

MENTORING GUIDELINES

May 2018

Introduction

- Mentoring is a supportive relationship between an experienced and knowledgeable Mentor and less experienced Mentee. The relationship is based on encouragement, guidance, respect, learning and trust. The focus should be on setting goals , developing and implementing actions and providing constructive feedback for new insight and behavioural change.
- At Myer there is no formal Mentoring Program. Mentoring may occur informally with mentoring arrangements agreed by the Mentor and Mentee and supported by the Mentee's People Leader.
- Mentors and Mentees can choose to use the content in this document to help them get the most out of their mentoring relationship.

Mentoring Roles and Responsibilities

Roles of a Mentor

Role Model

- Lead by example – performance, professionalism, composure, skills
- Demonstrate long-term and big-picture thinking
- Be comfortable with ambiguity
- Show empathy and understanding
- Maintain confidentiality

Development Partner

- Empower mentees
- Facilitate goal setting
- Explore career or development actions and opportunities
- Act as a “sounding board” for mentee
- Identify skill /competency gaps
- Challenge mentee and provide constructive feedback

Teacher

- Hold accountable for learning
- Listen for “facts” and “feelings”
- Provide guidance and share insights
- Help mentees solve problems
- Clarify contexts to help Mentees see themselves in a broader light

Roles of a Mentee

Protégé

- Develop rapport
- Maintain flexibility, trust and confidentiality
- Exhibit self-awareness
- Listen actively

Self Development

- Show commitment
- Be proactive
- Be honest about goals and objectives
- Demonstrate a genuine interest in developing new skills

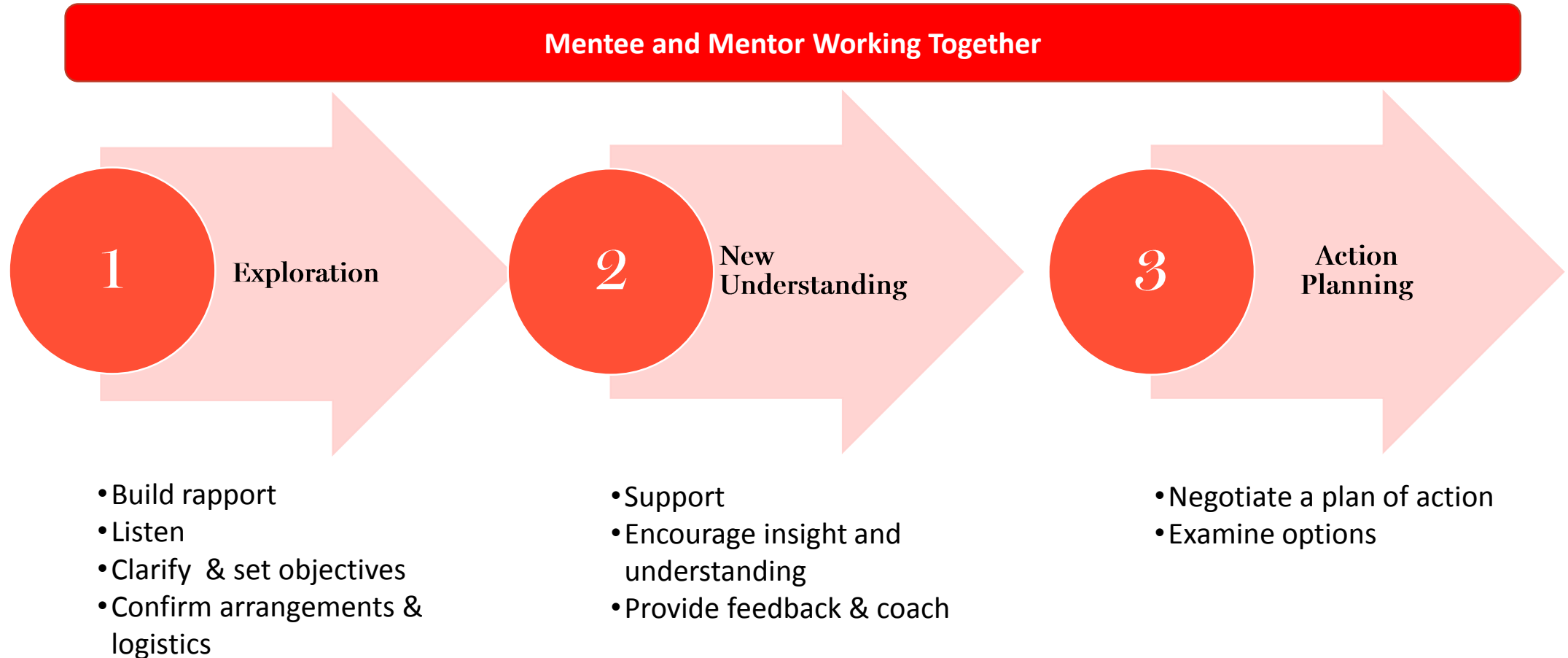
Student

- Be receptive to feedback
- Challenge assumptions
- Ask questions
- Be respectful
- Follow up actions
- Have realistic expectations

Mentoring Relationship Expectations

Focus Area	Mentor Expectations	Mentee Expectations
Core Performance Expectations	<ul style="list-style-type: none">▪ Value the development of others.▪ Provide honest feedback.▪ Encourage open communication.▪ Reserve judgment, but provide advice rather than solving problems directly.	<ul style="list-style-type: none">▪ Be accountable for owning, establishing and maintaining the relationship.▪ Listen actively and demonstrate a willingness to learn.▪ Do the necessary pre-work and follow-up on actions identified during meetings.
Time Commitment Obligations	<ul style="list-style-type: none">▪ Set aside time to work with mentees.▪ Set realistic expectations with mentees concerning availability.▪ Devote the energy needed to maintain a productive relationship.	<ul style="list-style-type: none">▪ Be accountable for scheduling meetings.▪ Maintain informal communication lines.▪ Be respectful of Mentors' time and schedule.
“Mentoring” Citizenship	<ul style="list-style-type: none">▪ Improve mentoring skills▪ Maintain privacy/confidentiality of development conversations	<ul style="list-style-type: none">▪ Take advantage of organizational resources▪ Maintain privacy/confidentiality of development conversations.▪ Track personal development and career progress.

