

Creative mentoring

ETC Group
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My "commercial"



- Degree Economics
- Scandinavian Airlines, 15 yrs
- Telia
- NASDAQ/OMX
- MSA Law Firm

Mentorship
Author



VP Group
HR Director
at Eniro



Second book



Management
Consultant



If you like to walk fast – walk alone

If you like to walk far – walk together

Today's agenda

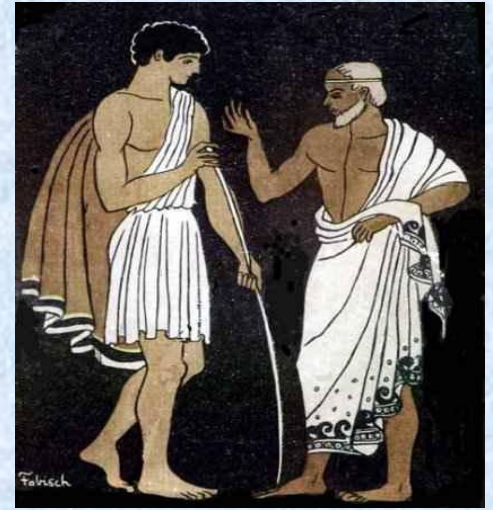
- Origins of mentorship
- Definitions
- Roles and responsibilities
- Matching mentors and mentees
- Pitfalls and success factors

- The "dart board" model
- Modules
- Get started
- Q&A session

Objectives

- To inspire
- To give practical tips
 - Mentoring process and concept
 - Personal and professional development
- To guide you to successful and “profitable” mentoring programme
- Contribute to the development of your society

Origins of mentorship



- Mentor
 - Greek mythology, Homer's epic *The Odyssey*
- Mentee
 - A specially selected apprentice. The primary driving force is a will to develop personally.

Increasing interest in Mentorship

Why?

- A shift in values in society
- Time to reflect and contemplate
- More complex leadership roles
- Knowledge transfer
- Mentoring as an alternative to education
- A winning concept



A winning concept



1. Dialogue
2. Tailor-made for the mentee
3. Possibility to experience new insights in own environment
4. The time perspective – learning for life

Coaching or mentoring?

- Mentor – life experience
- Coach –coaching experience

- Mentor – leaning back
- Coaching – leaning forward

- Mentor - works for free
- Coaching - a profession

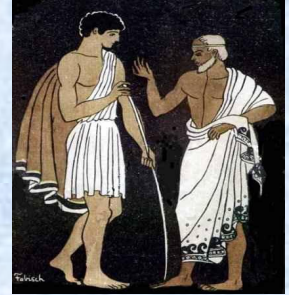
- Mentorship – helicopter perspective
- Coaching – results-oriented

The essence of mentorship

“Dialogue is the art of thinking together



The mentor's role and responsibilities



- Being present
- Interesting speaking partner and listener
- Inspiration and challenges
- Willingness to share and to see the mentee grow
- Engaged in the mentee's situation
- Network
- Sound judgement
- Patience
- Have time – take time

The mentor is responsible for the process

A good mentor...

- ...Says things you might not want to hear, but which give you the feeling of being listened to
- ...Is someone who is credible and has integrity
- ...Interacts with you in a way that makes you want to go forward
- ...Makes you feel safe enough to take risks
- ...Gives you the confidence to dare to surpass your own limits and challenge your fears
- ...Supports you in setting goals you never dared to express yourself
- ... Shows you the challenges and opportunities that never occurred to you

(Harvard Business Review 2008/01)

The mentee's roles and responsibilities

- Clarify your aims and goals
 - Personal
 - Professional
- Use the mentor as an asset and really work between meetings
- Take responsibility for your own development
- Come to the meetings prepared
- Put yourself in the centre, be "egoistic"
- Ask all your questions (there aren't any stupid ones)
- Put your new knowledge and insight into practice



The mentee is responsible for the content

Matching



- Personality?
- Background/Professional accomplishments ?
- Objectives of the Mentee?

