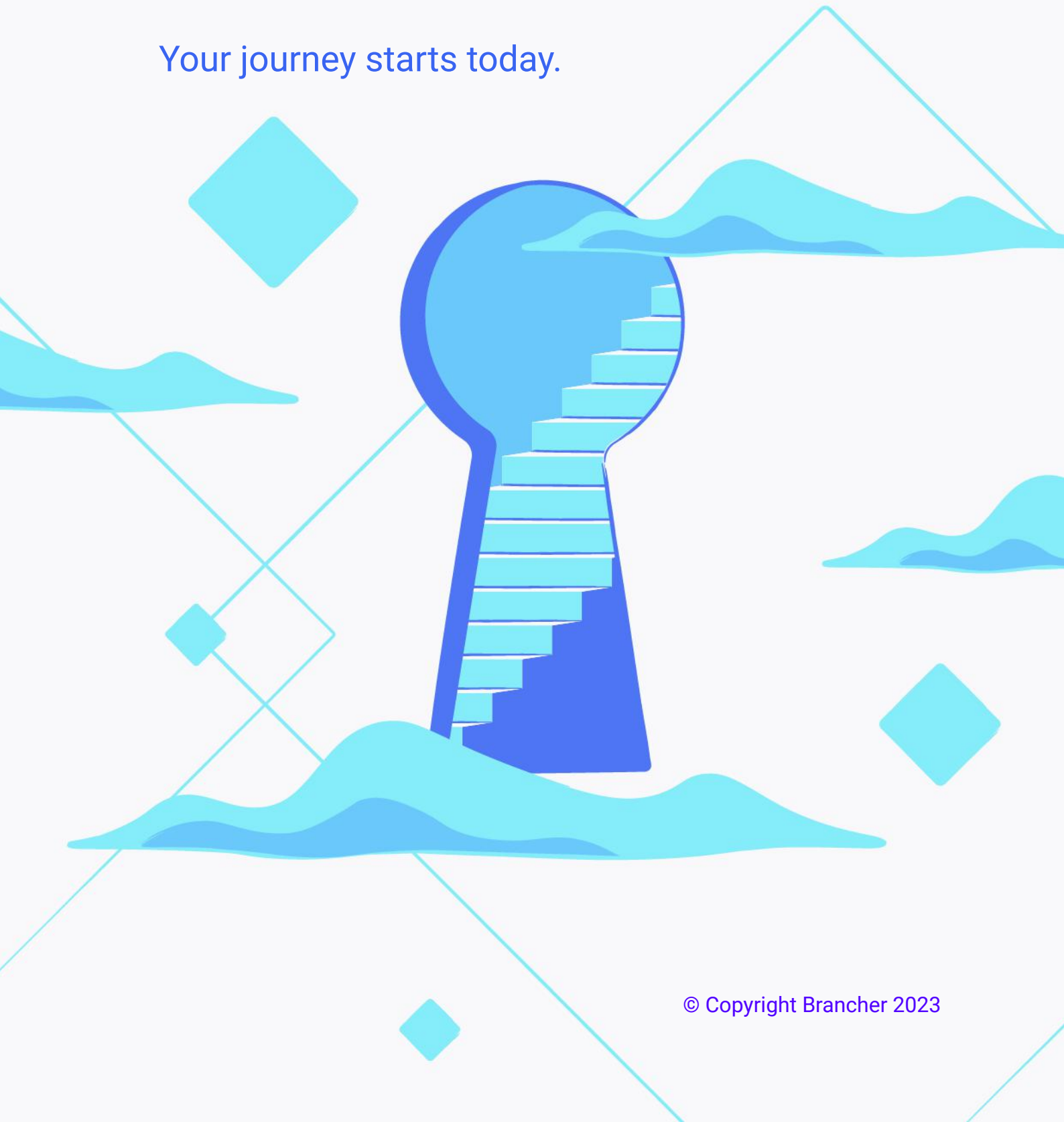


MENTORING GUIDE

Your journey starts today.





About This Guide

This Mentoring Guide has been developed for both mentees, and mentors - so there are resources in here for you both.

This is a guide, not a list of rules (or legal advice). You may adapt it to suit your circumstances.

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●○ A checklist for mentees and mentors

Please refer to the checklist below as a summary of your key actions.

Read this Mentoring Guide and become familiar with what is expected of you.

Adhere to the Code of Conduct.

Establish and agree upon your Mentoring Agreement during your first meeting.

Remember to respect confidentiality and professional boundaries.

Give and receive regular feedback to your mentee/mentor.

Participate in feedback surveys.

•○ Code of Conduct

All mentors and mentees are requested to adhere to the following code of conduct.

- ✓ I commit to fulfilling the mentoring expectations in this guide including meeting with my mentee/mentor regularly as agreed.
- ✓ I have the time, energy and drive to be an actively involved participant.
- ✓ I will maintain and respect confidentiality at all times, including all contact details.
- ✓ I will maintain professional standards of behaviour and safety.
- ✓ I will treat others with courtesy, respect and be non-judgemental.
- ✓ I will provide feedback, and be open to feedback.
- ✓ If I am travelling for extended periods of time (more than 4 weeks), I will advise my mentee/mentor.
- ✓ If my contact details change, I will advise both my mentee/mentor and the Mentoring Lead.
- ✓ If I have any questions about the mentoring program, I will contact the Mentoring Lead.
- ✓ I recognise that all mentoring relationships will need to transition beyond this system and it is up to the mentor to establish clear boundaries as to what the relationship looks like (if anything) outside of the program.

