

UniSA Strategic Thinkers Mentoring Booklet

“

In order to be a mentor, and an effective one, one must care... Know what you know and care about the person, care about what you know and care about the person you're sharing with... So a mentor helps the person to interpret the world

—
- Maya Angelou

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Quick Information

My details:

Name	
Role	
Location	
Email	
Telephone	

My Mentor/Mentee details (please select):

Name	
Role	
Location	
Email	
Telephone	

Overview

This booklet is intended to assist participants of the **Strategic Thinkers Mentoring Program**.

The mentoring program aims to support the People, Talent and Culture value proposition;

'We partner across UniSA to cultivate an enterprising, culturally competent and connected community by putting people first.'

Likewise, it directly supports the Talent and Organisational Development value proposition: 'We partner across UniSA to develop strategic capability, cohorts and connectivity to cultivate a thriving culture that differentiates us as the University of Enterprise.'

By supporting and curating mentoring relationships as part of this program the university will increase capability of both mentees and mentors and continue a university mentoring culture where staff enhance and empower each other.

This booklet compliments the pilot Strategic Thinkers Mentoring Program and has been developed by the Talent & Organisational Development (Talent & OD). If you have any questions about this guide, or would like to provide feedback please contact Michelle Mills, Senior Consultant: Talent and Organisational Development on 8302 5088

Thanks, and acknowledgement of the contributions to this booklet by:

- Kathryn McEwen – Organisational Psychologist
Author of UniSA's [Mentoring @ UniSA: A Good Practice Guide for staff](#)
- Organisational Development support at our ATN partner [Curtin University](#).

Key dates

- Strategic Thinkers Program commencement – 13/02/2020
- Expressions of interest in mentoring component – close 26/02/2020
- Mentoring pairs *selected and communicated by Talent & OD team – by 11/03/2020
- Conclusion of Strategic Thinkers program and formal mentoring connection – 04/06/2020



How are you paired?

By Magic 8 Ball Selection... or...

Based on the identification of the key focus area by both parties and the Talent & OD team will make a recommendation of the partnership.

UniSA Core attributes

At UniSA it's not just about what you do, but how you do it. Our strategic intent is to differentiate UniSA as a true University of Enterprise. To help achieve this ambition, the University has identified a unique set of core behavioural attributes to guide our development as an enterprising workforce culture.

- Provide Solutions
- Takes the initiative and delivers results
- Communicates with impact
- Leads and works well with others
- Is trusted authentic and self-aware

Detailed descriptors are available on the website:

<https://i.unisa.edu.au/staff/ptc/induction-to-unisa/core-attributes/>



What is Mentoring?

Mentoring is a voluntary two-way relationship that involves deliberate pairing of a skilled or experienced person with one who is less experienced. Mentors share their professional and personal skills and experience to assist their mentees to develop. The process is based upon encouragement, constructive comment, openness, mutual trust, respect, and a willingness to learn and share. It is considered a power-free relationship where both people in the relationship gain benefit and where the mentor acts as a role model.

There is overlap between mentoring and other personal development activities such as coaching, training and counseling. The main differentiator with these activities however is that a mentor is generally a person who has had direct experience in the areas they are mentoring in. They should also be outside of the reporting chain. In this way they can share organisational or professional knowledge, act as role models and act as a sponsor for their mentee.

Please note there is tremendous benefit in individuals establishing a network of mentors that over time support different aspects of career development. For the purpose of the Strategic Thinkers Program we will be curating a one-on-one mentoring arrangement only.



Principles of Strategic Thinkers Mentoring Program

Mentee

Provide solutions

Takes personal responsibility for identifying career and development goals
Recognizes personal responsibility and accountability for finding solutions to workplace opportunities and challenges

Communicate with impact

Contributes to constructive learning conversations
Adjusts communication style where appropriate to build a more effective mentoring relationship
Engages in active listening

Takes the initiative and delivers results

Uses resources available, including time given and engages in action to advance toward goals

Is trusted, authentic and self-aware

Builds a relationship based on honest assessment of own skills and goals
Upholds confidentiality when a mentor has engaged in narratives of self-disclosure

Leads and works well with others

Establishes and maintains appropriate professional boundaries
Demonstrates appreciation and respect for the time and commitment given by the mentor

Mentor

Provide solutions

Helps support the mentee to identify career and development goals
Help mentees access and extend professional networks

Communicate with impact

Engages in constructive learning conversations
Adjusts communication style where appropriate to build a more effective mentoring relationship
Engages in active listening

Takes the initiative and delivers results

Obtains advice and support where required to continue to uphold ethical and professional mentoring practice

Is trusted, authentic and self-aware

Builds a relationship based on trust, confidentiality and respect
Understands when to self-disclose to help shape a constructive narrative for the mentee

Leads and works well with others

Establishes and maintains appropriate professional boundaries
Encourages the mentee to take responsibility and own the process, including reflective practice

Mentoring Arrangements

What do we talk about?

Topics for discussion should be established by the mentee and mentor as part of the initial meeting and then through the ongoing evolution of the relationship and process. The key focus area identified as the driver for mentoring should form the starting point of discussions.

