

# Mentoring



Help when you need it

## **Acknowledgements**

This brochure was written for NZFVWO by Kura Geere-Watson

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NZ Federation of Voluntary Welfare Organisations

P O Box 9517, Wellington.

web: [www.nzfvwo.org.nz](http://www.nzfvwo.org.nz)

email: [comms@nzfvwo.org.nz](mailto:comms@nzfvwo.org.nz)

# Mentoring

## Help when you need it

*“The most relevant professional development tool, that fosters continuous learning, is mentoring.*

*Mentoring provides a structured forum for regular, in-depth reflection on your work issues and your learning goals.*

*Mentoring helps you to distil your experiences, and to improve your performance.*

*Mentoring accelerates professional, organisational and personal learning.”*

*New Zealand Mentoring Centre*

# Mentoring - What is it?

*Mentor: a wise or trusted adviser or guide (Collins Dictionary)*

The term mentoring is being increasingly used to describe a relationship with a trusted adviser, to promote on-going learning and provide support for people in their workplaces.

In this instance, the term is used as a generic term, interchangeably with similar concepts of supervisor or coach. It describes a range of relationships from informal to highly structured, and is targeted at people in governance and management roles in voluntary agencies. The practice of clinical supervision requires specific skills and qualifications, and is not included in this definition.

## With your mentor you will

- create a learning partnership, not linked to performance appraisal;
- uncover your own answers to challenges;
- discover new perspectives, gain clarity and confidence;
- strategise and take action while alleviating stress;
- enhance leadership potential.

## A good mentoring relationship

allows the individual to maximize their time/resources/skills while reflecting on:

- best practice - mentors enable professional competency;
- identification of specific skill gaps and valuable networks;
- direction of the organisation – in relation to mission and vision;
- personal direction and career path;
- relationships and networks.

## **How can mentoring help the individual (protégé)?**

- By identifying skills and strategies that allow the protégé to be more effective in their role;
- By providing space to offload and express personal responses and feelings that arise as a result of employment situations;
- Provides a vehicle for checking decisions;
- Develops self-management skills.

## **How can mentoring help the organisation?**

- Mentoring is a way of easing the organisation through stages of development and change;
- Introduces external assistance and experience that enables the organisation to remain responsive and innovative;
- Complements other staff training and support systems and can be useful for committee members, staff or volunteers.

## **Characteristics and roles of a mentor and protégé**

- The mentor acts as a “catalyst”, encourages, challenges and facilitates the learning of the protégé;
- Mentoring is a changing concept to match changing needs – an organic relationship;
- The protégé must always be the driver of the relationship to match changes with the learnings of the protégé and the needs of the protégé;
- A mentor enables and supports professional competency.

# How can I find a mentor?

A mentoring relationship should always be driven by the needs of the protégé.

## Consider your needs

- What is the most critical barrier or missing piece for you to carry out your role?
- What other training are you planning or undertaking?
- Do you want to approach someone already involved in the organisation – or an outsider?
- Is this provided for in your budget?

## Discuss further in your agency

- Are others in your organisation already using mentors?
- Will your manager support your having a mentor?
- Is there a place for clusters, or group relationships?
- What suggestions does your manager, or committee, have?
- Can we afford to pay for a mentor, or are we asking for a voluntary relationship?

## Make approaches to:

- People with the overall/particular experience you are seeking;
- Consult local community resource people – such as community advisers, consultants and trainers;
- Ask local networks;
- Spread the word!

# How can I become a mentor?

As a mentor, your role is an adviser, a guide; not a manager or employer.

## What skills does a mentor need?

- Good listening skills, be able to reflect on experience;
- The ability to customise answers - one size does not fit all;
- Confidence in their own knowledge;
- Good communication skills.

## A mentor needs to –

- Have an understanding of and empathy with the organisation's values, mission, culture and sector;
- Have the ability to take a holistic view of the organisation (human/physical resources);
- Understand that a mentor does not only give, but also receives from the relationship – the mentoring relationship should be egalitarian;
- Acknowledge and understand boundaries and a formalised confidential relationship, which is regular and organised.

## A mentor does not –

- Do the work on behalf of the organisation board or staff member;
- Steer a project/or organisation;
- Be considered a one-stop-shop for advice on health of the organisation and the staff within the organisation.

# Establishing the relationship

- The initial approach should be made by the protégé, or someone on their behalf (such as manager or supervisor)
- Arrange one or two initial meetings to clarify the expectations of both people;
- Establish ground rules about how the meetings will be conducted – about both process and expected content;
- Establish agreement about the nature of the relationship – frequency and length of meetings, notice required, accessibility at other times;
- Discuss what to do if either party feels the relationship is not working;
- Set a review date and process – suggest a 6 to 12 month period.

## Records

Agree on what records of meetings will be kept. Include issues of client confidentiality and employment matters.

## Contracts

These should be drawn up only after expectations (of the protégé) have been clarified.

## Confidentiality

This should be clearly acknowledged from the outset, not taken as a 'given'. The notion of *what is said here, stays here* should be recognised by all parties.