●○ About mentoring

What is mentoring?

Mentoring is...

- A developmentally orientated relationship between a mentee and a mentor, where the mentor offers guidance, support and new learning opportunities to the mentee.
- A relationship founded on mutual respect, non-judgement, openness, willingness to learn, confidentiality, trust, personal growth and continuous feedback.

Mentoring is not...

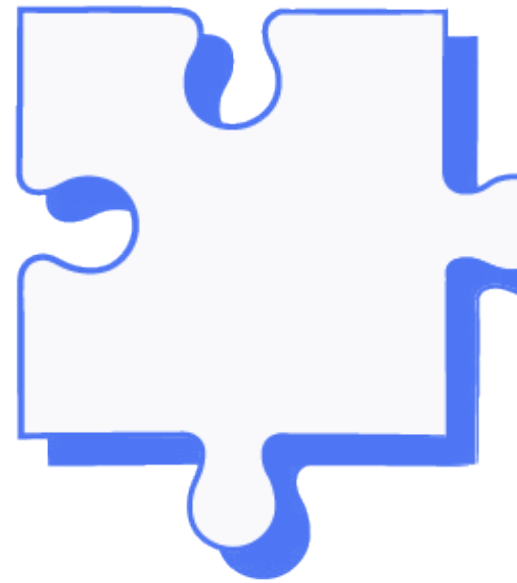
- Therapy. Whilst a good mentor will help a mentee through professional and personal issues, mentoring sessions should not focus on health or financial issues.
- A recruitment agency. A mentor is not expected to help a mentee find a new job.

●○ About mentoring

What is a mentor and a mentee?

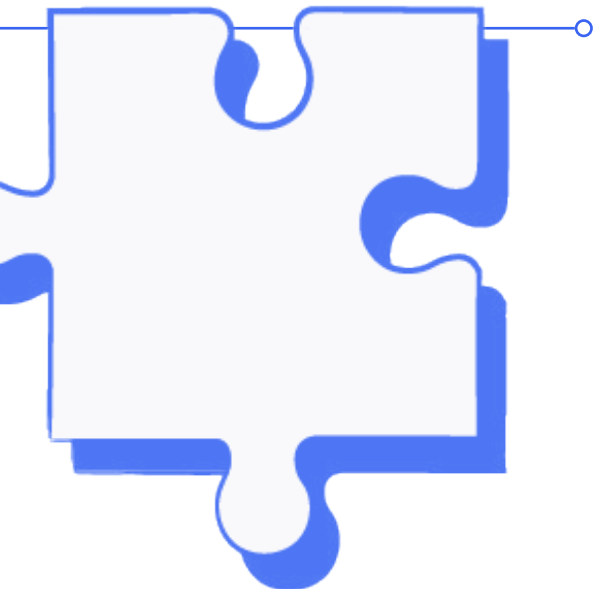
○ A mentor is...

A sounding board - someone who provides knowledge, encouragement, guidance, coaching and constructive feedback to the mentee by developing a genuine interest in the growth of their abilities and talents.



○ A mentee is...

Someone who seeks support and guidance in their career and professional development. A mentee always has ultimate responsibility for their career and professional development.



•○ Are you ready to be a mentee?

Whilst everyone can benefit from mentoring, not everyone will benefit from mentoring at the same time in their career.

Before applying for the mentoring program, we recommend asking yourself the following questions:

- Are you ready to commit approximately 1 - 2 hours per month to mentoring (we recommend 1 hour to meet your mentoring partner and up to 1 additional hour for follow up activities).
- Are you clear on what help you need? If not, try to do some more self-reflection.
- Are you ready to listen, even if it is not what you want to hear?
- Can you honestly respond to questions that dig deep into why you make the choices you make?
- Are you willing to be open, honest, and trust a mentor?
- Are your expectations for your mentor flexible?
- Are you willing to look at situations from all angles?
- Are you driven and ambitious to pursue personal growth?
- Are you ready to stretch out of your comfort zone?
- Are you willing to commit to the expectations of a mentee?
- Do you have time and energy to commit to mentoring?
- Are you ready to learn more about yourself?

If you answered yes to the questions above, read on.

●○ Are you ready to be a mentor?

Some questions you may like to ask yourself when considering if you are ready to be a mentor include:

- Are you ready to commit approximately 1 - 2 hours per month to mentoring (we recommend 1 hour to meet your mentoring partner and up to 1 additional hour for follow up activities)
- Do you have time and energy to commit to mentoring?
- Do you have strong ambitions to give back and assist the next generation, to advance their career and grow as an individual?
- Are you willing to commit to the expectations of a mentor?
- Are you open and willing to advise, support, challenge and coach?
- Are you ready to learn more about yourself? Mentors often experience indirect learning benefits from reflecting on how they got to their current position and articulating the vision of what they want next from their careers.

If you answered yes to the questions above, read on.

What to expect from my mentoring journey

1 STEP 1

Review this Mentoring Guide to ensure you are willing to commit to the mentoring program and then complete the sign up form.

