



Co-funded by the  
Erasmus+ Programme  
of the European Union

# Mentor Training



## Module 1 – Introduction



**Izba Rzemieślnicza w Opolu**



**Wielkopolska Izba Rzemieślnicza  
w Poznaniu**

# Presentation

**Sit together in groups of 3**

**Tell the others about yourself**

- **Name**
- **Family**
- **Interests**
- **Job functions**
- **etc.**

**Time: 10 min.**

**Then introduce each other in the plenum - 3 min. per person**

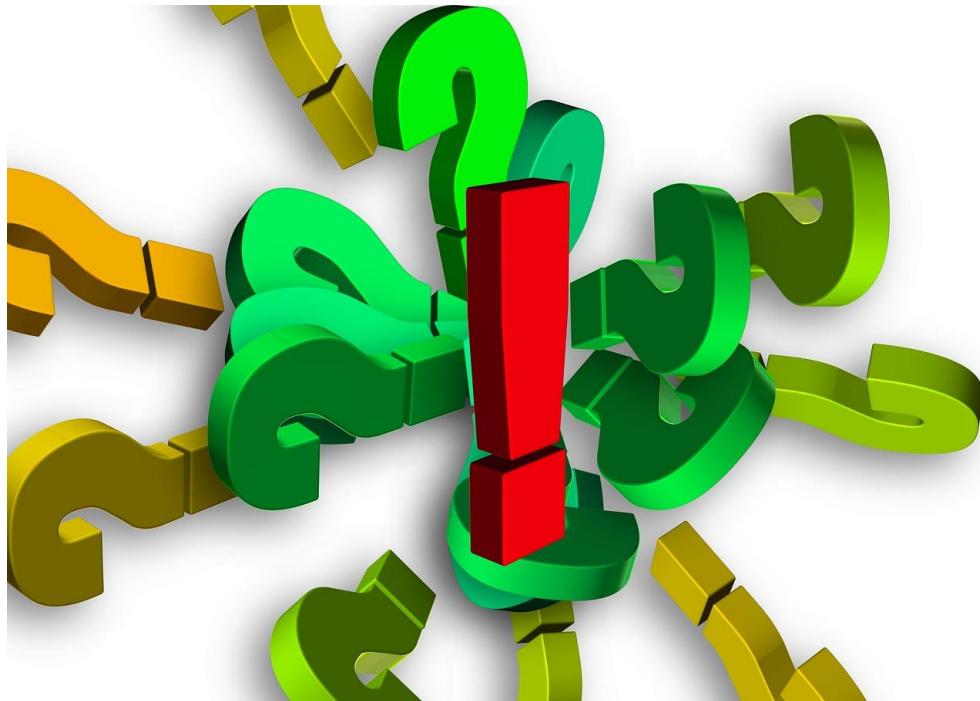


# Presentation



■ Please insert lecturers own introduction here

**What are your expectations  
for this training?**



# Mentor Training Schedule

Module 1 – Introduction

Module 2 – Perception, Active Listening, Questioning,

Module 3 – Feedback, Coaching Models, Diversity

Module 4 – Communication and conflict management

Module 5 – Reflection and sharing of experiences



# The Network

$$2 + 2 = 5$$

The network will consist of you as mentors.

The purpose of the network is for you to give each other ideas for mentoring, help each other when something is bothering you ...



Team –

It's amazing what you can achieve when it doesn't seem to matter who gets the credit.

*Robert Wooddruff 1969*



Do we need to make a network list, addresses, WhatsApp group etc.?

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# Mentoring and mentorship

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- Being a mentor or having a mentor is definitely not something new, it's probably a few thousand years old. And the amazing thing about it is that it has proven to be extremely durable.
- In ancient Greece, a **Mentor** was an advisor to Odysseus and was entrusted with the care of his son Telemachus, while Odysseus himself fought in the Trojan War.
- We're seeing a re-launch of the concept because we've realised how much it means to be a mentor and to have a mentor.





What is your idea of a mentor?

**A mentor is an experienced person who** shares his or her experience and skills to support the development of the mentee through advice, sparring, guidance, coaching and feedback.

The concept is used in many different contexts, including the development of managers and employees in companies and organisations, in associations to support the development of members, and in social contexts such as integration projects, support for young offenders, entrepreneurs, etc.



The form is guidance/counselling, and is a much looser process that does not follow the student's/mentee's personal processes as closely as a coach works. A coach must follow the details of a process much more frequently and closely than a mentor must. In contrast, a mentoring process can last 4-5 years, e.g. through a longer education or career programme, whereas a coaching process will rarely last about ½-1 year.

A mentor often participates outwardly in the promotion and promotes, perhaps even paves the way publicly, for his/her mentee. A coach, on the other hand, is bound by confidentiality, and a programme is a completely personal matter between the coach and the focus person, which no one else needs to know about. A coach helps people to improve their personal skills, while a mentor is an experienced professional adviser.

# Different concepts - The small difference



## Mentor and mentorship

Mentoring is a process in which a more experienced person helps a less experienced one gain perspective, exposure and see new possibilities.

### What is a Mentor

A mentor is a trusted **advisor** who guides another, often younger person.

A mentor is an experienced person who **guides** another person professionally, career-wise and personally.

Usually, the mentor is used as a **sparring partner** in discussions about, for example, professional matters or career-related issues. This can be about problems at work, the next career step, conflict resolution, etc.

The mentor is a **role model**, someone to learn from, and someone who is interested in passing on **knowledge and ideas** to others, as **inspiration for personal and professional growth**.

The mentor is also the person who can make the mentee feel **part of something bigger**. In conversation with a mentor, the mentee can suddenly experience an insight that opens up to something higher than what they can access on their own.

The mentor helps to hold up a **mirror** to another person so that they come to a deeper understanding of themselves, and can help to raise their self-awareness and open them up to change. The mentor must be able to accommodate the mentee, to direct attention to him/her, while remaining anchored in his/her own person.

The mentor should always **focus on the potential of the mentee**.