How often should we meet?

Ideally meetings take place as a minimum once a month. This time frame may vary depending on numerous factors such as location, availability, complexity of mentee goals and needs. Clarification of the frequency of meetings is considered a valuable part of the partnership arrangement and ideally noted in your mentoring agreement.

When and where should meetings occur?

The timing and location of the meeting is to be agreed by both parties. Where appropriate, meetings during working hours are encouraged. Alternate arrangements such as; breakfast or late afternoon meetings may prove more conducive to full schedules. Please use your discretion when selecting an appropriate meeting venue.

What part do each of us play?

On the next two pages are a summary of handy tips to remember for mentor and mentee.

FOR MENTEES

DO agree on and commit to the ground rules in the mentoring agreement

DO take the lead, shape the overall agenda

DO clarify goals, priorities and expectations

DO clarify goals, priorities and expectations

DO be honest

DO practice self-reflection

DO take responsibility for own development

DO be willing to look at issues from a different perspective

DO seek feedback

DO listen actively

DO come prepared to each meeting

DO follow through on commitments

DO be respectful of other experiences

DO maintain confidentiality

DON'T be passive – waiting for the mentor to initiate interactions

DON'T be late, disorganized

DON'T stay in your comfort zone

DON'T engage in a fixed mindset

Quick Note

Both parties may have significant time commitments. Demonstrating understanding for the occasional rescheduled meeting will result in a more productive relationship.

FOR MENTORS

DO agree on and commit to the ground rules in the mentoring agreement

DO set the learning climate and encourage risk taking

DO listen actively

DO provide guidance based on experience

DO assist in solving problems and setting goals

DO encourage the viewing of issues from a variety of perspectives

DO give constructive, specific feedback

DO act as co-learners, ask for feedback on contribution to mentoring

DO prepare for and reflect between meetings

DO link the mentee to others who may provide additional support or advice

DO maintain confidentiality

DO help celebrate mentee successes

DON'T fix the problem

DON'T misuse authority

DON'T take over

DON'T lose critical oversight

DON'T spend significant amounts of time reliving personal experiences or doing the talking

Line Manager/Supervisor role:

Mentees are encouraged to have conversations with line managers regarding participation in the mentoring program. Discussion with your Line Manager will help support ongoing meeting arrangements.

Boundaries:

Mentoring partnership boundaries may include the following;

- Maintaining confidentiality
- Professionally focused
- Not counselling (other supports are available if required)
- Not performance management

What if my mentor has a very different style or personality from me?

In pairing mentors and mentees different leadership styles or personality are common. Unless the style or personality is inhibiting learning, for example too critical or directive, personal differences can be a useful learning process. Across the career life span a mentee will need to work with a variety of people. Having insight into different thinking processes and perspectives is valuable. When we are mentored by someone similar in thinking, learning and behavioural style, we may not be challenged or stretched in the same way.

How will it all end?

As part of the final session it is appropriate to review progress and recognise and celebrate the learning that has occurred. The formal mentoring relationship is expected to conclude at the same time as the conclusion of the Strategic Thinkers Program, 17/10/2019, although sometimes parties agree to continue the relationship.

There will be an evaluation conducted at the end of the formal mentoring program to capture and review what worked well and how the program could be improved in the future.

No Fault Exit Clause

There is a 'no fault' exit clause that may be initiated by either party at any stage of the mentoring relationship. We encourage partnerships to allow time to develop and seek support from the Talent & OD team if any issues or concerns arise. It is understandable that some pairings may not be suitable to individual needs and require an early conclusion. Please advise Michelle Mills at michelle.mills@unisa.edu.au if this is the case.

Support and resources:

Support and resources are available to all participants in the mentoring program. These will help ensure the mentoring partnership remains focused on identified goals.

Core resources;

- Mentoring Handbook
- Mentoring agreement (located at the back of the handbook)
- Mentee SWOT analysis template
- Mentoring at UniSA Good Practice Guide [Link to Mentoring at UniSA Good Practice Guide](#)

Additional resources:

- Lynda.com -Numerous short videos on the topic of mentoring
- Mentoring meeting record (template located in handbook)
- [My experiences with mentoring – video of UniSA staff mentoring tips and strategies](#)

Successful meetings and conversations:

For mentoring meetings and conversations to be as productive as possible, consideration should be given to roles, responsibilities, goals, questions and conversational approach.