2 STEP 2

Wait patiently while we review your details.

3 STEP 3

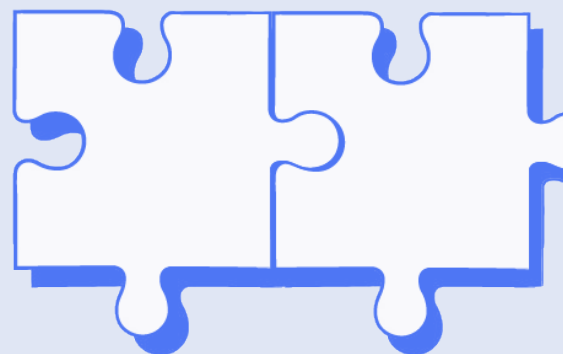
Login to the platform to find/view your mentoring partner match!

4 STEP 4

Kick off your relationship by contacting your partner to arrange your first meeting (the sooner, the better).

5 STEP 5

During your first meeting, complete the Mentoring Agreement to set clear goals, expectations and boundaries.





6 STEP 6

Stay connected with your mentee/mentor. We recommend meeting monthly but it is up to each pair to decide.

7 STEP 7

Let us know how your mentoring experience is going via our short feedback surveys.

8 STEP 8

Ensure you professionally 'wrap up' and 'transition' your relationship. Use the learnings from the online training to support you with this.



9 STEP 9

Consider, do you want to do it all again? We would love to have you join us for another mentoring journey!

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•○ How do we match?

We use Brancher to help create the ideal match.

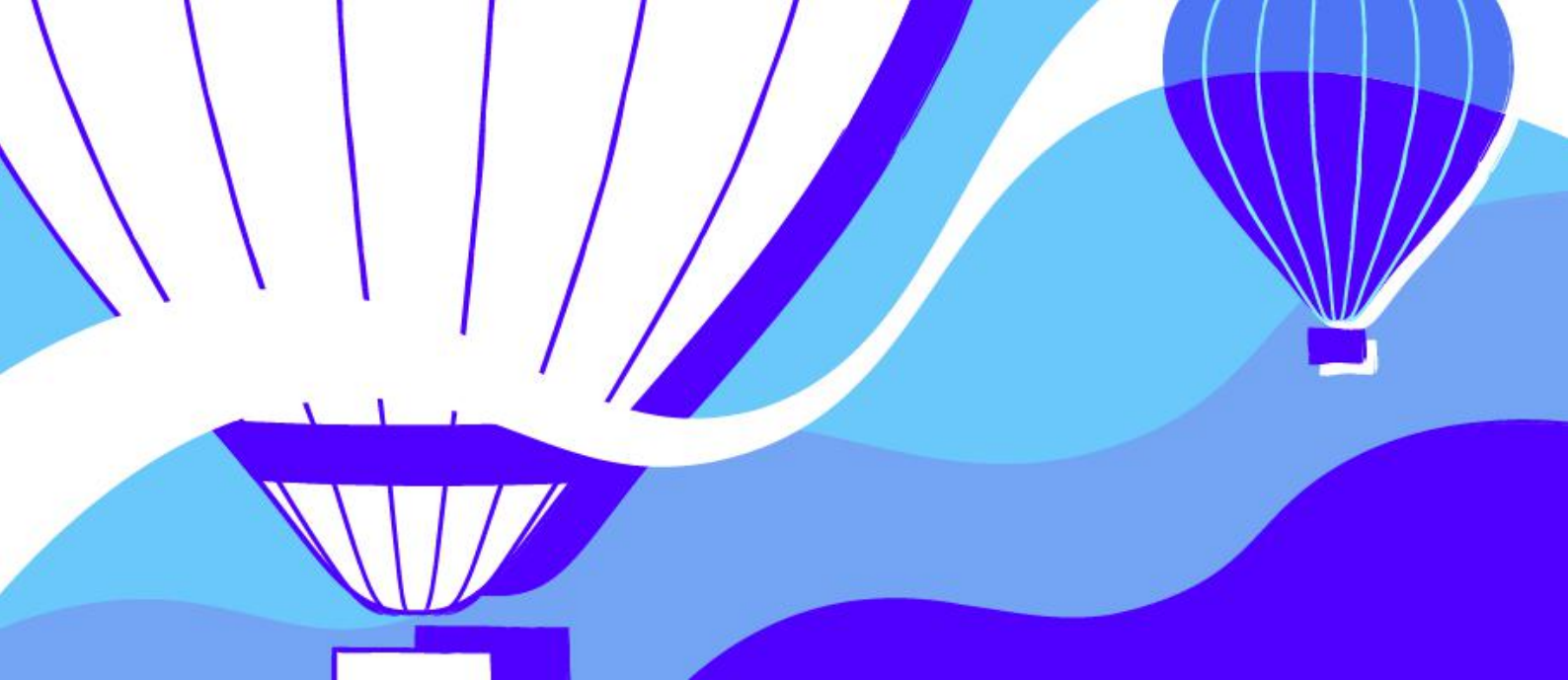
We ask mentors and mentees to complete a detailed online application form to assist in providing compatible matches.

Brancher uses the latest research from the behavioural sciences when matching. This involves considering factors such as goal alignment, career interests, skills, values, personality and more.