*A mentoring relationship, whether individual or group, should not be tied up to performance appraisals but should be part of an employment contract as a recognised part of support provided by an employer.*



# Different models of Mentoring

Mentoring can be experienced in different ways.

## Promoting a mentoring culture

Mentoring is often an integral part of the work and life of organisations and groups in our society. Where there is valuing and recognition of the gifts brought through the wisdom and experience of others, a culture of sharing and learning together is promoted.

These are less formal relationships, and it is possible to experience a number of them at any one time, and often only be aware of their impact in hindsight.

Promoting a culture that recognises and acknowledges these relationships is an important part of a values-based and caring society.

## Group/Peer mentoring

The idea of a group of like-minded adults coming together to meet mutual learning goals has a long history. In 1727 Benjamin Franklin created a group he called a “Junto” of fellow entrepreneurs who shared the belief that “individuals associated can do more for society, and themselves, than they can in isolation”.

Peer, or group, mentoring is strongly established in groups within and across the sector throughout New Zealand.

## Some features of peer mentoring

- Group as well as individual learnings
- Time to reflect on a situation that has caused a problem
- New ways of dealing with problems and issues are offered
- Excellent networking experience
- Developing new/adequate responses for future situations.

# Programmes and Projects

## **Business in the Community** (BITC—National)

A mentoring programme to support the development of small businesses where experienced business operators (mentors) are matched with new business operators. BITC mentors have recently been extended to local museums under a project led by Te Papa. *Ph 090525 0380*

## **Community Group Mentoring Programme** (Hamilton)

The community group mentoring programme of Enterprise Hamilton is designed to encourage and support the growth of community / not-forprofit organisations by bringing experienced individuals in contact with community groups in a supportive and advisory role. *Ph 07 938 6517*

## **United Way** (Auckland)

This is a new mentoring programme as part of a framework of corporate volunteering programmes. It recognises that mentors from the business sector who work with NGOs organisations benefit through working in an area where their comfort zones are challenged, working with a limited budget, and working in an environment where traditional management practices and styles are challenged. *Ph 09 377 2544*

## **Compass Community Foundation** (Tauranga)

A charitable trust which provides on site mentoring and other support for about 40 community groups at the Compass Village in Tauranga and for a wide range of voluntary organisations in the central North Island area. *Ph 07 571 3701*

## **Christchurch Community** (Crown Public Health)

A two year study of supervision in the community sector, which involved a wide cross section of the community/voluntary sector in Christchurch— likely to lead to the establishment of a Supervision Bank and a programme to promote and support the practice of supervision. *Ph 03 379 9480*

## **Web Pages**

[www.nzfvwo.org.nz](http://www.nzfvwo.org.nz) (mentoring project report)

[www.mentorcentre.co.nz](http://www.mentorcentre.co.nz)

[www.volunteertoronto.on.ca](http://www.volunteertoronto.on.ca) (Canada programme)

[www.enterprisehamilton.co.nz](http://www.enterprisehamilton.co.nz)

[www.mentoring.deliverthepromises.com](http://www.mentoring.deliverthepromises.com)

[www.mentoring-programs.com](http://www.mentoring-programs.com)

[www.coachfederation.org](http://www.coachfederation.org)

[www.coachu.com](http://www.coachu.com)

# Resources

## Manuals

NZFWO:

Managing Volunteers (2001)

Managing your Voluntary Agency (1993)

Personnel Practices in Voluntary Agencies (1994)

North Shore Social Services Council:

Supervision Myths and Facts

## Books

Mentoring—Organisational Learning, Franklin Lakes NJ, Career Press 2001

Mentorship : the dynamic relationship between the mentor, the protégé, and the organisation. A thesis presented in partial fulfilment of the requirements for the Degree of Master of International Communication at UNITEC Institute of Technology / Author : Drake, Kristen.

(Books available at through UNITEC Library— [www.unitec.ac.nz](http://www.unitec.ac.nz))

How to be better at delegation and coaching—Tom Atherton

Coaching, mentoring and managing—William Hendricks

Coaching—realising the potential—Paul Kalinauckas—Helen King

## Training

University of Canterbury, Centre for Continuing Education offers training in 3 stages, presented as one and two day Professional Short Courses.

(Christchurch example - other examples available in other regions)

UNITEC Graduate Diploma in Not for Profit Management Available in Auckland, Christchurch, Wellington, Nelson & Tauranga. Two modules on this course cover peer mentoring, Small Team Leadership and Management Practicum.

## Consultants

The Power of Peer Mentoring – a systematic approach to peer coaching and professional development.

A Mentor’s Toolbox - skills and frameworks for mentoring others, by Credos Associates – training and development consultants ([aly@credos.co.nz](mailto:aly@credos.co.nz)).

The New Zealand Mentoring Centre, an Auckland-based company providing individual, peer and organisational mentoring services for CEOs and companies.

## **About this publication**

This brochure is a resource produced from a study undertaken by New Zealand Federation of Voluntary Welfare Organisations of mentoring in the voluntary sector in New Zealand.

It is designed to promote the concept and practice of mentoring, and outlines

- the role of mentors
- guidelines for mentoring
- projects, training and support for mentoring.