- *Respect and trust*
- *Personality is more important than expert knowledge*

Pitfalls

- Mentee pitfalls

- Does not use the mentor fully
- Does not take responsibility for making the relationship work
- Does not come prepared for meetings
- Lets time pass

- Mentor pitfalls

- Mom/Dad
- Buddy
- Nice friend
- Goal definer
- Leadership counsellor
- Underestimates the time needed

The loyalty issue

Q: Is the mentor commissioned by the mentee's employer (if any) or by the mentee?

A: By the mentee!

Success factors

- Define goal and objectives
- Get support from a sponsor
- Be prepared to set aside time
- Select and match carefully



Define goals and objectives

*"Imagine running the 100 metres
without a finishing tape"*

(W. Railo, 1998)



Creative Mentorship Program

- *The aim of the project is to encourage life-long learning through the informal exchange of knowledge and experience between individuals active in the field of culture and education.*
 - *Development of the mentor concept as a method of personal development*
 - *Creation and development of a network*
 - *Promotion of the idea of the life-long learning through exchange of knowledge*

Your own goals

- Personal?
- Professional?

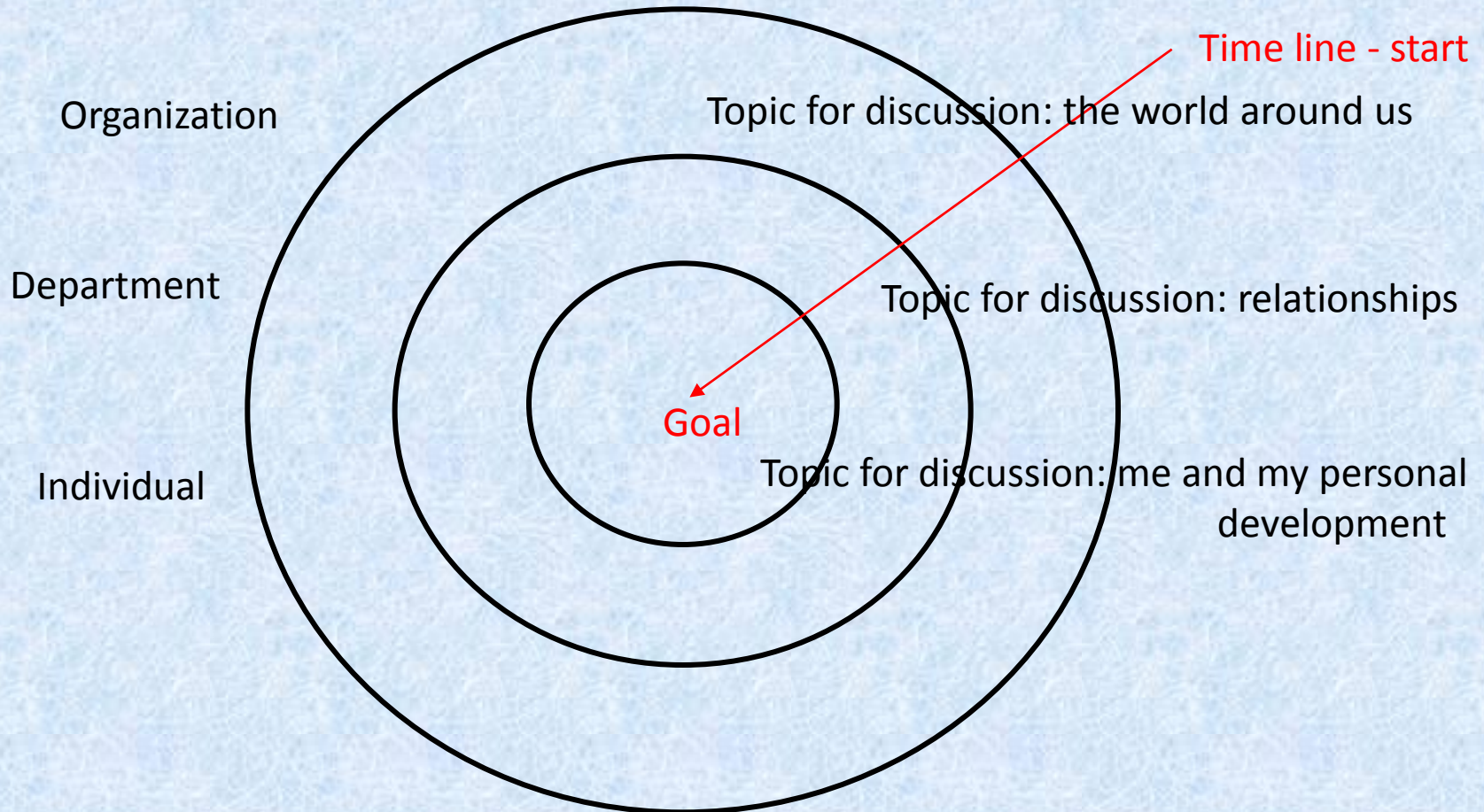


Structure and method are essential

”mentorship is not about chit-chatting over a cup of coffee: it’s about personal development”



The dart board – Structure and method



Example

Discussion topics (modules) for leadership programme

1. Introductory meeting
2. Organisation's goals, strategies och leadership
3. Manager or team leader
4. Good leadership
5. Poor leadership
6. Overambitious girls
7. Study visit
8. Work-life balance
9. The importance of networks
10. The future
11. Summary and conclusions

Workshop

1. Write down some discussion topics / questions which you as a mentee would like to discuss with your mentor
2. As a mentor, what would you like to share with a mentee?

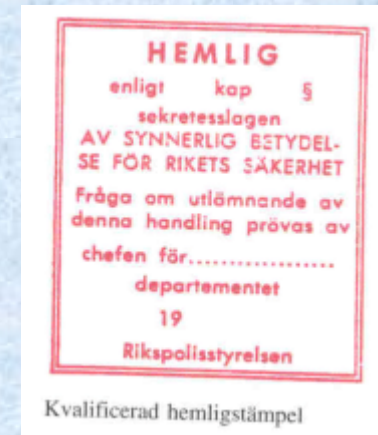


Many mentors say

- The mistakes I've made in my life
- To help mentees find their true motives
- To teach mentees to be thoughtful

Module: Introductory meeting

- Mentee's expectations of the programme
- Setting concrete goals
- Ground rules
 - confidentiality and contracts
 - where and when we'll meet
 - taking notes or not
 - other practicalities