Note that compatibility does not always equal similarity - we value diversity, and we recommend people who will complement, challenge and stretch you - but not necessarily be a future version of yourself.

Visit www.brancher.com.au for more information 



○ *Unsure of the match or having issues?*

If you have received a mentoring request and you're unsure of the match, **we encourage you to meet at least once**. Often people feel they might not be a good match on paper but when they meet, they decide to continue the relationship.

If you are having issues during the relationship, **the first step is to try and resolve the issue/s by having an open feedback conversation**. By exploring issues objectively, some problems can be diffused at an early stage.

If this is not possible, review Brancher's training resources and/or reach out to your Mentoring Lead for support. **Ensure you 'wrap up' your relationship.**

●○ What is expected of me as a mentee?

Meeting frequency and availability

- Establish clear expectations and boundaries from the beginning - mutually decide on an agreed time and frequency of contact. We recommend meeting/talking at least once a month.
- Ensure your availability and be fully attentive without distractions during meetings (phone on silent).
- Maintain regular contact with your mentor.

Goal setting and progress

- Work with your mentor to set SMART (specific, measurable, achievable, realistic and time limited) goals and develop clear action plans to address these.
- Work with your mentor to identify other challenges/skills/competencies you want to work on.
- Ask for your mentor's opinion and actively seek out their advice.
- Listen and respect your mentor's advice based on experience and then filter it for your particular situation.

Continued on next page

- *What is expected of me as a mentee? cont.*

Build trust!

- **Build rapport** and prioritise getting to know each other! Research shows that in order for mentoring to be effective (and have any benefit), there needs to be a baseline chemistry between a mentor and mentee.
- **Make no assumptions.** Ask lots of questions to find out your mentor's perspective and opinion.
- **Be non-judgemental and respectful.** Do not pass judgement on different ideas and opinions.
- **Be aware of cross-cultural differences.** Explore how culture can influence different perspectives.
- **Respect confidentiality.** To build a trusted relationship, you must respect strict confidentiality at all times.
- **Show humility and respect your mentor's professional boundaries.** It is unlikely your mentor will have all the answers, they are human, after all. As such, your mentor may refer you on to others who can help.
- **Be open and honest.** Openly share your success stories as well as your failures to get the greatest benefit. Help your mentor understand you, your work and your goals, this will help them to understand what works for you.
- **Follow through on your commitments.** If following through on commitments and meeting deadlines is not your strong point - consider what strategies you will employ to ensure your mentor is not disappointed.

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- *What is expected of me as a mentee? cont.*

Provide and ask for feedback

- **Set** clear expectations at the beginning of the relationship regarding feedback.
- **Provide** regular feedback (at least quarterly) to your mentor about
 - (1) the mentoring relationship - what is working well, what could be improved and
 - (2) your own opinion on how you're tracking with your goal progress and personal growth.
- **Ask** for regular feedback (at least quarterly) from your mentor about
 - (1) the relationship - what is working well, what could be improved and
 - (2) about your own goal progress and personal growth.

Be proactive

- As the mentee, you should be driving the mentoring relationship, including setting up and confirming meetings, setting the meeting agenda, keeping your mentor updated with your progress and how else they can help you.
- Be pro-active and drive your own self-development between meetings.
- Your mentor will be busy, and they cannot read your mind - so be open and honest with how you are tracking, how the relationship is going, and how they can further help you get the most from the experience.

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- *What is expected of me as a mentee? cont.*

Share knowledge and build your network

- Share knowledge and resources in-between your meetings. If you come across a great article, book, podcast, TV series etc - share this with your mentor to keep the communication line open.
- Make the most of the extra confidence and motivation you receive from a mentoring relationship and invest this into building new relationships across the industry. Reach out to someone for a warm introduction or coffee, attend an event, or industry breakfast - put yourself out there to build your network.

Be authentic and display gratitude


- Your mentor is giving up a significant amount of time to invest in you and your career, so a simple thank you can go a long way.
- If your mentor needs to cancel a meeting, or disappoints you in some way - try to be forgiving and reschedule promptly.

TIP: A SIMPLE THANK YOU GOES A LONG WAY

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- *What is expected of me as a mentee? cont.*

And do not...

- Do not ask for a job, or contacts for work. Your mentor is responsible for helping you grow personally and professionally - not for finding you a job or new opportunity.
 - Do not talk to your mentor the same way you may to a health professional or best friend. Whilst it is fine to talk about your personal life (this is important as it builds the foundation of a strong relationship), if the session is focused on a specific mental health, financial health, family problem, or personal crisis, we encourage you to contact your Employee Assistance Program (EAP) if available, Lifeline: 13 11 14 or Beyond Blue (1300 22 4636).
 - Do not expect your mentor to 'treat' you to a nice lunch or purchase gifts. Your mentor is already giving you their valuable time and advice, and this should not be an expectation.
 - Do not ignore your mentor. If things are not working out, don't go silent. Consult with your Mentoring Lead for advice.
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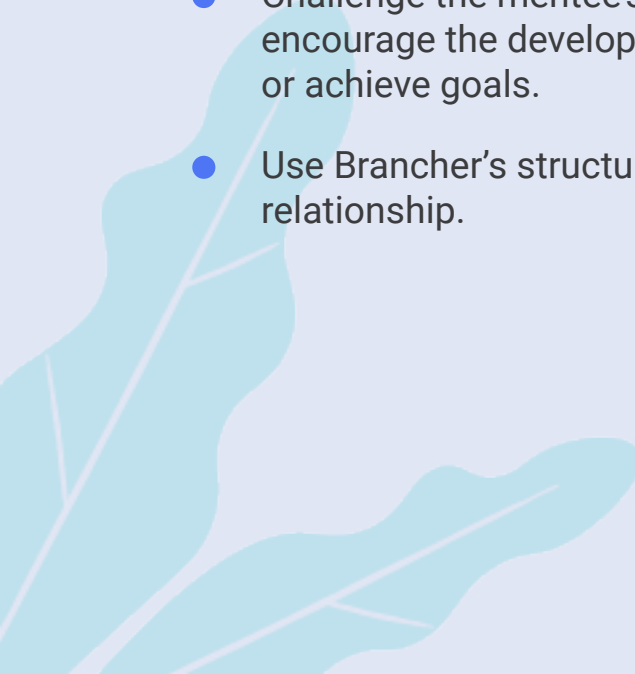