# Exercise



*Groups of 2*

- Find examples of the different types of ... "out in reality"
  - Coaching
  - Supervision
  - Teaching
  - Therapy
  - Guidance

*10 min.*



## Different concepts - The small difference

### Coaching

- The starting point for coaching is that the person who seeks a coach (called coachee) **has the answers**.
- Dialogue that assists a person to find their own answers, solutions and clarity and concretization of objectives.
- Forward-looking and targeted process. The coach is **not responsible for the goal and product**, but is **co-responsible for the process**.
- Professional knowledge is **not** a necessity.
- A tool supported by positive attitudes to development.

# Different concepts - The small difference

## Supervision

- According to the dictionary; supervision, control. But also guidance and support from a supervisor
- **Professional knowledge** on the subject. **Overall** responsibility or co-responsibility for the "product". Professional personal development.
- Several methods can be used
- Supervision today is **almost** identical to coaching

## SUPERVISION





# Different concepts - The small difference

## Teaching

- teach (and educate) persons to acquire knowledge, competence or virtue

Teachers role:

- provide instruction in literacy and numeracy, craftsmanship or vocational training, ... community roles, or life skills.

Formal teaching tasks include preparing lessons according to agreed curricula, giving lessons, and assessing person's progress.

Dictionary:

- Showing courtesy during conversation
- Creating an environment where learning is possible



# Different concepts - The small difference

## Therapy

- Greek: service, care
- Disease treatment by medical or external means
- A concept. Most often based on a problematic situation.



# Different concepts - The small difference

## Guidance

- Lead the way.
- A tutor frequently has professional insight and **co-responsibility** for the task



# Assignment

➤ *Group task 4 persons*

*Please discuss:*

- What thoughts and expectations do you have about being a mentor?
- What are the strengths of the mentor role for a mentee?
- Where do you see weaknesses/challenges?

➤ *On the sheet provided, you should draw / note a mentor and add the different human as well as professional skills a mentor should have.*

➤ *You have 45 minutes to complete the task - including a short break*

➤ *Plenary presentation - max 7 min.*



**Time for 15  
minutes  
coffee break**



# Time for Mentorship

- I don't have time to think it through ...
- Things are moving too fast at work for me to keep track ...
- There are too many small things for me to have time to think about the big things ...
- I can't find time for all the things I want to do ...
- I feel guilty about not using the time effectively ...

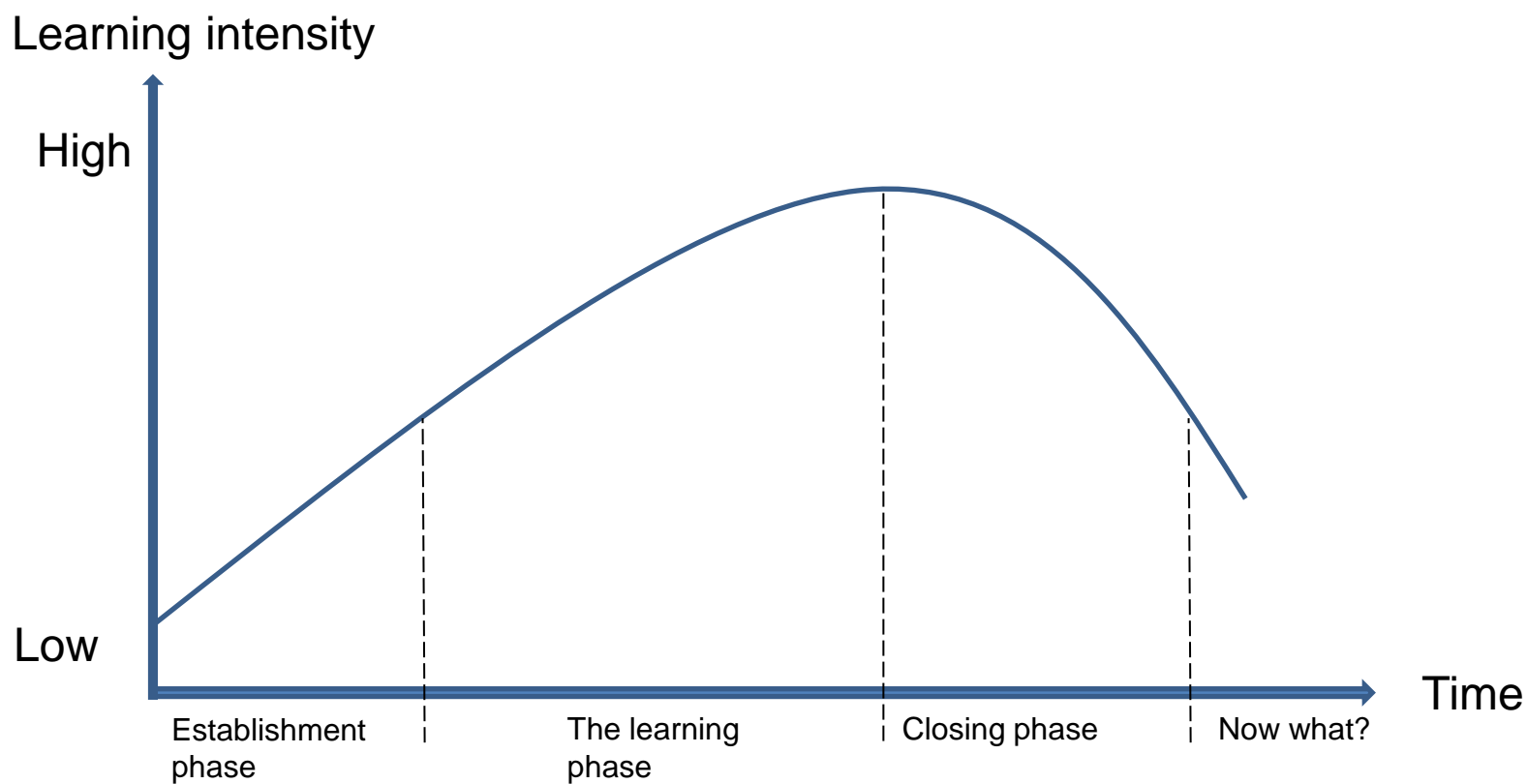
*"A bird comes every hundred years and sharpens its beak on a mountain. When the mountain is worn down, one second of eternity has passed."*

*Chinese proverb*



# The phases of mentoring

## The evolution of the relationship





# Phases of the mentorship

**Closing phase** - Evaluating achievements and learning, celebrating and closing the programme

4

**The learning phase** - Asking, listening, challenging, reflecting, testing, sharing knowledge and experiences, giving feedback, etc.

