

SUCCESSFUL MENTORING

ASEAN Summer School for Emerging Library Leaders



AGENDA

01

Introduction to Mentoring

02

Establish strong foundation for effective mentorship

03

How does mentoring work

04

Questions & Answers



WHAT IS MENTORING

Some Definitions of Mentoring

Mentoring vs Coaching



"One of the greatest values of mentors is the ability to see ahead what others cannot see and to help them navigate a course to their destination."

John C. Maxwell

John C. Maxwell (2015). "The Leadership Handbook: 26 Critical Lessons Every Leader Needs", p.212, Thomas Nelson Inc

Definition of Mentoring

A mentor is a **more experienced** individual willing to **share knowledge** with someone less experienced in a **relationship of mutual trust**. ¹

Mentoring is a **learning relationship**, generally focused on **long term** career development. The primary purpose is to drive **personal growth; building skills, knowledge and understanding**. ²

Mentors may use coaching skills in their conversations, but usually the mentor **role is wider than that of a coach** and may include opening doors, making connections and sharing experiences. ³

1 | Source: Clutterbuck, D. (2019, October 4). "What Is the Difference between Coaching and Mentoring?" Clutterbuck Coaching and Mentoring International, <https://clutterbuck-cmi.com/briefings/what-is-the-difference-between-coaching-and-mentoring/>. Accessed 20 June 2024.

2 & 3 | Source: "Definition of Mentoring?" ART OF MENTORING, 8 Nov. 2015, <https://artofmentoring.net/what-is-mentoring/>.

MENTORING vs COACHING

Mentors

Usually **someone more senior who knows the organisation/role or profession; or someone who has experience or expertise**

Concentrate on the **individual's development needs and goals** based on their **professional or career aspirations**

Can form **formal or informal** mentoring relationship with mentee(s), based on desired development goals and outcomes

Use their organisational or professional knowledge, experience and skills to **guide and advise the individual.**

May use their influence, resources and network to support individual's development and career opportunities, e.g. job-shadowing, etc.

Convey and instil the values, goals and standards of the organisation or profession.

MENTORING vs COACHING

Coaches

Do not necessarily need to have specific experience, expertise or technical skills in the same field as the coachee.

Concentrate **on identified issues** with **clear goals** to **develop specific skills and behaviors**

Typically adopt **structured** and **time-bound** coaching approach with **clear outcomes**

Ask **open questions** to encourage individuals to **set their own goals** and generate their **own solutions**.

Encourage the individual to **set and plan their own career goals** and **development opportunities**

Ask **open questions** to help **explore and clarify the individual's own values, goals and standards**

Benefits of Mentoring

Benefits to the Mentee

- Accelerates professional development and growth
- Broadens perspective and thinking
- Gains practical knowledge and experience through learning from mentor(s)
- Enhances self-esteem and confidence
- Expands own professional network
- Increases job satisfaction and effectiveness

Benefits to the Mentor

- Drives self-awareness and personal development
- Expands the mentor's professional network
- Enhanced visibility and profile within own professional area
- Re-energises and improves leadership skills
- Refreshes own perspectives and current ways of thinking
- Increased job satisfaction, sense of value and positive impact



~~ESTABLISH~~ STRONG FOUNDATION FOR SUCCESSFUL MENTORSHIP

Mentoring Pitfalls

Key Tenets of Successful Mentorships

MENTORING PITFALLS

DISCUSSION

- ☐ Lack of clear goals
- ☐ Misaligned expectations
- ☐ Mismatch in mentor-mentee pairing
- ☐ Poor communication
- ☐ Over-dependence of mentee on mentor
- ☐ Lack of commitment or follow-through
- ☐ Not providing feedback, esp constructive feedback
- ☐ Not respecting boundaries
- ☐ Inadequate preparation for mentoring sessions

Key Tenets of Successful Mentorship

Ownership

While the Mentee is responsible for initiating and driving the mentoring relationship, the Mentor/ Mentee must remain engaged for it to be successful. If the relationship does not appear to be working, either party can discuss and agree on a way forward.

Confidentiality

The Mentor-mentee relationship is confidential and what is discussed stays within the relationship unless it is in breach of ethical boundaries. It is recommended that mentoring stays outside the reporting or management chain.

