

## MENTORING PROGRAMMES

These programmes are flexible and customised to each client's specific needs; they are on four levels:

- Level 1**
- \* Creating and establishing professional mentoring structures/capabilities within the client organisations.
  - \* The agreement of common core skills and capabilities.
  - \* The establishment of training/coaching needs to round out team and individual capability to meet those core requirements.
  - \* The ongoing monitoring/training/coaching of individual mentors.
- Level 2** The provision of training for mentors **for** their role to meet the agreed criteria.
- Level 3** Direct coaching support for mentors **in** their role to maintain the required high standards.
- Level 4** Provision of continuing support structures e.g. workshops, seminars, e-forums and train-the-trainer programmes; so establishing ongoing self sufficiency in the organisation to the extent required.

### Aims of the training programmes are to establish a common understanding of –

- ☉ The differences between coaching, mentoring, teaching and counselling
- ☉ When to do which and why
- ☉ Contracting formal 1-to-1 mentoring between mentor and mentee
- ☉ McLeod Management Model for mentoring, coaching and leadership
- ☉ The “stretch-zone” and what can be achieved there
- ☉ Establishing and risking rapport: the development of mentee learning and behavioural change
- ☉ The Principal Instruments of Change: listening, questions, challenge, silence
- ☉ The Power of Silence: self-reflective stimulation
- ☉ The use of reflective language skills to challenge and sharpen thinking

### Specifically, delegates will:

- ☉ Know when to tell, when to show, when to tease-out
- ☉ Know when to question, challenge or be silent appropriately
- ☉ Understand more about motivation and the importance of self-starting
- ☉ Understand the dependence-independence dynamic and manage it skilfully
- ☉ Know how to establish a formal contract for mentoring with objectives
- ☉ Be practised in a model for mentoring
- ☉ Have a wider range of linguistic skills to improve rapport-building and trust
- ☉ Have a wider understanding of questioning strategies and their effects.

### Deliverable benefits of a professional mentoring programme are:

- ☉ Professional standards company-wide for mentoring support
- ☉ Shared expectations of mentor and mentee for the process
- ☉ Revitalised management with enhanced support processes
- ☉ Retention, application and cascading of strategic knowledge within the company
- ☉ Clear, measurable development criteria for management
- ☉ Enhanced versatility and effectiveness in mentors' skill sets

## 3CCCs - Making Mentoring Work