3

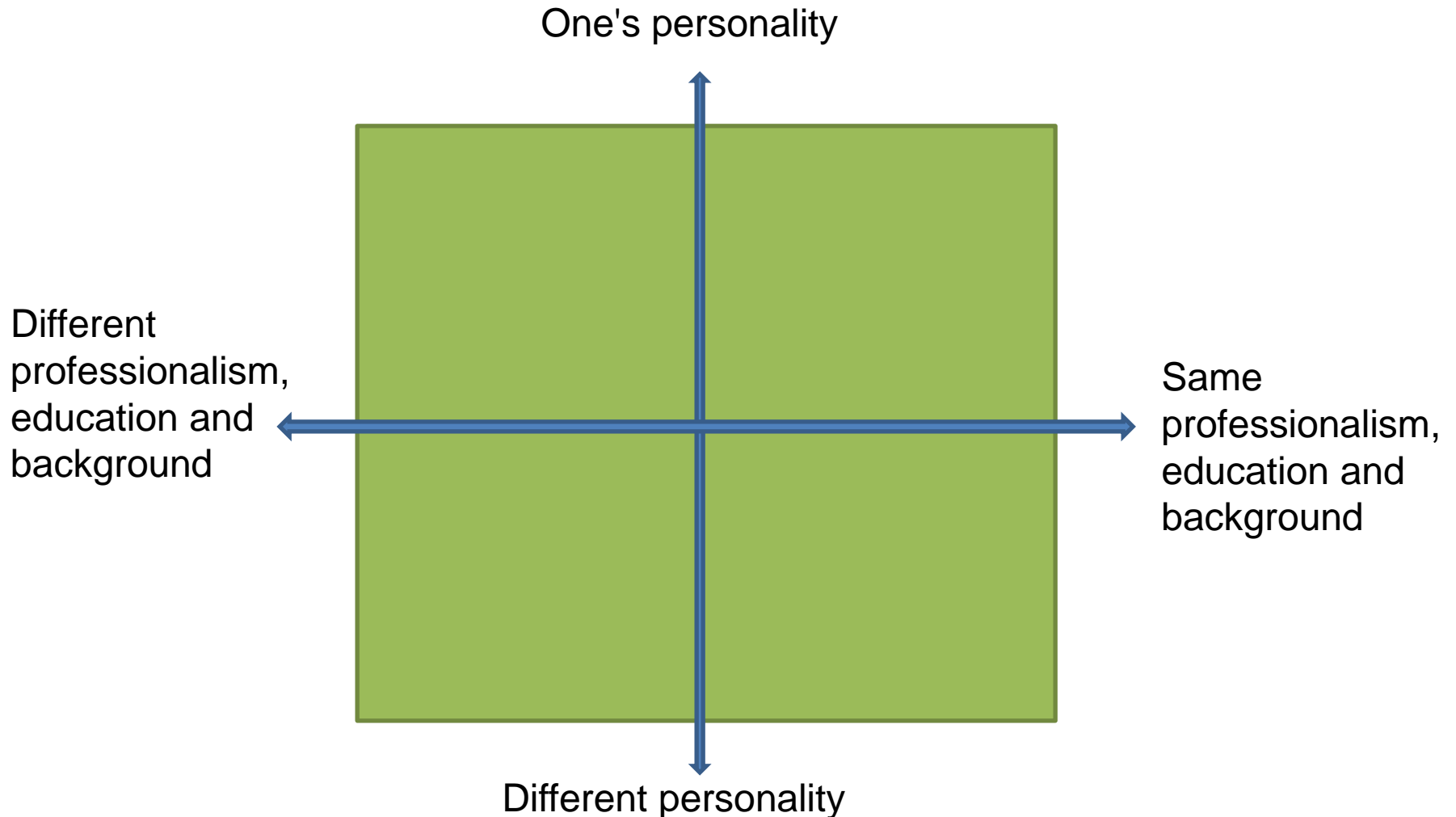
**Establishment phase** - Getting to know each other, planning the collaboration and building trust and familiarity

2

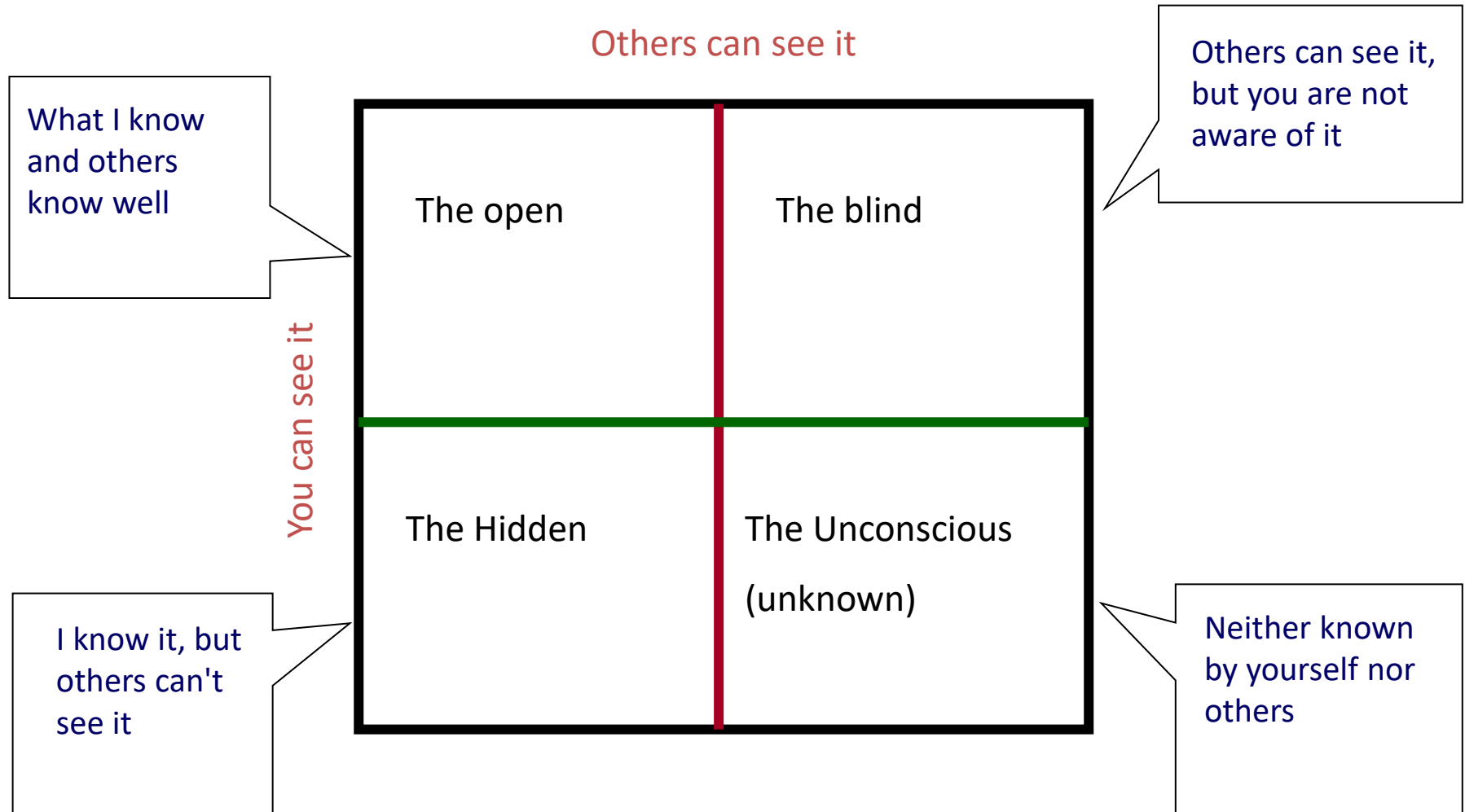
**Preparation phase** - Individual preparation and clarification of participation