Mindset

Having an open mind and willingness to listen and take feedback on board is key to the mentoring relationship. Mentoring should be non-judgmental and mutually respectful. Prepare sufficiently, be punctual and honour your commitments.

Outcomes/ Accountability

To maximize the value of mentoring, it is important that clear objectives and expectations are set and agreed upfront. Review the relationship regularly against the objectives and revise accordingly can help to ensure mentoring outcomes are achieved.

Effective Practices and Behaviours of Mentees

Mindset

- ☐ Receptiveness to learning, developing a learning relationship with a mentor
- ☐ Openness to new discoveries and possibilities that result in a higher level of potential for self
- ☐ Willingness to discuss ideas, goals and aspirations, and to welcome constructive challenge of views or beliefs
- ☐ Listen actively and contribute ideas, insights or feedback to others in the mentoring circle.
- ☐ Commitment to bringing positive energy and 'can-do' spirit to the relationship

Ownership

- ☐ Accept that you as mentee drive the relationship, e.g. planning meetings, setting the focus or goal for the discussions, and taking action
- ☐ Recognise the boundaries of your relationship and not expect your mentor to be the manager, 'patron', trainer or to provide answers
- ☐ Guard against becoming dependent on the mentor
- ☐ Step up to facilitate or contribute to the learning of colleagues in your learning circle.

Outcomes

- ☐ Understand what you want to achieve from each meeting and the overall relationship
- ☐ Willingness to set goals and develop an action plan in collaboration with the mentor
- ☐ Be respectful of time and schedule of mentor
- ☐ Approach each meeting fully prepared, e.g. agree to regular meetings, do the pre-work, and review of progress
- ☐ Apply learning and follow up on action items identified during development conversations

Confidentiality

- ☐ Take responsibility for trust-building behaviours
- ☐ Recognise that all discussions are confidential (even after closing the mentoring relationship)
- ☐ Strict confidentiality to be maintained unless safety or ethics are at risk; or otherwise agreed by all involved in the mentoring conversations.

Types of Mentoring Relationships



Formal Mentoring Programmes

Formal mentoring programmes provide structured guidance and pairing of mentors and mentees. SMU does this for our management and leadership development programmes



Peer Mentoring/ Upward Mentoring

Peer mentoring involves individuals at similar levels supporting each other, fostering collaboration and shared learning experiences.

Upward mentoring involves more senior level colleagues learning from junior level colleagues to build knowledge and skills



Organic, Informal Relationships

Informal mentoring relationships develop organically and can provide personalized support and guidance outside of structured programmes. One-to-one mentoring relationship self-organised through the SMU Mentoring Platform [Chronus]

Some Roles Mentors Play

Key Roles	Effective Behaviors
Advisor	<ul style="list-style-type: none"> ❑ Acts as a sounding board and facilitator ❑ Guides mentee in developing career and development plans ❑ Models professional and organizational values and ethics
Developer	<ul style="list-style-type: none"> ❑ Gives structure and direction to guide learning of mentee ❑ Provides guidance based on observations during interactions with mentee ❑ Identifies skill or competency gaps through a “third party” lens ❑ Initiates and facilitates development opportunities for mentees
Confidence-builder	<ul style="list-style-type: none"> ❑ Empowers mentee to handle his/her problems independently ❑ Supports and provides is a safe environment to make change and take risks ❑ Maintains privacy/confidentiality
Challenger	<ul style="list-style-type: none"> ❑ Positively pushes toward highest standards ❑ Questions current practices, thinking, attitudes and assumptions ❑ Helps mentee break out of comfort zones and to explore potential career opportunities
Affirmer	<ul style="list-style-type: none"> ❑ Gives needed support, enhances self-esteem ❑ Exhibits empathy and understanding ❑ Helps mentee recognise, and celebrate effective practices
Sponsor	<ul style="list-style-type: none"> ❑ Provides visibility and recognition of mentee ❑ Helps mentee open doors and establish network