Mentoring Framework – 3 stages



Working Together – First Meeting

Introductions

- Background
- Careers
- Interests
- Experience
- Establish common ground

Objectives and Expectations

- Ask their expectations
- Outline your expectations
- First meeting and future meetings

Ground Rules

- Boundaries
- What is acceptable or not acceptable
- Confidentiality

Logistics

- Times
- Duration
- Location – face to face or remote
- Frequency
- Documentation/Records/Learning Log

Actions

- Lock in date for next meeting
- Decide actions before next meeting

Mentoring Agreement and action plan

- Detail all information in a mentoring agreement (optional)

Tips :

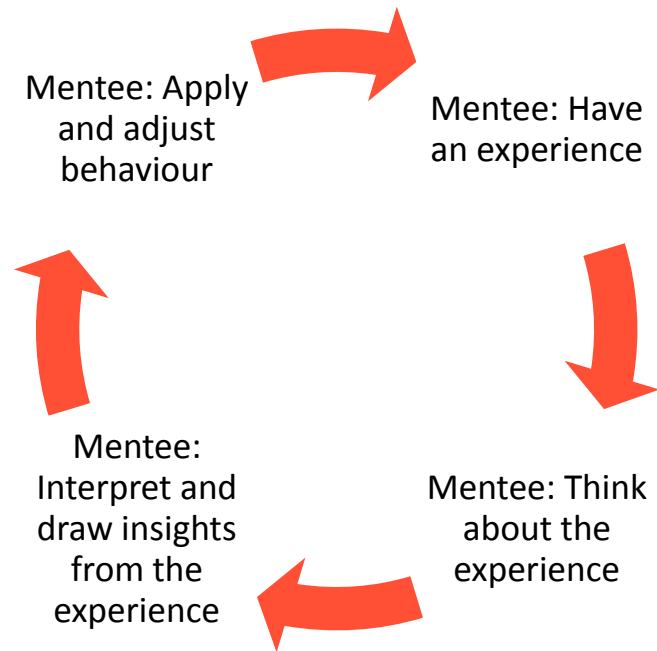
- ✓ Mentees should be ready to discuss their **development areas or career goals**.
- ✓ Discuss **purpose** and **objectives** of the mentoring relationship and work on a **mutual agreement**.
- ✓ **Set** the date, time and place for the **next meeting**
- ✓ Mentee's send a **thank you** note to their mentor

Mentor Agreement Form (OPTIONAL)

Mentor Name	
Mentee Name	
Goals	
Our goals for this mentoring relationship are	
Expectations	
Our expectations of how we will achieve these goals are:	
Meetings	
Meeting times (frequency, duration, type) and other methods of communication:	
Ground rules for the meetings are:	
Progress	
How we will record and monitor our progress:	
Confidentiality - We agree to keep everything that is said within the mentoring relationship confidential. Any issues will be dealt with by:	

Working Together – On-going Meetings

The mentoring process supports action learning by encouraging reflection:



On-going meeting topics:

What's changed	Key Learnings
Previous meeting actions	Review goals
Discuss stories and experiences	Monitor progress
Celebrate goal achievement	Set new actions

Example Development Activities

Learning and Development at Myer is all about learning at the pace of business.

This approach acknowledges that learning can occur every day when individuals experience something new, collaborate with others, reflect and adjust to improve.

To help individuals learn, encourage completion of a mix of activities: **Practice** to include various on the job and project experiences (70%), **People** to engage and collaborate with a variety of individuals (20%) as well as **Programs** to complete formal online or face to face learning from Myer Academy or external providers (10%).



Working Together – Final Meeting

Look back and review the mentoring relationship and what you valued about it:

Goal Review

- What were your original goals and were they achieved?
- Did they change, did you discover new goals/aspirations

Problem Review

- What problems did you have and how did you resolve them?

Learning Review

- What are the key takeaways from the experience?
- What was expected or unexpected?

Future Relationships

- Would you seek a mentoring relationship again?

Next Steps – Prepare for the mentoring relationship

Once the mentor and mentee have been introduced, below are few tips to get the most out of the relationship

If you are a **mentor**

- Reflect on your strength and development areas as a mentor
- Be prepared to share your experience and learning from your career
- Learn about your mentee and how you can help them. Here are five questions to ask from the HBR article by [Anthony K. Tjan](#)
 - ✓ What is it that you really want to be and do?
 - ✓ What are you doing really well that is helping you get there?
 - ✓ What are you not doing well that is preventing you from getting there?
 - ✓ What will you do differently tomorrow to meet those challenges?
 - ✓ How can I help/where do you need the most help?
- Think of some development activities useful for your mentee

If you are a **mentee**

- Reflect on your developmental areas and career or personal goals.
- Leverage and evolve your DARE development plan with your People Leader
- Reflect on how your mentor could help you
- Have an open mind
- Organise your first meeting and drive the mentoring schedule