1

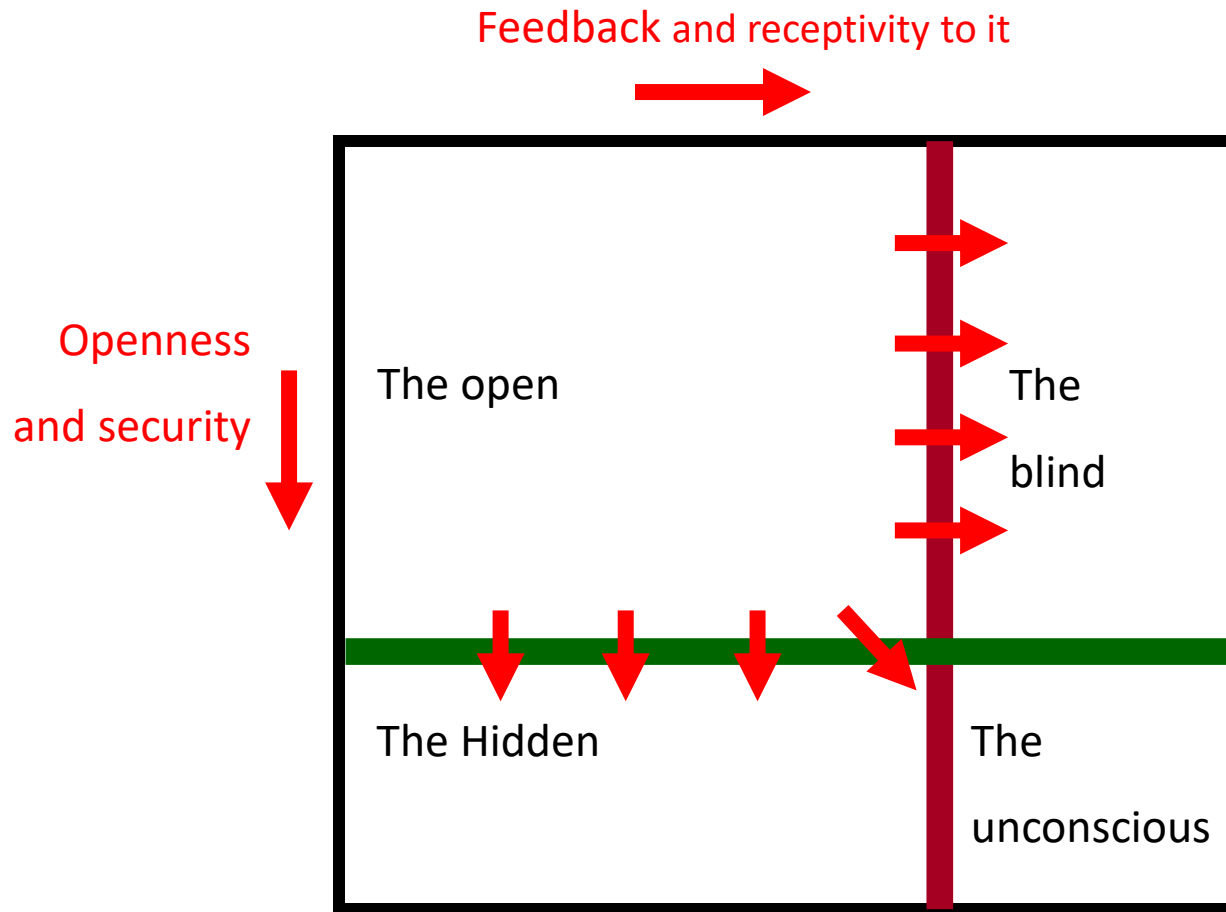
# Matching of mentor and mentee



# Johari's window



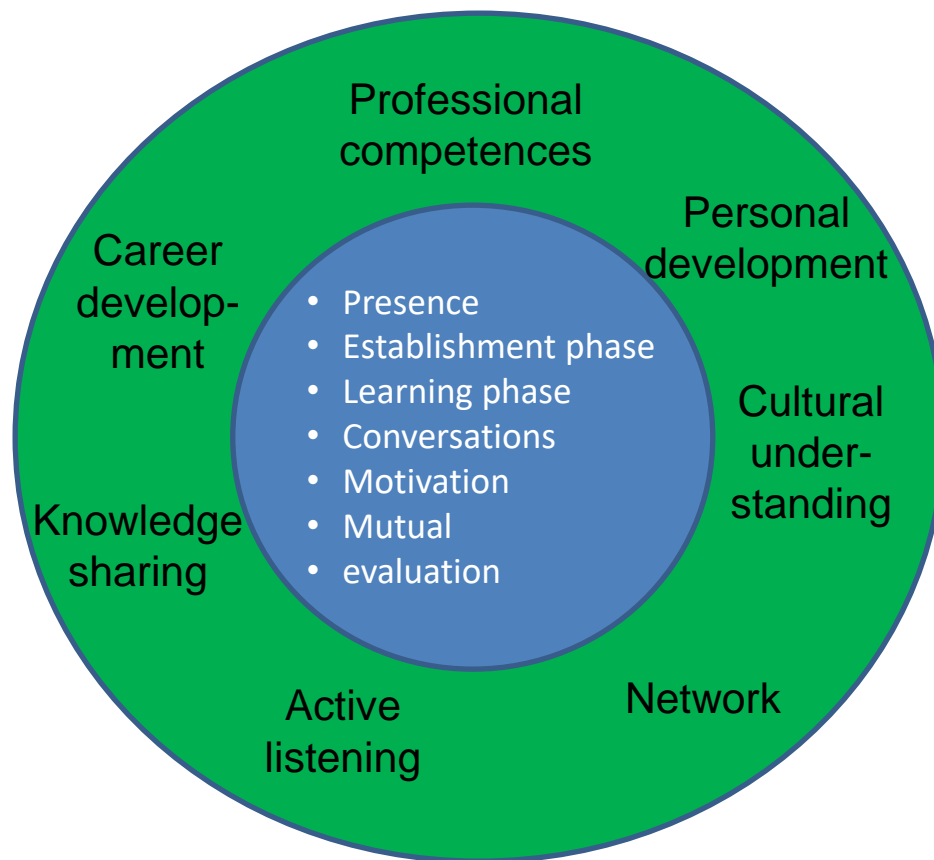
# Johari's window



