate notice.

Mentoring pairs are encouraged to attend any CINZ or industry events together where and when possible.

The CINZ Mentor subcommittee is also available to all Mentors and Mentees to provide guidance and resolve any issues that may arise.

Ideas for successful Mentoring Meetings

We encourage Mentees to use the Mentoring Log to make the most of each mentoring meeting. The programme is designed to support the Mentee in their personal, career and professional development. It is therefore, important that they steer the meetings and decide which topics they would like to discuss with their Mentor.

If you are finding it difficult getting into the swing of things initially, here are some possible topics to consider for discussion:

- Your first couple of months
- Professional development plan
- Visit to your Mentor's business – get to know them better
- Difficult clients / suppliers
- Complaints
- Discuss example case studies and how these might relate to you

6.9 MENTORING AGREEMENTS

Mentoring relationships involve a simple agreement that is co-signed by both parties – the Mentee and the Mentor. The purpose of this agreement is so that:

- Each person understands what is expected from them
- Each person agrees to their role
- Confidentiality is ensured
- The arrangement is formalised, helping to gain commitment from both parties.

Refer to Appendix 3 for the Mentoring Agreement.

Please make sure you sign this agreement during your initial mentoring session. Both Mentee and Mentor should retain a copy and another copy should be sent to CINZ.

6.10 CONFIDENTIALITY

Both Mentee and Mentor need to be absolutely clear about the confidential nature of matters discussed during mentoring sessions. Everything that passes between the two parties is completely confidential, and should not be disclosed under any circumstances without the mutual agreement of both parties.

The Mentoring Agreement (Appendix 3) which both Mentee and Mentor must sign will contain the following confidentiality clause:

Mentor and Mentee each agree to hold their conversations in confidence and not to violate the trust that is required for this relationship to be effective and powerful. If the Mentor is aware that the Mentee is going to share information that may need to be passed on to another individual, the conversation should be stopped and the Mentee reminded of the confidentiality contract. If the Mentee discloses any information relating to any illegal act then the Mentor must tell the Mentee at the time of discussion that they are unable to maintain confidentiality. The commitment to confidentiality must continue even following the conclusion of the mentoring relationship.

6.11 ETHICAL ISSUES

The CINZ Code of Ethics should be applied to each mentoring relationship. You can view this document in the Members' Section of the CINZ website - www.conventionsnz.co.nz.

If a conflict of interest arises after you have been matched, please consult CINZ who will help you determine whether you can work through this, or if it is better to find each of you an alternative match.

6.12 RECORD KEEPING

To make the most of each mentoring session the Mentee should record what issues, situations, incidents or topics they would like to discuss at each upcoming meeting. It is also important to record the outcomes of mentoring meetings and log issues and areas for discussion at future meetings. Refer to Appendix 6 for an example Mentoring Log that you can use. This log will help to provide a clear record of the Mentee's progress and can be used to evaluate the mentoring relationship's success.

6.13 CONCERNS OR ISSUES

If you have any concerns or issues regarding the programme or your mentoring partnership then contact:

Sue Sullivan

Chief Executive

Conventions & Incentives New Zealand

Email: Sue@nzconventions.co.nz

Phone: +64 9 486 4128

6.14 ENDING THE RELATIONSHIP

The programme will come to a conclusion at the end of the seven month programme, with your final mentoring session. During this session you should reflect on and review your mentoring partnership and the extent to which the Mentee's long term goals and objectives were achieved.

This will be a time you can identify the key personal and professional skills you have acquired as a result of the programme, and how you will take these skills forward and apply them in other spheres of your life.

If you haven't discussed it already, then this is a good time to decide on whether you would both like to continue the mentoring relationship on an informal basis and if so, what form and focus it will take moving forward.

7. TRAINING

Training provides Mentees and Mentors with the necessary skills and tools to ensure the development of successful mentoring relationships and commitment to the programme. Both Mentees and Mentors are required to attend their respective training sessions before the commencement of the programme. Remember attendance is compulsory.

Not only is this training a great form of professional development, but many of the skills learnt can be applied to other facets of your professional and personal life.

CINZ works closely with the New Zealand Coaching and Mentoring Centre who will facilitate the Mentee and Mentor training sessions. The New Zealand Coaching & Mentoring Centre is the leading provider of professional mentoring, coaching, and consultancy services in New Zealand. They work with individuals, teams and organisations throughout New Zealand and Australia and have a team of experienced facilitators who run their training programmes.

MENTEE TRAINING 'MAKING THE MOST OF MENTORING'

The Mentee Training Session will run in June, attendance is compulsory for those in the Mentorship Programme.