•○ What is expected of me as a mentor?

Meeting frequency and availability

- Establish clear expectations and boundaries from the beginning - mutually decide on an agreed time and frequency of contact. We recommend meeting/talking at least once a month.
- Ensure your availability and be fully attentive without distractions during meetings (phone on silent).
- Maintain regular contact with your mentee throughout the program.

Goal setting and progress

- Help the mentee set SMART (specific, measurable, achievable, realistic and time limited) goals and develop clear action plans to address these.
 - Help the mentee to identify areas where they need further training.
 - Challenge the mentee's assumptions and perspectives to encourage the development of new ways to approach situations or achieve goals.
 - Use Brancher's structure to help provide focus and purpose to the relationship.
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- *What is expected of me as a mentor? cont.*

Build trust!

- **Build rapport** and prioritise getting to know each other! Research shows that for mentoring to be effective (and have any benefit for the mentee), there needs to be a baseline chemistry between a mentor and mentee. At times adapting your style according to the needs and style of your mentee can also help build rapport.
- **Make no assumptions.** Ask lots of questions to find out your mentee's perspective and opinion.
- **Be non-judgemental and respectful.** Do not pass judgement on different ideas and opinions.
- **Be aware of cross-cultural differences.** Explore how culture can influence different perspectives.
- **Respect confidentiality.** To be a confidant and trusted advisor, you must respect strict confidentiality at all times.
- **Show humility and respect your own professional boundaries.** It is OK if you do not have all the answers - refer your mentee to others who can help, if appropriate.
- **Demonstrate authenticity.** Openly share your success stories as well as your failures to help build authenticity
- **Follow through on your commitments.** If following through on commitments and meeting deadlines is not your strong point - consider what strategies you will employ to ensure your mentee is not disappointed.

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- *What is expected of me as a mentor? cont.*

Provide and ask for feedback


- **Set** clear expectations at the beginning of the relationship regarding feedback.
- **Provide** regular feedback (at least quarterly) to your mentee about
 - (1) the mentoring relationship - what is working well, and what could be improved, and
 - (2) about their goal progress and personal growth.
- **Ask** for regular feedback (at least quarterly) from your mentee about
 - (1) the relationship - what is working well, what could be improved and
 - (2) about your personal coaching style and what would further benefit them.

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- *What is expected of me as a mentor? cont.*

Coaching

- As the mentor, you should be listening, coaching and empowering rather than directing and advising. Empowering your mentee to reach their own solution teaches them more than problem solving yourself.
- Consider using a method such as “GROWTH” coaching (Campbell, 2016) 
 - GOALS - What do you want to achieve?
 - REALITY - What’s happening now?
 - OPTIONS - What can you do?
 - WILL - What will you do?
 - TACTICS - How and when will you do it?
 - HABITS - How will you sustain your success?

TIP: USE A GROWTH COACHING MODEL TO AVOID ONE-WAY CONVERSATION FROM THE MENTOR TO THE MENTEE

Visit www.brancher.com.au for more information 

Campbell J. (2016). Framework for practitioners 2: The GROWTH model. In C. van Nieuwerburgh (Ed.), *Coaching in Professional Contexts*. London, UK: Sage.

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- *What is expected of me as a mentor? cont.*

Share knowledge and resources

- Share knowledge and resources in-between your monthly catch up. If you come across a great article, book, podcast, TV series etc - share this with your mentee to keep the communication line open.
- If appropriate, introduce your mentee to professional networks and explore career development opportunities.

Celebrate success and build resilience

- Celebrate the mentee's achievements and goal progress.
- A simple 'well done' recognition can go a long way.
- Maintain optimism in the face of setbacks, and find the positive in each situation.
- In addition to sharing success stories, encourage the mentee to talk through failures and lessons learned to build resilience.

TIP: RECOGNITION IS MORE POWERFUL THAN REWARD

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- *What is expected of me as a mentor? cont.*

And do not...