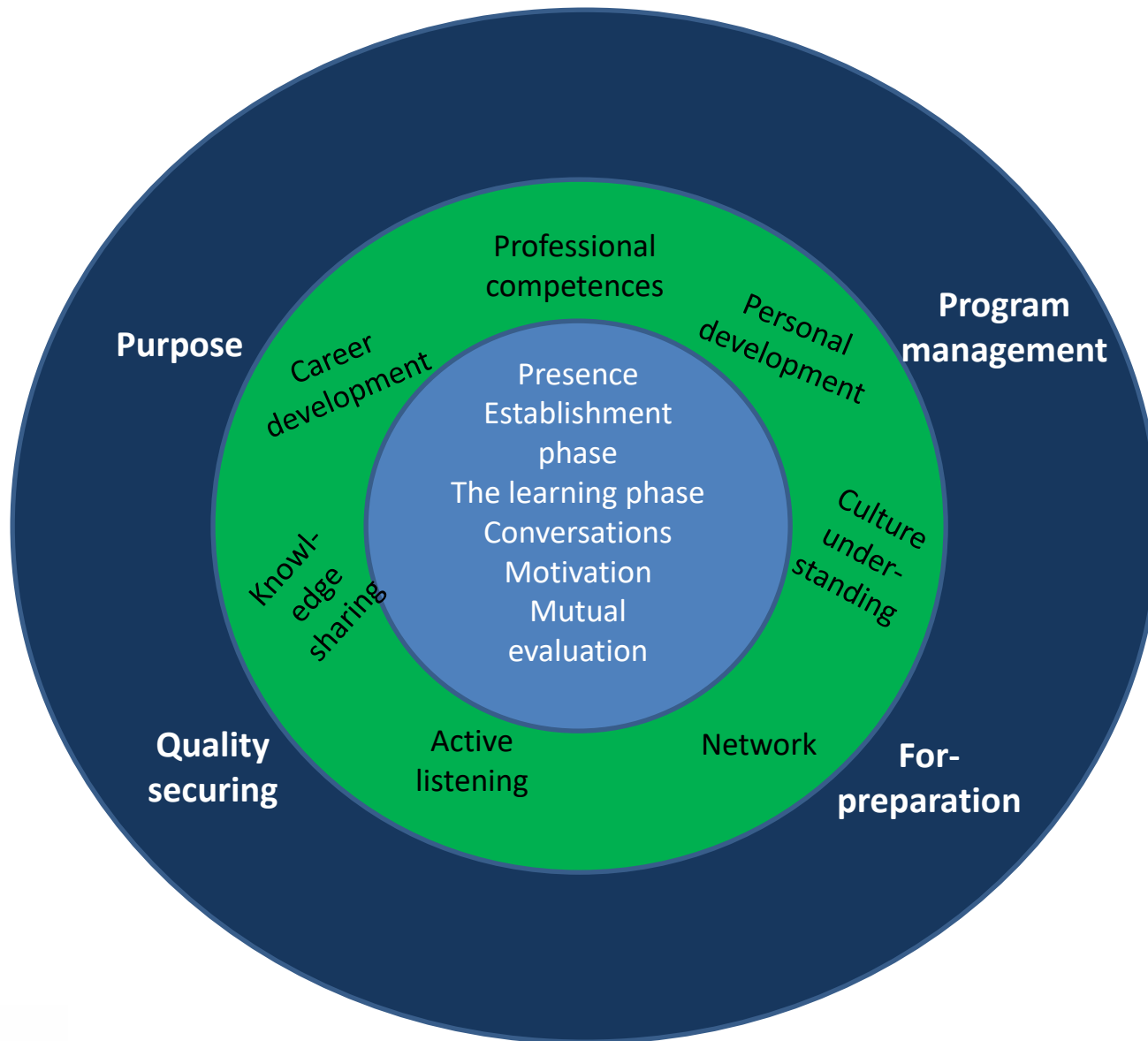
# Mentor Model Area 1: Core

- Presence
- Establishment phase
- Learning phase
- Conversations
- Motivation
- Mutual evaluation