HOW DOES MENTORING WORK

Mentoring Framework for ASEAN Summer School

4-Stage Mentoring Process

Typical Pattern of mentor-mentee meetings

Starting and sustaining the mentorship

4-Stage Mentoring Process

4. REVIEW AND CONCLUSION

Review actual outcomes and learning
Goal completion and celebration
Share learning and ideas for sustaining progress
Renegotiating a new focus (if continuing)
Review and feedback on mentoring

2. GOAL NAVIGATION & DEVELOPMENT

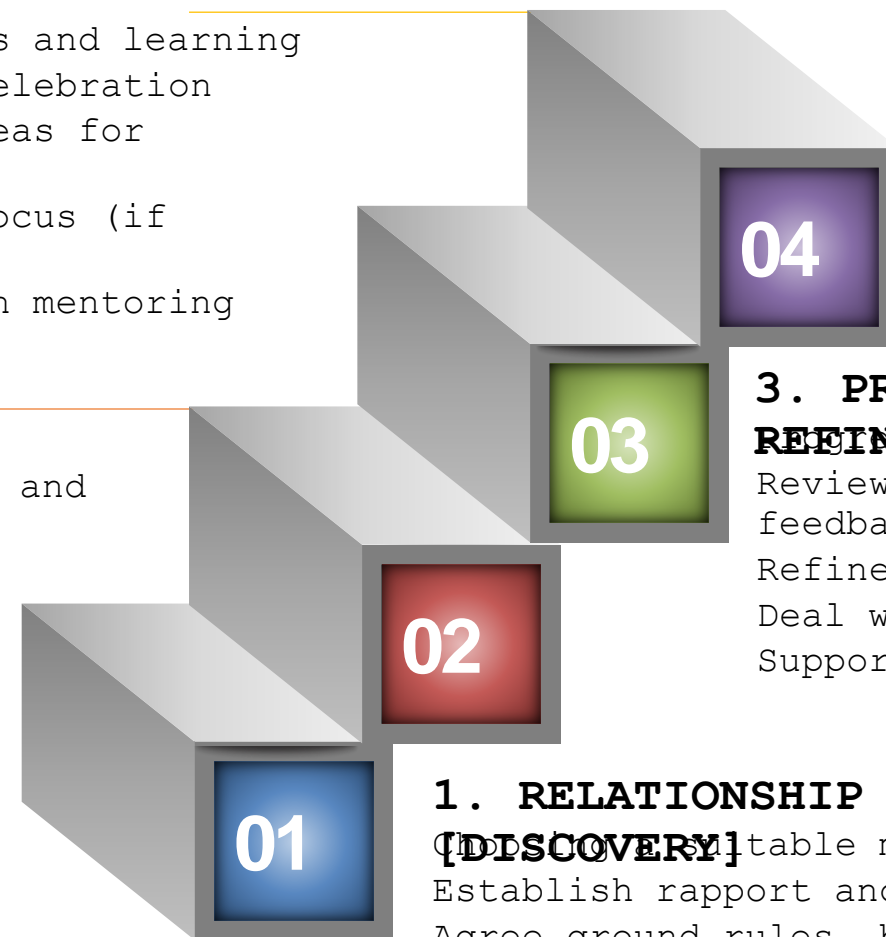
Establish current position and assumptions
Clarify goals and desired outcomes.
Develop perspectives and strategies
Discuss and agree actions

3. PROGRESS AND REFINEMENT

Engage towards the goal
Review and reflect on actions taken and feedback
Refine and recalibrate goals and strategies
Deal with issues and obstacles
Support, relationship and trust building

1. RELATIONSHIP FOUNDATION

[DISCOVERY]
Identify suitable mentor/ mentee
Establish rapport and build trust
Agree ground rules, boundaries and set expectations



Mindset | Ownership | Confidentiality | Outcomes

Mentoring Framework for ASEAN Summer School

JULY



ISSUE IDENTIFIED

Mentee identifies issue to work on



MENTOR-MENTEE MATCH CONFIRMED



MENTOR-MENTEE INTRODUCTION

Mentee contacts mentor to set up initial meeting

AUGUST



INTRODUCTORY MEETING [DISCOVERY]

Introductory meeting (F2F or virtual) between mentor and mentee



GOAL NAVIGATION & DEVELOPMENT

Mentor and mentee agree goal, focus and timeframes for mentoring

AUGUST 2025 – JANUARY



PROGRESS & REFINEMENT

Mentee undertakes development actions to make progress on goals; regular meetings between mentor and mentee [recommended at least once a month]