Module: Handling conflict

- with manager
- with direct reports
- with team or colleague



Example

The Giraffe Language



- I EXPERIENCE
- The CONSEQUENCE of this is
- Therefore I PROPOSE

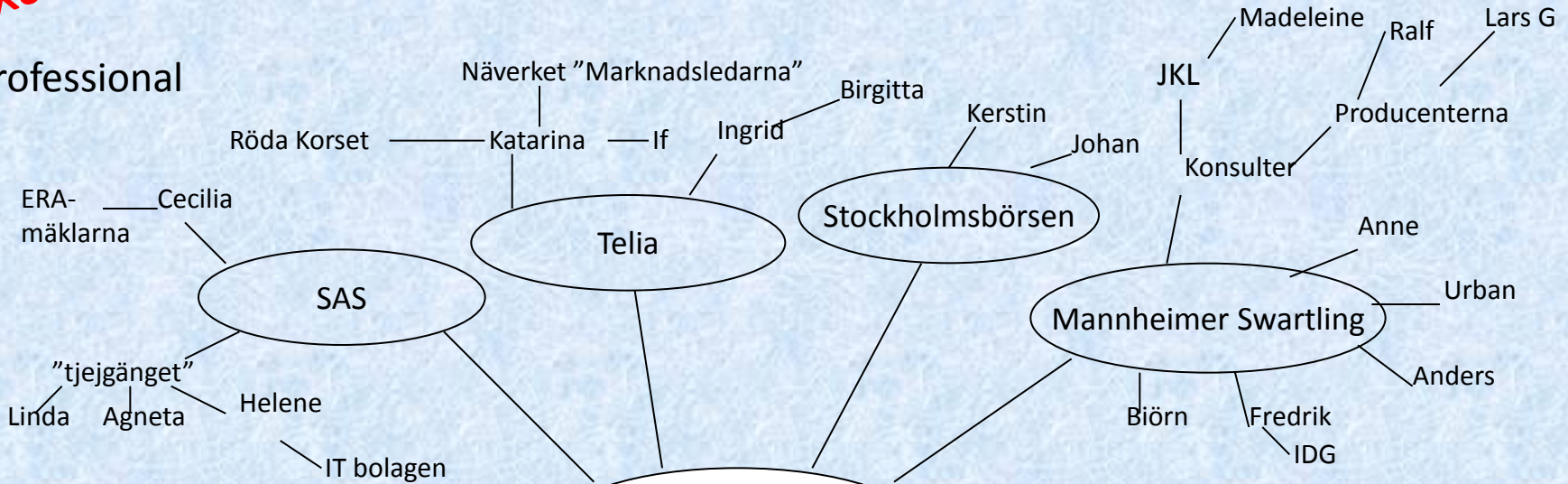
Module: The importance of networking

- Introduction to the topic
 - why are networks important?
 - the economy of networks
- Reflections
 - what does the mentee's network look like in the local municipality, in other municipalities?
 - what contacts are missing and why?
 - how can the mentee use their network in their job?
- Exercises
 - network map
 - defining five important contacts that are missing