# Mentor Model Area 2: Objectives and outcomes

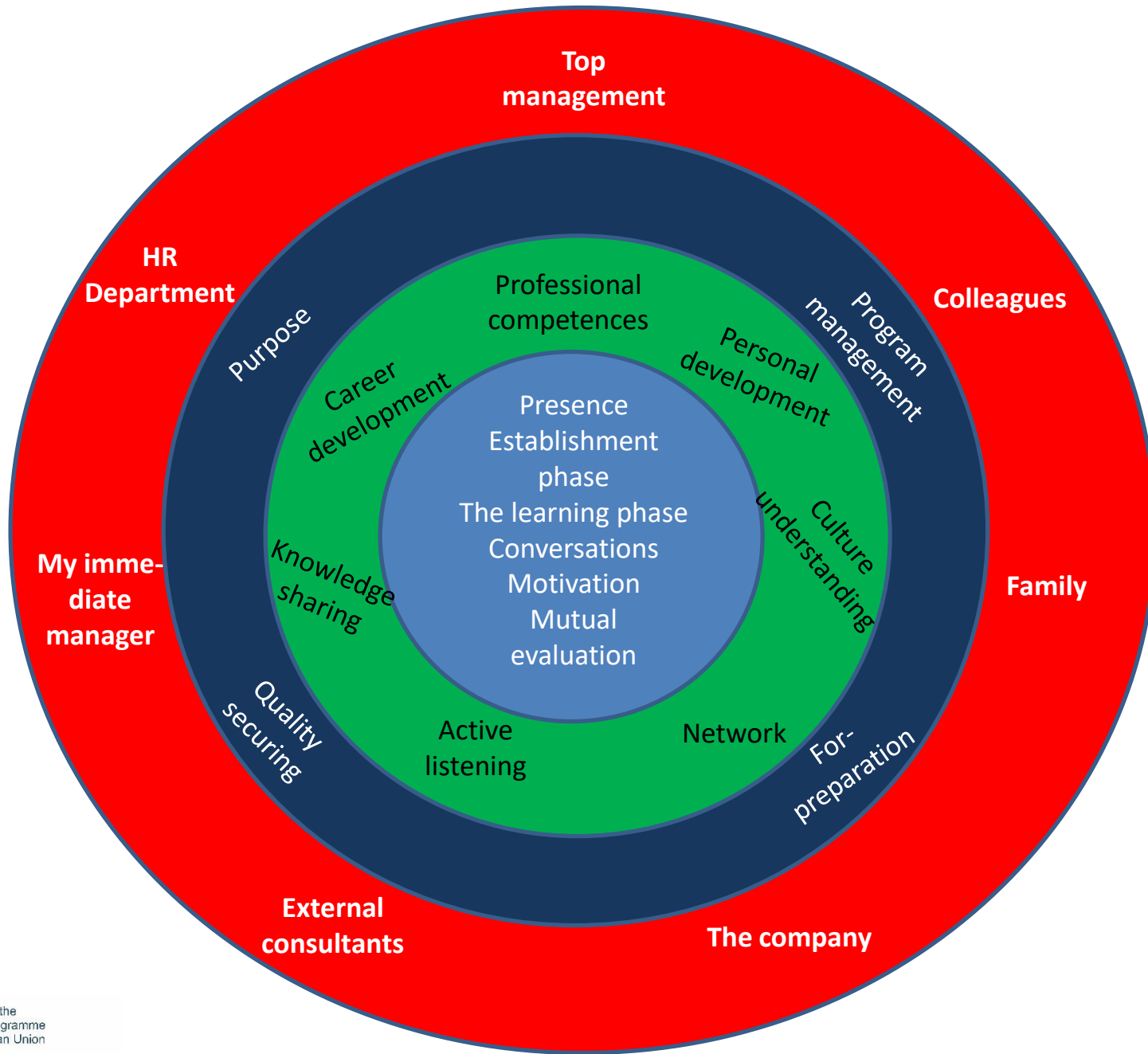


# Mentor Model Area 3: Framework and Structure

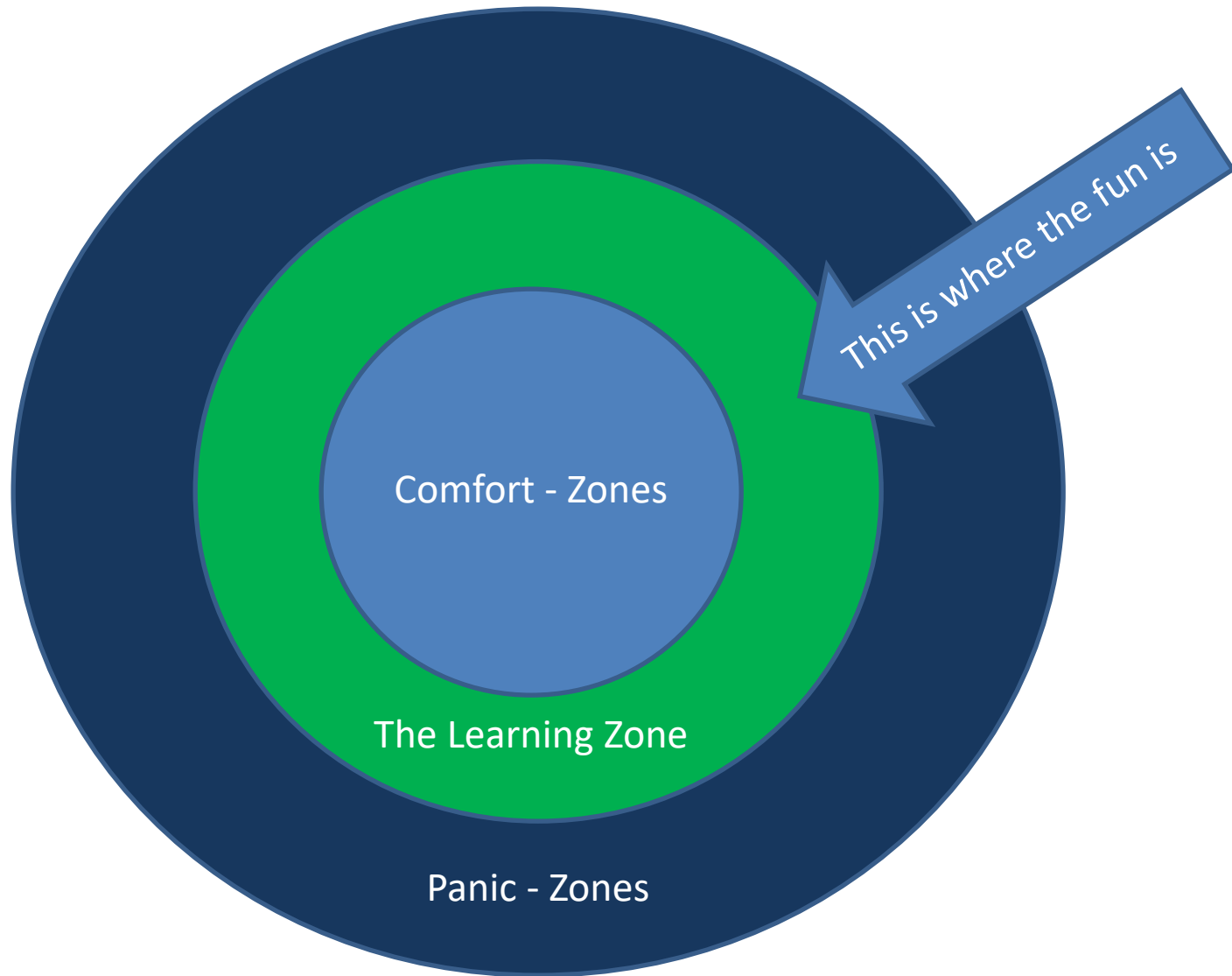




# Mentor Model Area 4: The World



# Zone models



All development, learning and change involves some uncertainty and discomfort

# What gets you out of the comfort zone?

*Get together: 2 and 2*

**When are you out of your comfort zone?**

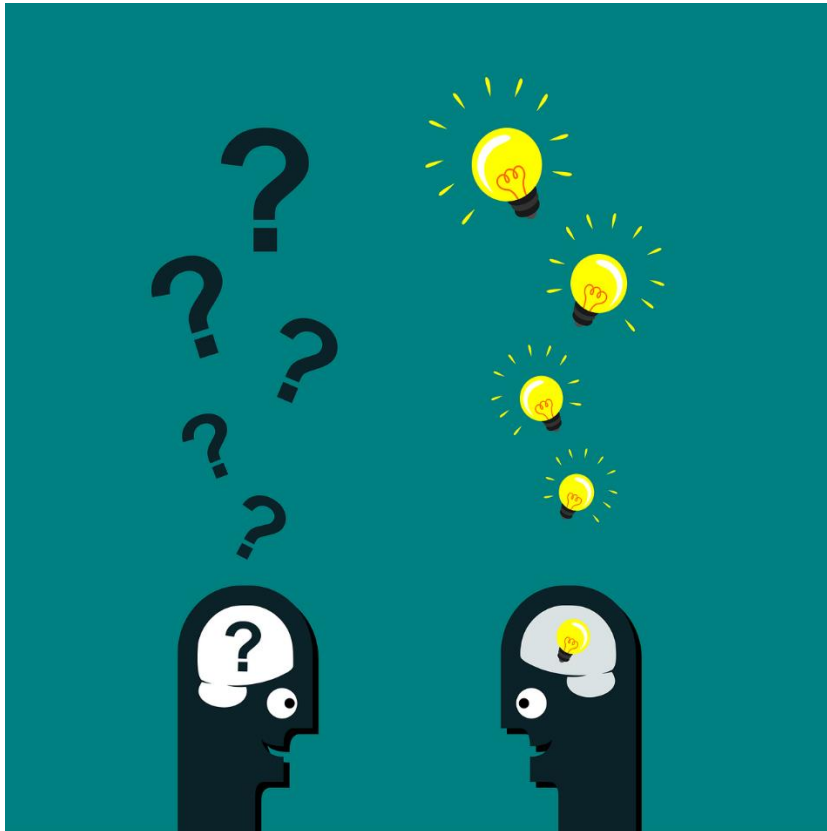
**What does it do to you?**

**When are you in the panic zone?**

**What happens when you are in the panic zone?**

**How do you react?**

*20 min.*



# The many roles of mentors

Facilitator	Makes learning easier
Role model	Demonstrates personal and professional skills and values
Story teller	Telling stories for inspiration
Sparring partner	Discusses with and challenges the mentee's assumptions
Advisor	Gives expert advice
Knowledge sharer	Shares his professional knowledge as needed
Coach	Asks questions that provide new insights
Critic	Provides constructive criticism and feedback
Networks	Supports mentee development and use of networks
Door opener	Opens doors and provides references
Sponsor	Guides mentee in relation to career
Friend	Encourages and supports mentee

# We expect you to ... as a Mentee

**As a starting point, you should be expect the following as a mentee:**

- Being challenged
- Being treated with respect
- Meet trust
- Can speak freely on all subjects
- Learn from the process and from the mentor
- Learn from practical examples
- Learning from mistakes
- Being listened to
- Becoming aware of own reactions
- Being guided
- Being supported and encouraged
- Develop greater self-confidence
- Get support for your career development

**As a mentee, you must**

- be committed to the process
- let yourself be challenged
- be active in the development process and provide mentor feedback
- see learning as a continuous process
- making progress
- take ownership of the process
- listen
- tell your mentor how you think the relationship is working