MID-POINT CHECK-IN [NOV 2025]

Programme team will conduct a check-in on progress of mentoring programme and address any issues; mentor and mentee conducts a mid-cycle



PROGRAMME REVIEW/ EVALUATION [JAN 2026*]

Mentor and mentee completes mentoring programme by completing a review

*Programme review date will depend on mutually agreed mentoring duration

Setting Clear Goals and Expectations

Importance of Clear Goals

Establishing clear goals is essential for effective mentorship, as it sets a direction for the relationship.

Alignment in Relationships

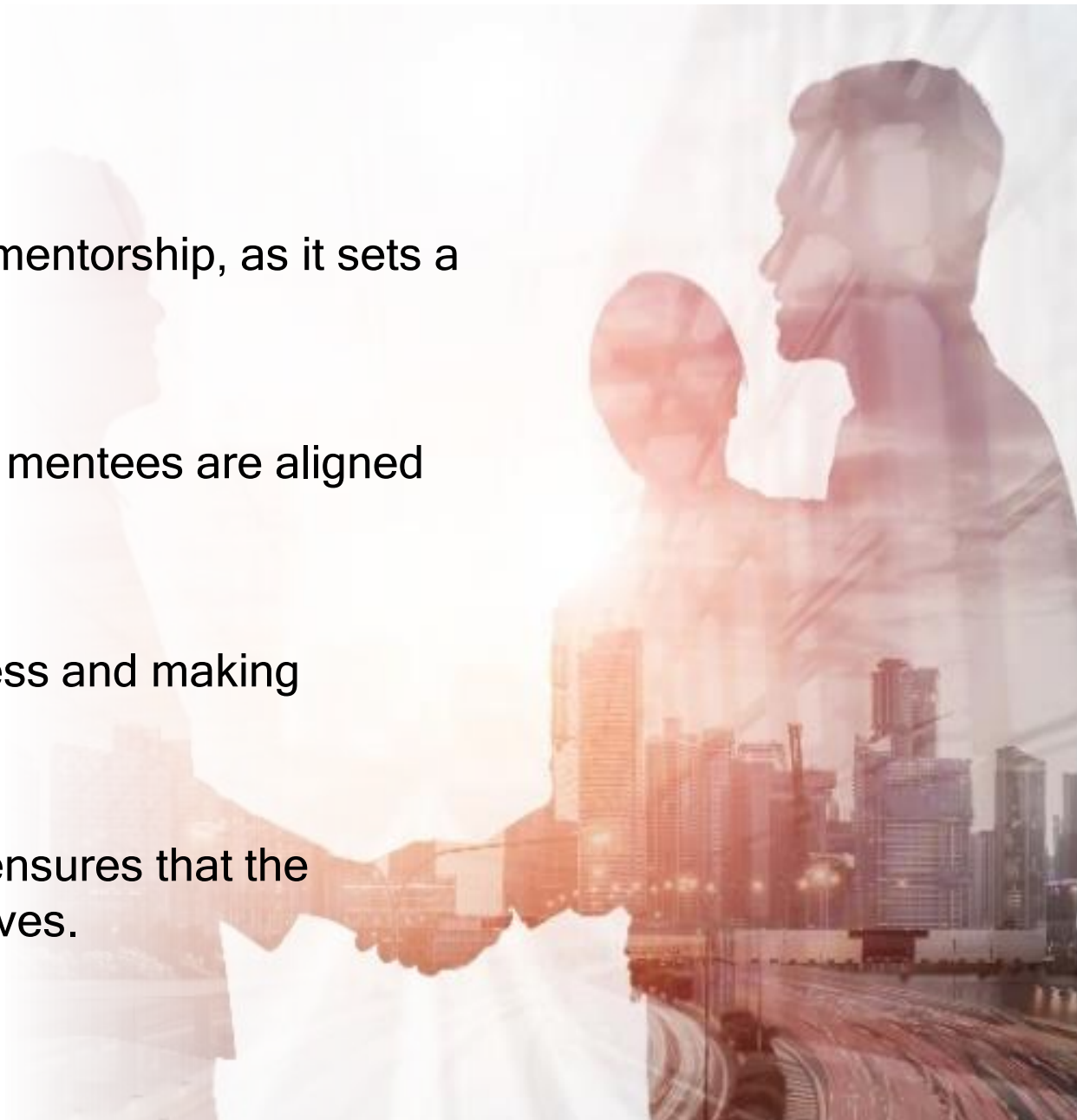
Clear expectations ensure that both mentors and mentees are aligned and understand their roles in the relationship.