SESSION CONTENT

1. Making the Most of Mentoring

Objectives

By the end of this session Mentees will be able to:

- Define mentoring and coaching and discuss the place of it within CINZ
- Identify the eight most common pitfalls in mentoring
- Identify how to use mentoring to enhance their professional development
- Discuss a framework for effective mentoring
- Participate in a mentoring session
- Discuss how mentoring could be used in their role

Content

- Coaching and mentoring definitions
- What is good mentoring? What can go wrong?
- Mentoring in action – a taster

- The CINZ Programme – how does it work?
- Mentee responsibilities
- Learning styles
- Mentee development goals
- Using mentoring for learning and development

2. The Mentor's Toolbox

Objectives

By the end of this session Mentors will be able to:

- Define mentoring and coaching and discuss the place of it within CINZ
- Avoid the eight most common pitfalls in mentoring
- Clarify the purpose, scope and format for the mentoring relationship
- Use a framework for effective mentoring
- Use questioning and listening skills to enhance mentoring practice
- Keep things on track and focussed on the Mentee's goals

Content

- Mentoring and coaching definitions
- Mentor roles and responsibilities – the CINZ programme
- What is good mentoring?
- Avoiding common pitfalls - limits and boundaries to the role
- Establishing effective mentoring relationships
- The Mentor's toolbox – a framework for effective mentoring
- Mentoring in action – practice and skill development
- Ensuring 'value for time' from the mentoring process
- Questions not answers – using questions effectively

Each training session will provide 'value for time' by ensuring that participants are actively involved. Sessions will have a balance of participant input, discussion, demonstration and skill building exercises.

A comprehensive training manual will be available to take away for future reference.

8. EVALUATION

The programme will be evaluated in two stages: mid point review in September and end programme review.

MID POINT REVIEW

The programme will be formally reviewed in September in Auckland. The NZ Coaching & Mentoring Centre will run sessions with Mentors and Mentees to evaluate and provide direction for the remainder of the programme.

END PROGRAMME REVIEW

The programme will be formally evaluated again upon completion at the end of October . Participants will be asked to review the programme, looking specifically at the following components:

- Success in establishing realistic goals
- Mentee's commitment and progress in working towards their goals
- Compatibility between the Mentor and Mentee
- Skills of the Mentor
- Commitment of Mentor/Mentee to the programme and mentoring agreement, including any obstacles
- Programme structure and facilitation, including training, support, duration etc.

Following this end programme review, changes will be made to the programme, as required. Evaluation is a very important step in ensuring the success of any programme.

APPENDIX 1: MENTORING CHECKLIST

PROSPECTIVE **MENTOR** CHECKLIST (do you have what it takes?)

1. I can be available approximately two hours per month and keep in regular contact (in person, by email, phone or Skype) with my Mentee as agreed
2. I am an active listener. I listen to the whole issue before commenting
3. I am not intimidating – I'm easily approachable
4. I have experience and I'm good at what I do. I am a positive role model in terms of my own achievements
5. I always focus on my Mentee during the session. I can avoid the temptation to steer the conversation back to myself
6. I have patience. I don't get irritated if my Mentee doesn't understand the first time
7. I can help my Mentee realise his/her potential
8. I know the appropriate time to introduce options that may not have been considered
9. I can challenge assumptions skillfully
10. I can assist my Mentee to self-review and reach his/her own conclusions
11. I take interest in my Mentee – I value this/her views and opinions
12. I don't expect my Mentee to be just like me
13. I am prepared to learn alongside my Mentee
14. I can give feedback skillfully
15. I give advice but still expect my Mentee to make his/her own decisions

PROSPECTIVE **MENTEE** CHECKLIST (will you benefit from this?)

1. I am motivated to develop myself personally and professionally
2. I am able to identify key developmental objectives and can communicate these clearly
3. I am willing to devote approximately two hours per month with my Mentor as agreed, while being aware of further effort required to act on suggestions and insights
4. I see benefits in and am open to new ideas. I am willing to listen to a different viewpoint
5. I value the experience of others
6. I am ready to be challenged
7. I do not take criticism personally
8. I take responsibility for my own decisions
9. I am considerate of my Mentor's time and appreciate the voluntary nature of the programme

APPENDIX 2: MENTORING AGREEMENT

CONVENTIONS AND INCENTIVES NEW ZEALAND MENTORING AGREEMENT

This document should be used when you are beginning a mentoring relationship. It will assist in creating a structure that works for both Mentor and Mentee. This is a commitment and agreement of confidentiality. Both parties should retain a signed copy of this agreement and a copy should be sent to CINZ.

Mentor and Mentee (each listed below) agree to enter into a Mentoring Relationship according to the guidelines outlined in the CINZ Mentorship Programme Manual (attached).

Mentor and Mentee each agree to work together and meet regularly for the period of seven months, as outlined in the Guidelines (attached).

Mentor and Mentee acknowledge that no outcome is promised or guaranteed, but they agree to work together to achieve the mutual goals they create.

The successful partnership between Mentor and Mentee is based on trust, honesty and confidentiality. Mentor and Mentee each agree to engage in open and honest communication, keep their commitments to each other, provide each other with constructive feedback, listen, attend scheduled meetings and work towards the growth and development of each other.

Mentor and Mentee each agree to hold their conversations in confidence and not to violate the trust that is required for this relationship to be effective and powerful. If the Mentor is aware that the Mentee is going to share information that may need to be passed on to another individual, the conversation should be stopped and the Mentee reminded of the confidentiality contract. If the Mentee discloses any information relating to any illegal act then the Mentor must tell the Mentee at the time of discussion that they are unable to maintain confidentiality. The commitment to confidentiality must continue even following the conclusion of the mentoring relationship.