# We expect you to ... as a Mentor

*As a mentor, you should expect to:*

- You become better at communicating
- Experience greater job satisfaction
- To be confirmed
- Gain respect among colleagues and superiors
- Getting better at helping others
- Experience the joy of helping others
- That you get / seek a mentor yourself
- Gain greater insight into own behaviour
- Become a better and more valued employee
- Become more broadly informed about the company
- Being stimulated with new ideas from mentee
- Develops greater leadership skills
- Gain greater insight into other people
- Get more energy
- Don't expect to have all the answers

## **The obligation of the mentor**

The mentor must work towards being the role model that we all aspire to meet or to be.

### **Mentor must:**

- Be on time, ready and prepared
- Be listening
- Keeping yourself in the background
- Be good at talking to people
- Have great insight into own behaviour
- Have empathy
- Be experienced in your profession
- Be rooted in your own personality
- Have the ability to build relationships
- Be able to gain the respect of the mentee
- Be interested in learning and in learning from others
- Always be honest and avoid being judging
- Respect and protect confidentiality

# ***RESPECT CONFIDENTIALITY***

***- THIS GOES BOTH WAYS.***





# The contract and expectations

## - think about this in **ALL** situations!

### Example of a mentor contract mentor contract between:

Viggo Mortensen (mentor) and Peter Bjerregaard (mentee)

### Mentoring objectives:

Peter wants to have an experienced person to spar with in the coming period of 1 year, when he is in higher education. Peter needs:

- To structure his daily routine so that he both does his work and reads the necessary theory. At the same time, he has time for his family.
- To get along better with other colleagues.
- To be better at doing what is necessary and leaving what he can't do anything about - to choose his battles carefully.

