

MENTORING Pocketbook

4th Edition

For mentors and mentees,
a pocketful of tips and
techniques to maximise the
benefits of this highly
effective human resource
development process

**Geof Alred
& Bob Garvey**



"The Mentoring Pocketbook is my well-used and trusted text that I recommend to all new mentors and mentees. It is a versatile, pragmatic and educative book for anyone looking to engage with mentoring informally or through an organised programme. The content is both helpful for the participants and managers but also HR/L&D/OD professionals, to explore best practice content in designing and developing internal mentoring. To me, reading this pocketbook is a pre-requisite for anyone becoming involved in mentoring!"

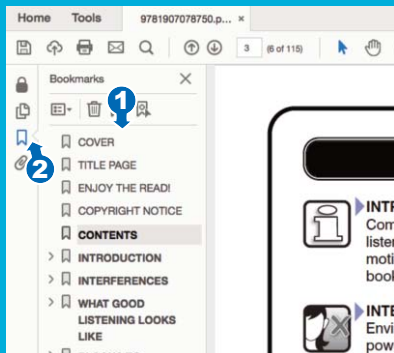
**Lis Merrick, Managing Director,
Coach Mentoring Ltd**

"Mentoring is probably the most powerful developmental process people can experience. And when it works, it develops two for the price of one. The Mentoring Pocketbook is a no-nonsense primer for the first-time mentor or mentee."

**Prof. David Clutterbuck,
Co-founder, The European
Mentoring and Coaching
Council**



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MENTORING Pocketbook



Enjoy the read!

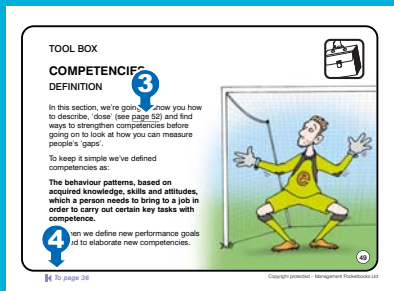
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“ *Mentoring is a distinct relationship where one person (the mentor) supports the learning, development and progress of another person (the mentee). A mentor provides support by offering information, advice and assistance in a way that empowers the mentee.* ”

Julie Starr
**The Mentoring Manual: Your step by step
guide to being a better mentor**
Pearson Business, 2014

HOW TO USE THIS POCKETBOOK



This book is an internationally informed resource and support for those involved in mentoring at work and in groups and organisations of various sorts. It will be useful to anyone who is interested in professional and personal learning. It is aimed mainly at mentors, but mentees and scheme co-ordinators will also find it helpful. It can be used in a number of ways:

- **As an outline resource book:** it gives you a clear idea of how to design and manage schemes, prepare for mentoring, conduct mentoring sessions, maintain the mentoring relationship and evaluate mentoring
- **For reflection:** it is a resource to consult, particularly when approaching a mentoring session or when you want to reflect, after a session, about what has gone on
- **To stimulate your development as a mentor:** the book provides a challenge and stimulus to reflect upon your role within your organisation, and what you value as a member of your organisation

Continued ...

HOW TO USE THIS POCKETBOOK



- **To stimulate your development as a mentee:** it may help you to develop your career and yourself personally
- **For discussion:** the book can be a focus for discussion with mentees in mentoring sessions and with other mentors in your network; it may also provide a focus for discussion with your line manager
- **To read selectively:** the book is designed to be read in any way which you feel appropriate, either the sections relevant to you or from cover to cover

Note Where this book talks of the 'mentee' others sometimes use the words 'protégé', 'mentoree' or 'learner'. 'Mentee' is our preferred term.



MENTORING IN ORGANISATIONS OF ALL KINDS

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WHERE IT IS FOUND



Mentoring has become recognised worldwide as a highly effective learning and development process. It is present in every continent in the world and is truly global. Examples can be found around the world in many diverse organisations from public to private sector, from service to manufacturing industries. There are mentoring programmes in:

- Manufacturing industries
- Retail businesses
- The health sector
- Airlines and travel businesses
- Financial services
- Tourism and leisure industries
- Educational institutions
- Petro-chemical industries
- Public sector and government
- Charities, not for profit and social sector
- The armed and emergency services
- Non governmental organisations (NGOs) and social enterprises
- Small businesses and start-ups
- The arts and creative industries

MENTORING IN ORGANISATIONS OF ALL KINDS

WHY MENTORING & WHY NOW?



Why is mentoring so widespread in diverse settings and in many societies, cultures and countries?

In business organisations, mentoring supports:

- Knowledge development and knowledge sharing
- The development of effective learning environments
- Value added performance and productivity development
- The changing role of managers – from command and control to challenge and support
- People in changing situations
- Stress management initiatives
- Management, capability, talent and leadership development
- Creativity and innovation
- Problem solving skills development
- Strategic decision making

MENTORING IN ORGANISATIONS OF ALL KINDS

WHY MENTORING & WHY NOW?



In wider society, mentoring within the community, education and health services supports:

- Social integration and change
- Citizenship development
- Educational policies and learning
- Behaviour and attitude change
- Wider participation and cultural diversity

It also supports:

- Young people as they develop and mature, or start and grow their own businesses
- Parents as they support their families
- Anyone going through a transition, such as working abroad or approaching retirement

MENTORING IN ORGANISATIONS OF ALL KINDS

MENTORING HAS MANY USES



Mentoring is used for a wide range of purposes, eg:

- **Induction and on-boarding:** to help people get up to speed in an organisation
- **Leadership development:** to help develop leadership abilities
- **Succession planning:** to develop potential managers of the future
- **Talent programmes:** to develop talent, potential and capability
- **Reflective practice:** to ensure effective learning for the future
- **Career progression:** to assist in identifying and supporting potential
- **Support for learning at work:** to encourage optimal learning and performance
- **Diversity programmes:** to respect and value cultural and social diversity
- **Redundancy support:** to assist people adapting to unexpected change
- **Support in times of change at work:** to ensure rapid assimilation and delivery
- **Within change programmes:** to help people understand what is involved in change
- **Enterprise development:** to start and develop new businesses