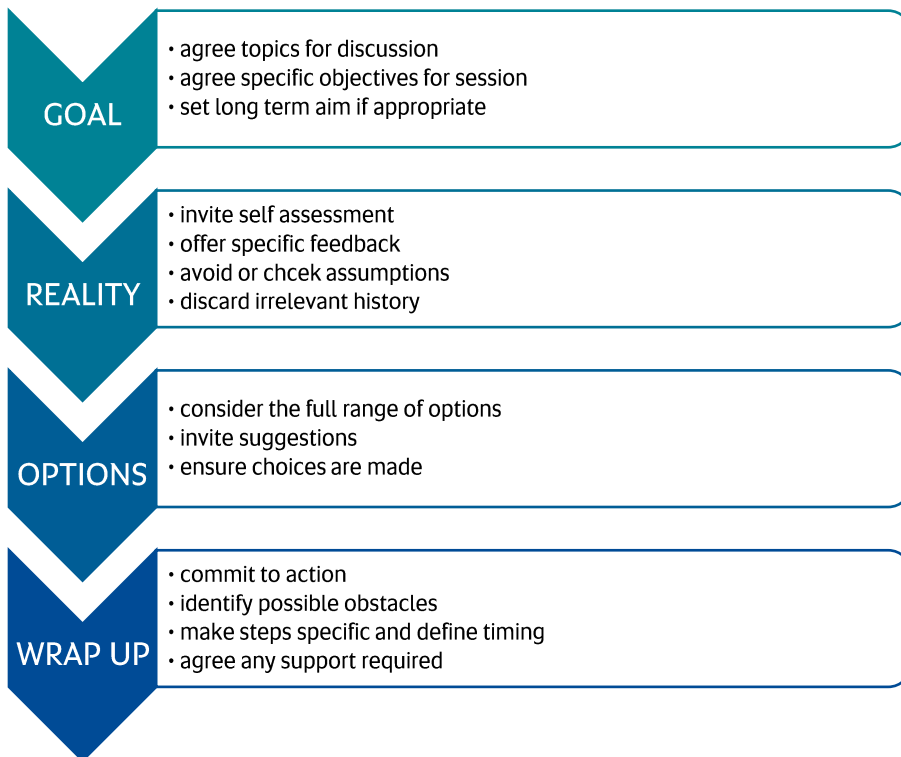
The mentoring conversation aims to facilitate self-development and can be based on 4 questions:

1. *Where am I now?*
2. *Where do I want to be?*
3. *How do I get there?*
4. *How am I doing?*

Two general models of conversation have been included here to help structure effective mentoring discussions.

The G.R.O.W. model

The Grow model is commonly used in coaching conversations and can also be a highly valuable process for the individual to uncover new ways of achieving goals and/or framing a meeting for mentoring support.



Quick Note

Whilst the model presents as linear – there will be times when reverting to clarify goals or reinvestigating reality and options could be useful.

Mentee driven conversation frame:

Mentees may be unsure how to instigate the conversation with their mentor. This simple approach may give mentees the language to commence your meeting.



The first meeting (utilising the GROW model)

Goal:

- getting to know each other

Reality:

- share information about your professional and personal lives,
- learn something new about each other,
- discuss short term and longer term goals (these should have been considered by the mentee before the initial meeting)

Options:

- establish meeting arrangements and ground rules
- clarify where, how, when, expectations
- how will discussion and outcomes be recorded and by whom?
- how will communication occur between meetings?
- how will success be measured?
- If problems arise how will they be resolved?
- What are the "opt out" procedures either party can use?

Wrap up:

- Consolidate agreed options as part of the mentoring agreement
- Confirm next meeting details
- Agree any additional support

Ongoing meetings:

Ensure preparation occurs by reviewing notes and actions. Consider the frame of mind each is bringing to the meeting – will it be helpful or distracting?

Closing meetings:

Take a few minutes to review:

- Effectiveness of the meeting
- What has been agreed?
- Who is responsible for immediate follow up actions?
- How progress is tracking?
- Details of the next meeting are confirmed

Strategic Thinkers Program Mentoring Agreement

Name of Mentee:

Name of Mentor:

Purpose and key goals as focus areas of the mentoring relationship.

Mentoring protocols:

DURATION OF THE MENTORING PARTNERSHIP – COMPLETION OF THE STRATEGIC THINKERS PROGRAM 2019

Frequency and length of meetings:

Preferred type of meeting/contact (face to face, skype, telephone):

Other agreed contact arrangements between scheduled meetings (eg. email, phone):

Are there any off-limits topics in this relationship?

Declaration:

We agree to meet regularly over the duration of the 2019 Strategic Thinkers Program. At the end of this time will review goals set, evaluate our progress and reach a learning conclusion. Once we have agreed on this the formal relationship will be considered complete.

We agree that all discussion and communication between us remains confidential and that no information will be shared without mutual consent

We agree to a no-fault conclusion of this relationship, if for any reason it seems appropriate.

Mentee signature:

Date:

Mentor signature:

Date:

Mentee Initial Goal Planning

This planning document is to be completed by the mentee in readiness for the first meeting with their mentor.

Key focus area of mentoring selected: _____

What are two factors you require help within relation to your key focus area?	1. 2.
Describe the current situation in relation to these 2 factors.	1. 2.
What makes these 2 factors important to you?	1. 2.
What would a successful outcome look like? What would be different for you professionally/personally?	1. 2.

Mentee reflection diary

Date of meeting:

Session overview: What did we discuss?

Post session reflections: What come out of the session for me?

Agreed next steps: What do I need to do or think more about?

Next meeting: When is this and what will be covered?

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“The greatest good you can do for another is not just to share your riches but to reveal to him his own.”

— Benjamin Disraeli

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University of
South Australia

People, Talent &
Culture