- Do not discount or minimise experiences that your mentee is sharing with you.
- Do not feel like you have to offer up your network. Introductions to your network are a generous offer but not expected. You are not expected to do this or find your mentee a job.
- You are not expected to be a health professional. If you become aware of an issue of concern, suggest that your mentee seek professional help. If the mentee is experiencing a personal crisis, mental health issues or financial difficulties, please refer them to Lifeline (13 11 14) or Beyond Blue (1300 22 4636).
- You are not expected to 'treat your mentee' to a nice lunch or other forms of financial rewards.
- Do not ignore your mentee. If things are not working out, don't go silent. Consult with your Mentoring Lead for advice.

●○ Mentee Tips: Preparing for your first meeting

When preparing for your first mentoring meeting as a mentee, spend a few minutes thinking about yourself and your own career story. Consider the following questions:

What is your background?

How did you get to where you are today?

What are some of the things you are most proud of?

What are some of your biggest challenges and what have you learnt from these?

What are your biggest strengths and how have you managed to leverage these?

What are your biggest areas of weakness and what strategies have you implemented to manage these?

Continued on next page

○ *Mentee Tips: Preparing for your first meeting cont.*

What are your personal values (e.g. family, enjoyment in life, freedom, independence, work ethic, ethics, financial security/wealth) and how do these guide your career choices?

What do you like about your current role and what do you not like?

What are your current challenges and which of these are most important (impactful)?

What are your immediate and long-term goals?

What would you like to get out of this mentoring program?

What would an ideal mentoring relationship look like?

•○ Mentor Tips: Preparing for your first meeting

When preparing for your first mentoring meeting as a mentor, spend a few minutes thinking about yourself and your own career story. Consider the following questions:

What is your background?

How did you get to where you are today?

What are some of the things you are most proud of?

What are some of your biggest challenges and what have you learnt from these?

What have been your biggest disappointments?

What are your biggest strengths and how have you managed to leverage these?

Continued on next page

○ *Mentor Tips: Preparing for your first meeting cont.*

What are your biggest areas of weakness and what strategies have you implemented to manage these?

What would you have told yourself five (or ten) years ago?

What is a key piece of advice you have?

What do you think will be the key skills in highest demand over the next five years?

What would an ideal mentoring relationship look like?

●○ Agenda for your first meeting

Consider the following agenda (and how you might adapt this) for your first meeting. Remember this is a guide only

01. Get to know each other

- What are your backgrounds/ career stories so far, hobbies outside of work, career goals, personal strengths, areas for development?
- What are you both hoping to get out of the mentoring relationship?
- For those who have been a mentor/had a mentor previously, what have the positives and negatives of those relationships been? What did you learn about yourself in the context of that relationship?
- What are your similarities and differences in regards to working styles (i.e. are you organised and detail orientated or strategic and a high level thinker?) and how can you be aware of these to foster trust and understanding?

02. Review the Code of Conduct together

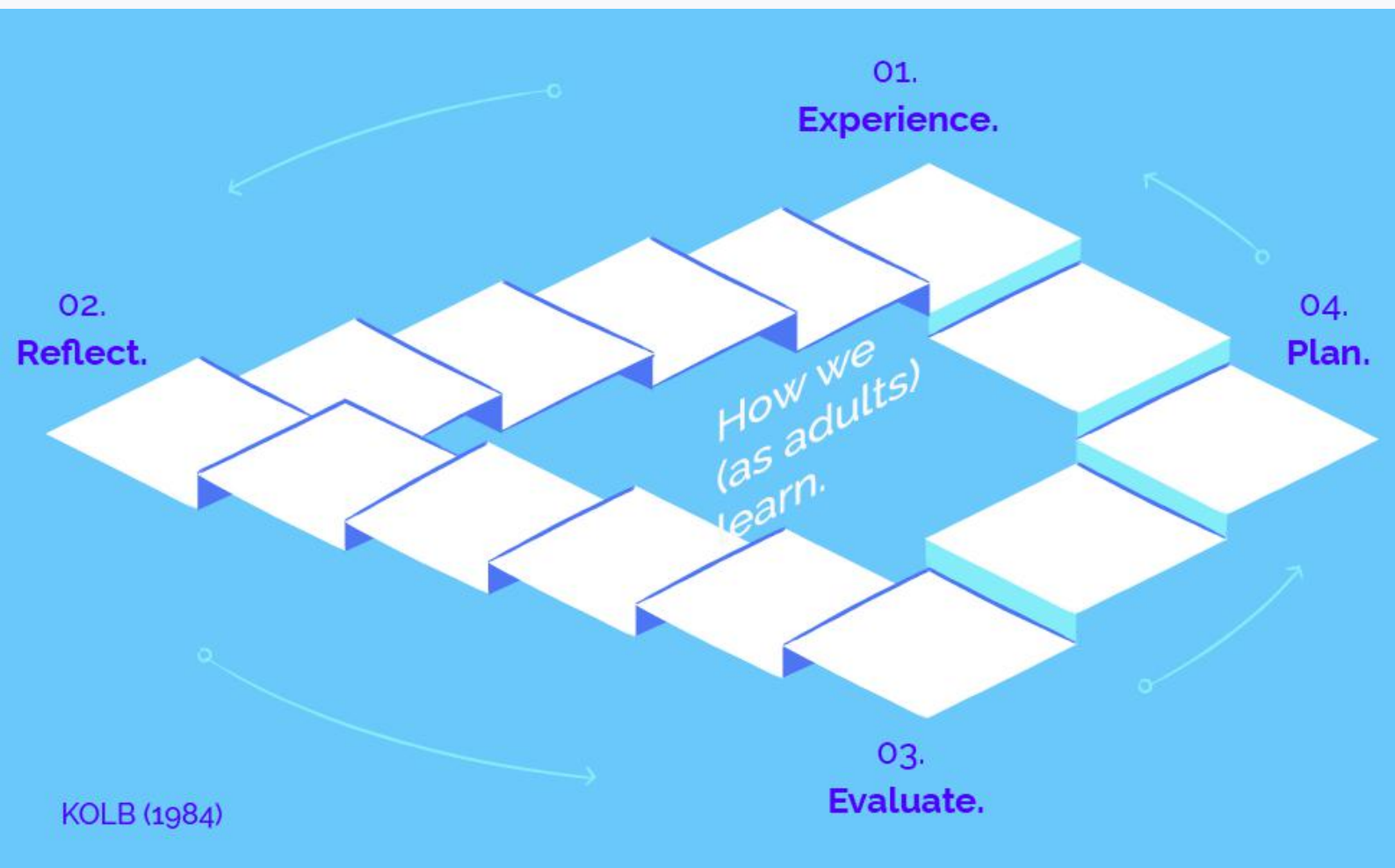
03. Complete your 'Mentoring Agreement' via Brancher's platform

