Executive Mentoring Programme Guidelines

The purpose of this document is to provide guidelines for the LIFE Executive Mentoring Programme for both Mentors and Mentees and help both parties achieve the utmost from their mentoring relationship.

LIFE launched the Executive Mentoring Programme to provide its Senior Members with support and advice from within its network of professionals, as we deem it an effective way of further developing talent and making sustainable progress based on the principle of a positive partnership. It is a crucial element of our Value Proposition.

What is mentoring?
Mentoring is a formulated process whereby mentors leverage their knowledge and experience and actuate a supportive role of overseeing and encouraging reflection and learning, to facilitate the mentee’s career and personal development. Mentoring enables, encourages and sometimes triggers major change in people’s lives and work. As such, it is about developing the whole person, rather than training in particular skills.
Mentoring is people centric and its transformational success depends on:
- Mentees taking ownership to generate their goals
- Mentors possessing the genuine desire to promote development and assist

The relationship framework

Practicalities
- Mentor and Mentee interact in a mutually agreed frequency such as once every month, either in person or remotely through online channels if across chapters;
- Mentors and Mentees agree on the required session duration, usually 60-90 minutes;
- Mentor should encourage their Mentees to reach out in between the sessions if they have any questions or dilemmas.
- The Mentee defines the focus of the topic of the upcoming session, informing their Mentor ahead of item in order to allow enough time to prepare and reflect on the topic.
- Each mentorship relationship will last for 6 months.
- At the end of the period, Mentee may request renewal of the existing relationship.
- If either Mentor or Mentee feels uncomfortable with the mentorship relationship or any discussion, they should suspend the dialogue and bring it to the Mentoring Coordinator’s immediate attention.
The ground rules for the partnership

For the Mentor
- Commit to the Programme and make ample time for the sessions;
- Listen actively and show empathy;
- Give constructive feedback that can be acted upon;
- Have the ability to suspend your judgement and prejudices;
- Help to define the Mentee’s objectives;
- Use different questioning techniques;
- Encourage the Mentee to take responsibility for their own learning and development;
- Be willing, when appropriate to share work experiences, skills and networks;
- Use the opportunity to develop your skills as a Mentor;
- Have the ability to discern when boundaries are being approached;
- Act in absolute confidentiality.

For the Mentee
- Take the initiative to schedule meetings;
- Be sensitive to their Mentor’s availability and preferred method of scheduling;
- Be on time;
- Prepare the session and your questions ahead of time;
- Be receptive to feedback and follow through on commitments and goals set during the mentoring sessions;
- If you face difficulties in your rapport, the best way to deal with them is to openly discuss them with the Mentor;
- Act in absolute confidentiality.

The Foundation of a Great Mentoring Relationship

Trust  Respect  Communication

Sources: Gallup Business Journal Harvard Business Review

The Mentor
Preparing for mentoring

It is important that the Mentor prepares for the mentoring sessions, reflects on what he/she can offer and communicates this to the Mentee in the upcoming session. The Mentor would then draw on his/her professional and personal experiences and would be ready to define ways to monitor progress.

The first mentoring session

The first mentoring session is essential. It sets the basic guidelines for the future communication.

A well-established rapport between the Mentor and the Mentee is a key to the successful mentoring process.

As a Mentor, you must get to know your Mentee by exploring what they currently do with regard to work, education, career history and aspirations, motivation and what is expected from the mentoring relationship.

Similarly, let your Mentee know about you, your current job and career history, and what has motivated you to engage in the mentoring Programme.

Finally, you discuss the objectives of the mentoring relationship.

It should be clear from the beginning that Mentor’s role is not to solve Mentee’s problems and challenges but rather to support them and give them the appropriate tools and guidance to deal with these challenges.

Contracting
- Have 3 to 6 sessions, agree on timing and frequency
- Keep in touch between sessions
- Respect the confidentiality of the sessions
- Have honest, courageous conversations
- Establish clear goals: What do you want to achieve? What success will look like?
- Design a clear action plan and establish accountability
- Evaluate progress after 3 sessions and at the end of the 6 sessions
- Agree on the line of action if one or more parties feel that it is not working
The Mentor

The subsequent sessions

Subsequent sessions should be planned in advance and include the exact date, time and venue as well as the topic to discuss. The following framework is suggested:
- What is new compared to the last time you have met;
- Selected topics/questions of the day;
- Agree plan of action until next session;
- Summarize ideas and draft a plan for the next session, to be prepared by the Mentee.