Please make sure that you have read through the CINZ Mentorship Programme Manual before signing this agreement.

I have read and understood the above agreement.

Mentor:	_____	Mentee:	_____
Signed:	_____	Signed:	_____
Date:	_____	Date:	_____

CINZ endeavours to create a good match between Mentor and Mentee. However, CINZ makes no assurance that every match will meet participants' expectations, and subsequently takes no responsibility or liability for the performance or conduct of either Mentee or Mentor. In signing this agreement, all programme participants understand that CINZ is indemnified from any dispute or dissatisfaction by any party with the quality of the mentoring experience.

APPENDIX 4 : CINZ MENTORSHIP PROGRAMME TIMELINE – 2019

DATES	ACTIVITY	DESCRIPTION
25 Mar	Mentorship Application Opens	Members to review documents and forward their application to CINZ
11 April	Applications Close for the Mentorship Programme	Applications to be with CINZ by Thursday 21 February at 5pm
24 April	Mentorship Pairings finalised	Committee determine Pairings and Mentors and Mentees advised of pairings
26 April	Mentors / Mentees Advised of pairing	Committee Member to advise Mentors and Mentees advised of pairings
26 June	Mentor / Mentee Training Session COMPULSORY SESSION Heritage Hotel, Auckland 08.30 - 15.00 hrs Initial Mentoring Session - face-to-face meeting	Facilitated by CINZ / NZCMC In-person session Mentor will initiate this session <ul style="list-style-type: none"> • Sign Mentoring Agreement • Complete goal setting • Decide on future meeting schedule
June - December	Fortnightly meetings and/or email or phone contact	Mentoring
September	Formal Group Mentor / Mentee Review session	Mentoring pairs review session in Auckland. Physical attendance preferred. Skype for those unable to be present
October	CINZ Conference	Opportunity for Mentors / Mentees to meet face to face
18 Dec	Final Mentoring Session	Mentoring pairs will formally end their mentoring relationship during this session or discuss the guidelines moving forward should they wish to continue their relationship informally Participants will be asked to formally review the programme and their mentoring relationship by way of online survey

CINZ Mentorship Programme Time Line

APPENDIX 5: GOALS AND OBJECTIVES

At your first mentoring meeting you (the Mentee) will need to brief your Mentor on your learning needs, goals and objectives and what you'd like to accomplish during your mentoring relationship.

It is important to consider:

- What do you want to work on?
- What specifically do you hope to learn?
- What specific results do you hope to accomplish?

Remember that goals and objectives are most often dynamic and emergent, becoming clearer as the mentoring relationship progresses.

Short term goals and objectives

Mid-term goals and objectives

Long term goals and objectives

These goals and objectives should be monitored throughout the duration of the programme and altered if necessary.

APPENDIX 6: MENTORING LOG

Mentees who take “thinking time” before and after their mentoring sessions get the most value out of the mentoring experience.

We encourage you to use this Mentoring Log for each mentoring session you have.

FORETHOUGHT

Are there any issues, situations, incidents or topics you would like to discuss during your next mentoring session?

Now consider the following questions?

- What thinking have I done around this issue so far?
- What is my motivation for bringing this to the mentoring conversation?
- How does this issue link to the bigger picture of work/life?
- What information will help my Mentor to understand what is going on here?
- Is there just one issue, or several mixed together? Can I separate them or do I need my Mentor’s help to do so?

Write down your responses to the above questions:

AFTERTHOUGHT

1. Summarise the points discussed

What did you learn? What would you do differently as a result?

2. Mentee decisions/actions

What am I going to do about it? What will I focus on between now and the next session?

3. What we might do more of next time

What was good about the mentoring session? What didn't work/wasn't successful about the mentoring session?

4. Action plan

What will I keep doing?

What am I going to improve?

What am I going to stop doing?

What will I start doing?

Date/time of next mentoring session:

APPENDIX 7: MENTORING RELATIONSHIP GUIDELINES

Before commencing your mentoring relationship it is important to establish your Mentoring Relationship Guidelines. This should be done during your initial mentoring meeting.

By establishing these guidelines at this early stage it will set the precedent of what is / isn't acceptable conduct within your relationship.

AREAS FOR DISCUSSION

These areas for discussion are simply a guide – you may like to set additional relationship guidelines as you see fit.

Meeting arrangements

- How often will you meet – set up a draft schedule in your initial session
- What meeting day / time best suits you both
- What is your preferred meeting place
- What is the appropriate notice if you need to cancel / postpone a meeting
- How will you ensure confidentiality
- Mentor's availability between meetings

The Mentor should set these guidelines

- What is acceptable contact via phone / email in-between face-to-face meetings
- What phone number will you be contactable on in-between meetings
- When it is appropriate to call / not to call, e.g. not during weekends or after 7pm
- How quickly are you likely to respond to a message left on voicemail
- The maximum length of time for a phone conversation, e.g. anything over 15 minutes will need to be discussed in person at a meeting
- What email address you will be contactable on in-between meetings
- How quickly they are likely to respond to an email