04. Clarify expectations

- Clarify expectations of each other and anything not covered in the Mentoring Agreement
- Extending on the Mentoring Agreement, explicitly discuss and agree upon the boundaries to confidentiality and ensure both parties are comfortable.
- Clarify areas of expertise. For example, discuss that if the mentee is asking for something beyond the expertise of the mentor, that the mentee will be referred to someone else.
- Set the agenda for the next meeting.

●○ Reflect and Plan Between Meetings

To maximise your learning and growth, we suggest you follow Kolb's Adult Learning Framework:



Kolb, D.A. (1984).
Experiential learning:
experience as the source of
learning and development.
Englewood Cliffs, NJ:
Prentice Hall.

●○ Reflect and Plan Between Meetings

In order to maximise your learning and growth, we suggest you follow Kolb's Adult Learning Framework. Ask yourself the following questions in between meetings to reflect, evaluate and plan.

REFLECT

- What went well and what did not go so well in the last meeting?
- What did I do well and not so well?
- What thoughts or feelings did I have at the time?
- What choices did these lead to?
- What immediate actions did I take?
- What external factors influenced my behaviour?
- What were the consequences of my behaviour?

EVALUATE

- Why did things go well and not so well?
- What could I learn or take from this experience?
- What could I do differently next time?

Continued on next page

○ *Reflect and Plan Between Meetings cont.*

PLAN

- What shall I do next time in order to feel better and achieve a better outcome?
- Have you followed up and completed previous action items?
- Have you connected with your mentee/mentor (either via email, text or phone) since your last meeting (even if it's a simple article you are forwarding)?
- Have you thought about what key questions your mentee/mentor may have for you in the next meeting?
- How will you ensure you are 'present' in your next meeting (phone turned off and mind present)?
- Is there anything that needs to be confirmed (location, time) in preparation for your next meeting?

Note: In addition to using these questions (and the Kolb learning model) as a framework for reflecting on your meetings, and improving the quality of each mentoring meeting, you could also use this framework to reflect on a specific challenge or completed task/project of the mentee.











●○ Talking points (suggestions)

Mentees and mentors have told us the following topics have been interesting and useful to explore during mentoring meetings.

- What are my 3 year, 5 year and 10 year goals? What action plans can I create to achieve these goals?
- What are my personal values and what is important to me in life?
- How do I ask for a pay rise/negotiate my salary?
- How do I build a strong network and why is this important?
- How do I meet new people that can help me with my goals?
- How do I deal with tough situations or difficult stakeholders?
- What are the standards and ethics I want to stand by?
- Is work-life balance important to me and if so, what strategies can I employ to have a better balance?
- Are we staying on track and making progress towards the mentee's goals? This can be done by reflecting on the original Mentoring Agreement.
- Are we both delivering on our commitments and agreed actions?
- How can we further improve the mentoring relationship for both of us?
- Share career stories. Career start, changes made along the way, high and low points. What experiences were helpful?
- Discuss mentee's personal vision: What would he/she like to be remembered for over the next few years?
- Talk about topics not pertaining to work: news and events, family history, hobbies, movies.