Sustaining Commitment & Tracking Progress

Regularly revisiting goals helps in tracking progress and making necessary adjustments to stay on course.

Timelines for Progress

Setting clear timelines helps track progress and ensures that the mentorship stays on course and meets its objectives.



Introductory Meeting [Discovery] – 3 Areas to Cover

BUILD RAPPORT

Spend some time getting to know one other to build a rapport. Some areas to discuss include

- Career history, professional experience, career highlights/lowlights
- Your motivational drivers or what you enjoy about being a mentor
- Explore personal hobbies or likes to explore what both of you may have in common

PURPOSE & EXPECTATIONS OF MENTORING/ MENTORSHIP

What you hope to gain from the mentoring process and mentorship

Discuss mentoring styles or approaches that will support the development goals of this partnership

Discuss where you may be of help or support

Share what both parties (mentor and mentee) can bring to the learning partnership

Discuss about confidentiality, including what is and isn't acceptable to share with others.

Understand what success looks like for both parties

MENTORSHIP PRACTICALITI ES

This is where you establish the foundation and ground rules of successful mentorship. Do be clear about the following:

- Mentoring goals or focus for this partnership
- Agreement on length or duration of mentorship
- Communication and meeting logistics, incl frequency of meetings
- Mutual expectations (refer to Mentoring Tenets) and ground rules (e.g. openness of mentor to being contacted out of scheduled meetings, confidentiality, etc.)
- Managing issues and risks in mentorship, e.g. what to do when one party is unable to continue the partnership

Introductory Meeting [Discovery] - Guide

Here are some questions to help you prepare for the introductory meeting

Mentors share	Mentees share
<ul style="list-style-type: none"> • Your role in the organization • Your career experiences and highlights • The best part of your job • Your experience of having a mentor (or even being a mentee) • What motivates/drives you or what do you typically do when things don't go your way • What are some common problems/challenges in the job; and how have you dealt with them • What you can contribute as a mentor • What expectations or ground rules do you have for this partnership • What you would like to get from the mentoring relationship 	<ul style="list-style-type: none"> • Your role in the organization • Your career experiences and highlights • The best part of your job • Your learning and communication preferences • Questions you may have about the mentor and mentoring programme • What would you like to get from the mentoring relationship • Your learning and career development goals; incl long-term aspirations • How would you like to go about achieving your learning or career goals • How you would contribute to the learning experience of the mentor • What success would look like for you • What would be the most valuable support a Mentor can provide



Frequently Asked Questions

Organizing Regular Check-Ins and Meetings



Importance of Regular Check-Ins

Regular check-ins are crucial for maintaining momentum in mentorship, allowing for ongoing engagement and support.

Opportunities for Updates & Feedback

These meetings provide valuable opportunities to share progress updates and feedback, ensuring alignment on goals.

Adjusting Goals as Necessary

Regular meetings allow for adjustments to goals, ensuring they remain relevant and attainable throughout the mentorship process

Reflection, Appreciation & Celebration



Importance of Regular Review & Reflection

Regular review and reflection are crucial to help mentees recognize their achievements and areas for further growth.

Evaluate Progress on Goals Achievement

Evaluate whether established goals have been met is key to understanding the success of the mentorship relationship. Adjust or set new goals for continued growth and motivation

Celebrating Achievements

Celebrating achievements and appreciation for the support of mentor/mentee can enhance enthusiasm and strengthen the mentor-mentee relationship.

Sustain Commitment to Continuing the Learning Journey

Continuing the learning journey ensures that individuals remain open to new experiences and knowledge, fostering ongoing development.



Thank you!

Please scan
to provide
feedback on
this session.