The reflection

The Mentor should always try to reflect on the progress of the mentoring process and discuss it with the Mentee. This will avoid misunderstanding and direct the process on the expected and desirable course. Furthermore, it is important to highlight successes achieved by the Mentee, to determine future direction in which to continue the mentoring process.
The Mentee

Preparing for mentoring

It is fundamental that the Mentee prepares for the first mentoring session and thinks about their expectations, wishes and hopes, as well as the specific goals that he wants to achieve in the mentoring period.
- Think about topics that you would like to share with your Mentor;
- What do you want to achieve from these sessions?
- What would success look like and what would be the best-case scenario?
- In which areas can your Mentor support you?

The reflection

The Mentee should dedicate 30-60 minutes for personal reflection after each mentoring session, ideally on the same day and write down a summary of the discussion:
- What did you talk about?
- What has moved/inspired you during and after the session?
- What did you learn?
- What should you do/consider/investigate before the next session?

How to be a Great Mentee

1. Know what you want
2. Be prepared
3. Take action on the advice
4. Be hungry, but not a head-nodder
5. Show gratitude, honesty, and respect

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Final evaluation

At the end of the mentoring Programme, the Mentee and the Mentor should reflect and share their thoughts by using the following questions:
- Are you satisfied with the progress of the mentoring process?
- Revisit the goals set throughout the sessions;
- Which new perspective did you discover?
- What are the main difficulties you have faced?
- How does the Mentoring Programme influence the personal and professional development?
- How to continue interaction on an informal basis.

A final review will be sent by the Mentoring Coordinator to both Mentor and Mentee for evaluation of the Programme.
### Appendix 1: Summary of responsibilities

<table>
<thead>
<tr>
<th>Actions</th>
<th>Mentee’s obligation</th>
<th>Mentor’s expectations</th>
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<tbody>
<tr>
<td><strong>Before the first meeting:</strong></td>
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<tr>
<td>Initiate contact within a month after the pairs have been announced and establish a time and place for the first meeting</td>
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<tr>
<td>The Mentee may want to share results of any feedback or assessment as a tool to help identify the most appropriate developmental opportunities</td>
<td>X</td>
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<tr>
<td><strong>The First meeting:</strong></td>
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<tr>
<td>Contracting / outlining the relationship</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Mentees will identify three of the most important outcomes/goals they hope to accomplish through the Programme</td>
<td>X</td>
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<tr>
<td>Mentors will identify how they can and cannot assist in accomplishing those outcomes. Discuss the Mentee’s career goals and development objectives [define expectations].</td>
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<td>X</td>
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<tr>
<td>The Mentor provides insight on the resources he/she has that align with the Mentee career goals and development objectives</td>
<td>X</td>
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<tr>
<td>Determine accountability measures and establish ground rules, time frames. Discuss follow up.</td>
<td>X</td>
<td>X</td>
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<tr>
<td>The Mentor shall keep their Mentee’s personal information strictly confidential</td>
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<td><strong>During subsequent meetings:</strong></td>
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<tr>
<td>Mentor and Mentee should evaluate how to work towards meeting the established milestones</td>
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<tr>
<td>Mentor should give potential assignments for the Mentee that align with his/her development objectives</td>
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<td>X</td>
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<tr>
<td>Mentor should identify other key individuals the Mentee should meet.</td>
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<td>X</td>
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Appendix 2: Mentee Session Sheet

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<tr>
<th>Challenges/topics to be explored in the session:</th>
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<table>
<thead>
<tr>
<th>Incomplete actions from previous session</th>
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<table>
<thead>
<tr>
<th>Actions to be taken to the next session</th>
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<tr>
<th>Insights during the session</th>
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Appendix 3: LIFE Procedures

1. Appointment of Mentors
   
   1.1. Senior Members will be mentored by fellow Senior members;

2. Origination of Mentees
   
   2.1. All current LIFE members automatically qualify for the Mentorship Programme;

3. Matching process
   
   3.1. Mentees are assigned to Mentors by the Mentoring Coordinator based on career interests/aims, geographical location and availability;

   3.2. Each Mentor can, with their agreement, be assigned up to three Mentees

4. Duration of Mentoring
   
   4.1. Executive Mentorship is effective from the day of matching for a period of 6 months. After that period, informal mentorship is at the discretion of the Mentor and Mentee.

5. Mentoring Coordinator (MC)’s supervision
   
   5.1. The MC shall match LIFE Mentor and Mentee and inform them of their responsibilities and the Programme’s guidelines;

   5.2. Follow-up:

   5.2.1. The MC shall follow-up with the Mentee within 1 month of the inception of the Mentorship relationship to ensure that contact has been made with the Mentor;

   5.2.2. Both Mentor and Mentee can contact the MC at any time for assistance;

   5.2.3. At the end of the mentoring period, the MC will follow-up with the Mentee and the Mentor in order to get feedback.