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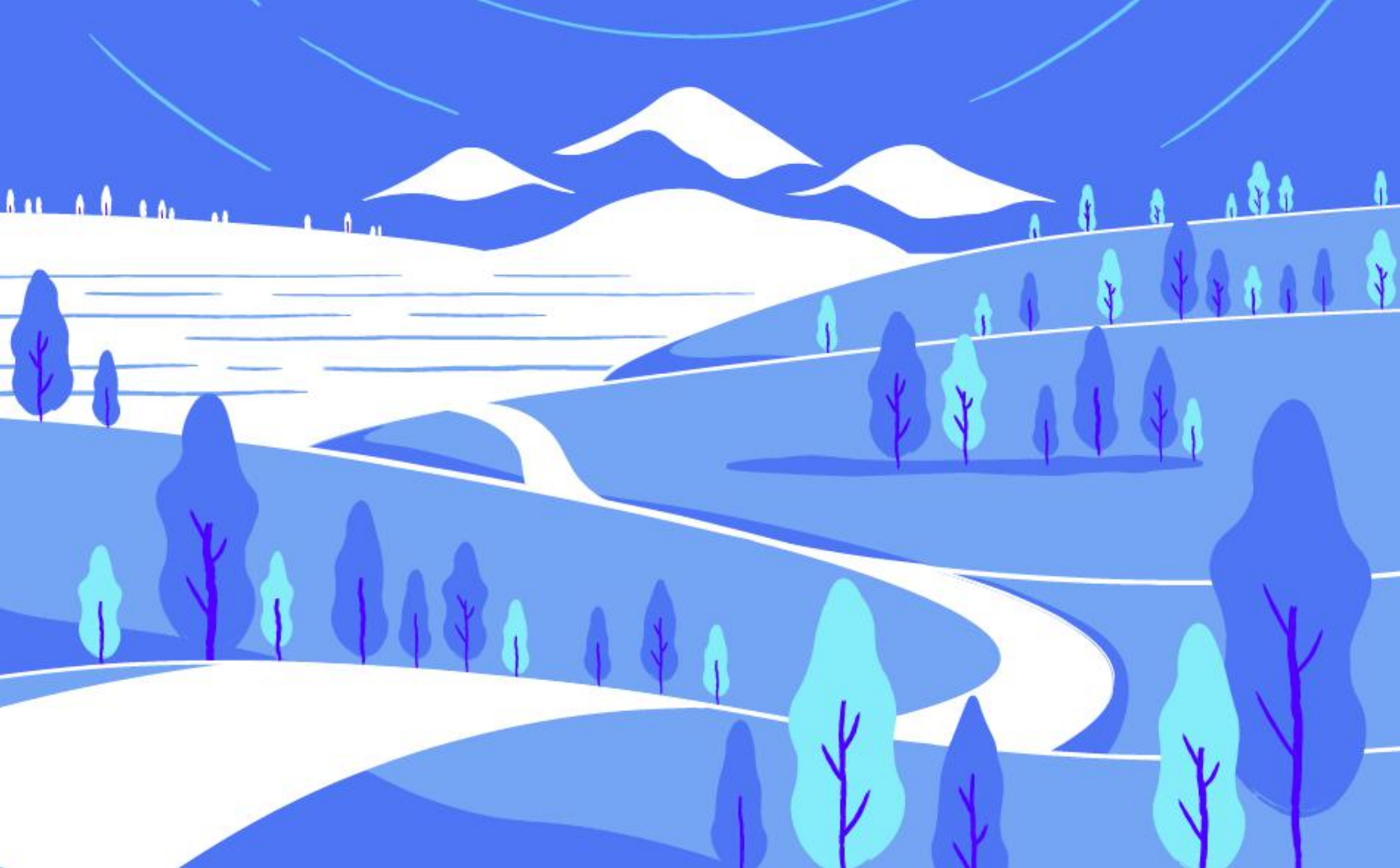
○ *Talking points (suggestions) cont.*

-  Discuss mentee's strengths and how to enhance their growth. Get mentee to gather information from their own observations, comments in performance reviews, informal feedback from supervisors or coworkers, etc. What do people say you do best? Mentor can then add his/her observations.
-  Discuss mentee's growth areas and tentative plans for working on them. Discuss how feedback will be given and received, and what, if anything, either would like to avoid doing.
-  Mentee assignment: Write down the picture of a perfect week. What are you doing, where are you living, how do people talk about you? Discuss these discoveries with your mentor and what you can learn/apply from them.
-  Identify/refine 1-3 objectives to work on together -preferably skills pertaining to growth areas and leveraging strengths.
-  Mentor to review and discuss the mentee's resume with a critical eye, offering suggestions and examples of what you would change.
-  Mentor to review a report, presentation, proposal, brief or other document/content the mentee writes.
-  Exchange and discuss potentially useful articles.
-  Mentor to ask the mentee for advice (switch roles) and exchange insights.
-  Mentee and mentor to both discuss a quote that has certain meaning or inspiration for them.
-  Discuss some of the "unwritten rules" each of you had observed or learned about success in your organisation. How has this differed from other organisations? What other lessons have been learned?

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○ *Talking points (suggestions) cont.*

-  Communicate about what you have appreciated about your mentoring relationship with one another and thus far.
-  Mentee can research, write up or present on various career path they would consider taking. Often looking at people's career paths on LinkedIn can be interesting research. Mentor can provide feedback; provide a sounding board, discussion. Share/lend books, DVD's, articles, podcasts.
-  Discuss: How do you each best like to learn?
-  Discuss: How would your competitors or critics describe you?
-  Discuss your role models. How have they impacted your decisions or beliefs? Mentee can research learning opportunities (training courses, books, on-the-job activities) and vet them with mentor.
-  Mentee can identify upcoming risks, difficulties or stress (deadline, conflicts, fears, etc.) and plan with mentor ways to minimise.
-  Discuss a situation of interpersonal conflict and/or miscommunication that the mentee has experienced or successfully avoided.



Contacts

- For mentoring general enquiries:
[Contact your Mentoring Lead](#)
- All technical issues or training enquiries should be directed to:
hello@brancher.com.au 