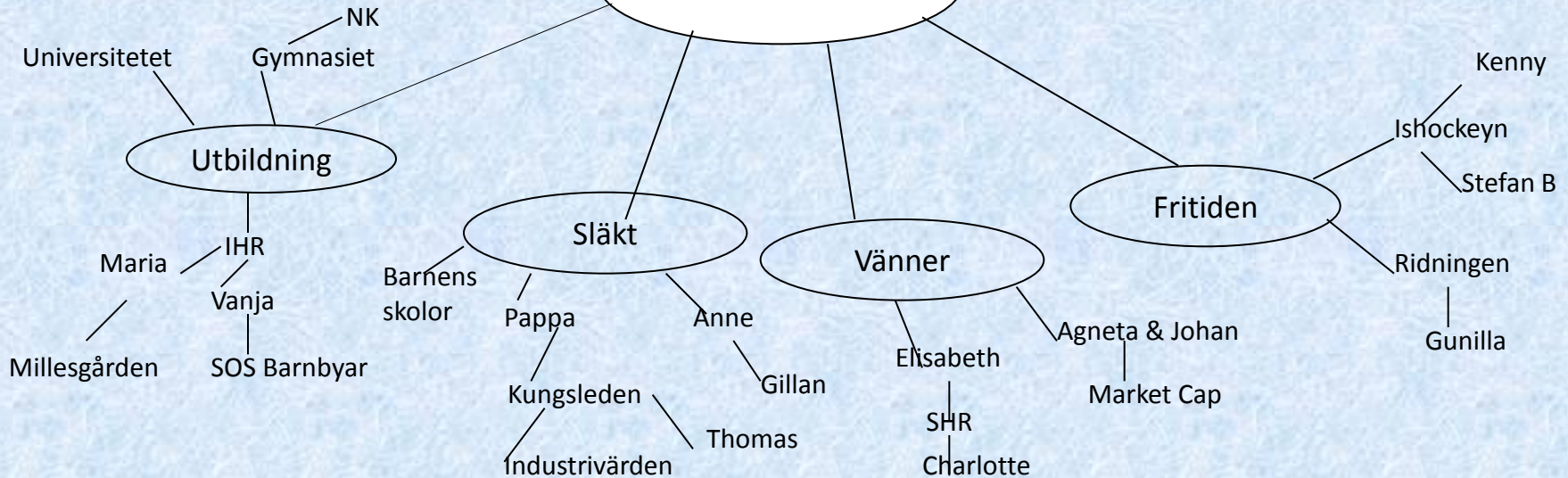
Example

Network mapping

Professional



Mentee



Personal

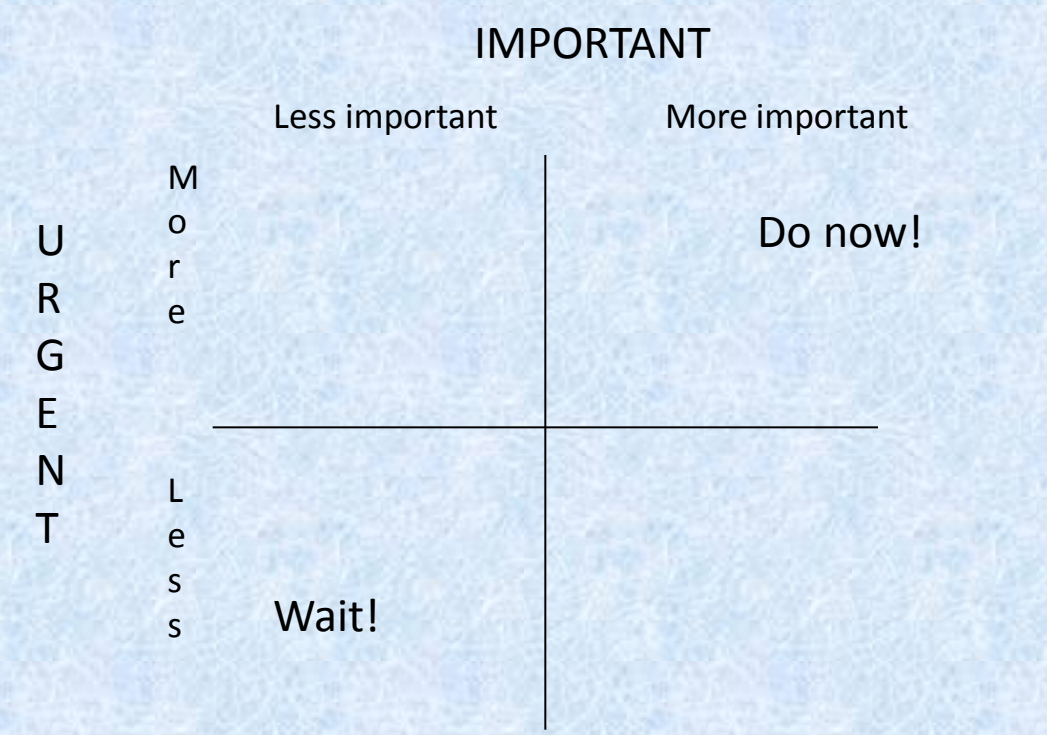
Module: Work-life balance

- Work life
- Private life
- Own space



Example

The priority matrix



”Profitable mentoring”
We are all winners...



Mentee

- Greater self-insight and greater appreciation of your strengths and weaknesses
- Learn to formulate goals for the future
- Prepare for future challenges
- Equipped with a concrete toolbox
- Set aside special time for contemplation and reflection
- Extended network
- Life-long friendship

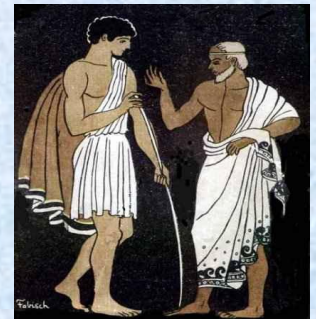


Culture and education field and the Country

- Mature and discerning employees and leaders in the field of culture and education to start with
- Extended networking within and outside own field, organization and country
- Extended knowledge about mentoring which can be spread to other fields; companies, organizations, student organizations and institutions
- Transfer positive outcomes of the mentorship process.

Mentors

- Gain insight into the attitudes and values of the next generation
- Personal satisfaction from taking part in and contributing to the growth of the mentee
- Opportunity for personal learning and problem-solving by confronting own old truths
- Reinforce own network
- Boost own position



And it's fun!

Mentorship combines
in a unique way
benefits to organizations and companies
with personal development



Practical tips to get started

- Book your meetings right away!
- Mentee writes a diary
- Meet more frequently at the beginning
- Neutral place
- Mentee selects discussion topics
- Mentor ready with "back-up" suggestions for topics
- Formal ending after one year
- Voluntary informal continuation

How can you use the book?

Source of inspiration
Encyclopedia
Important topics

- templates and forms to get started
- suggested ways to formulate goals
- questioning techniques for mentors
- proposed structure for one-year programme
- discussion topics
- concrete examples and exercises
- crib sheets and check lists
- evaluation forms
- ... and much more ...



“You never stop needing a mentor”

(Helene Larsson, Sponsor, Swedish Embassy in Belgrad)

Thank you and I wish you all good luck!