### The mentoring relationship in general:

A meeting is agreed every month. Each meeting takes about 90 minutes. Unless otherwise agreed, all meetings take place at Viggo's home. The next meeting will be agreed before the meeting ends.

It is agreed that cancellations should be avoided and never later than 24 hours before the meeting. If a cancellation has to take place, it is the canceller who proposes a new time.

Peter will send the agenda and items by email at least 2 days before each meeting.

### Economy:

As a rule, there is no fee between mentor and mentee... However, in some cases, where a consultant from a professional firm is booked, a fee of xx € becomes due.

# Cooperation Agreement - Contract



## Roles and responsibilities

- Meeting frequency, duration, location
- Meeting structure and preparation
- Contact between meetings
- How do we document our collaboration?
- How do we measure and evaluate results?

## Rules and ethics

- How do we keep confidentiality
- What we talk about and what we don't
- How we give feedback to each other
- What do we do if one party does not think it is running optimally?

A photograph showing a group of people's hands, palms up, arranged in a circle. The hands are of various skin tones. Many of the hands have bright red paint applied to them, covering the palms and fingers. The paint is thick and glossy. In the center of the circle, the word "Values" is written in a large, white, sans-serif font. The background is dark and out of focus.

# Values

# Values

"You cannot teach a man anything, you can only help him find it within himself."

Galileo Galilei (1564-1642)



"Of course, the human search for meaning and values can create inner tension instead of inner balance. However, this very tension is an indispensable prerequisite for mental health. I dare say that nothing in the world provides such effective help in surviving even the worst of circumstances as the knowledge that there is meaning in one's life. There is much wisdom in Nietzsche's words: He who has a why to live for can bear almost any how."

Viktor Frankl (survivor of a concentration camp)



To find the potential  
of the mentee, it  
might be a good  
idea to start by  
finding your own !

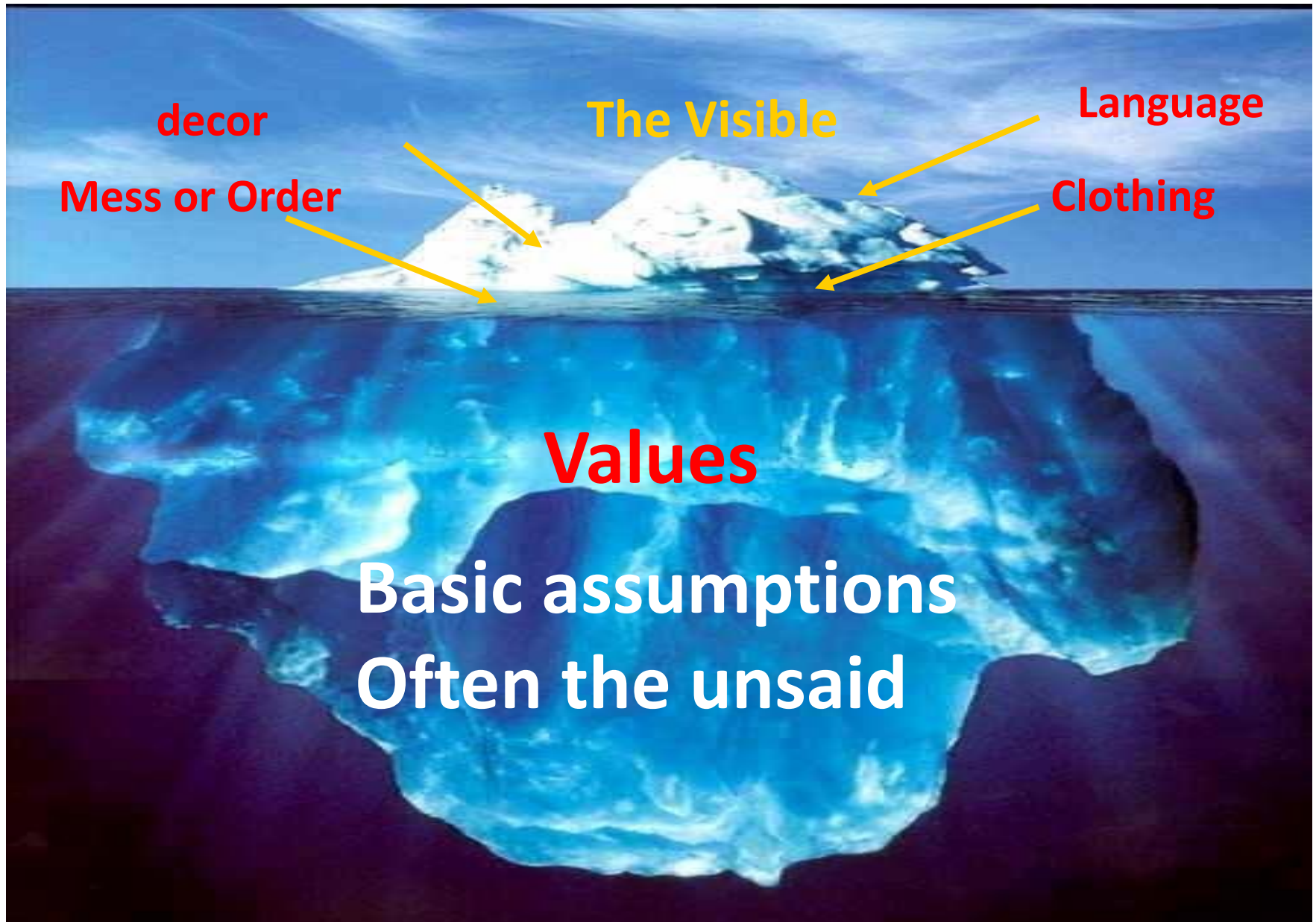


" That if one is truly to succeed  
in leading a man to a certain  
place, he must first of all take  
care to find him where he is,  
and begin there."

Søren Kierkegaard

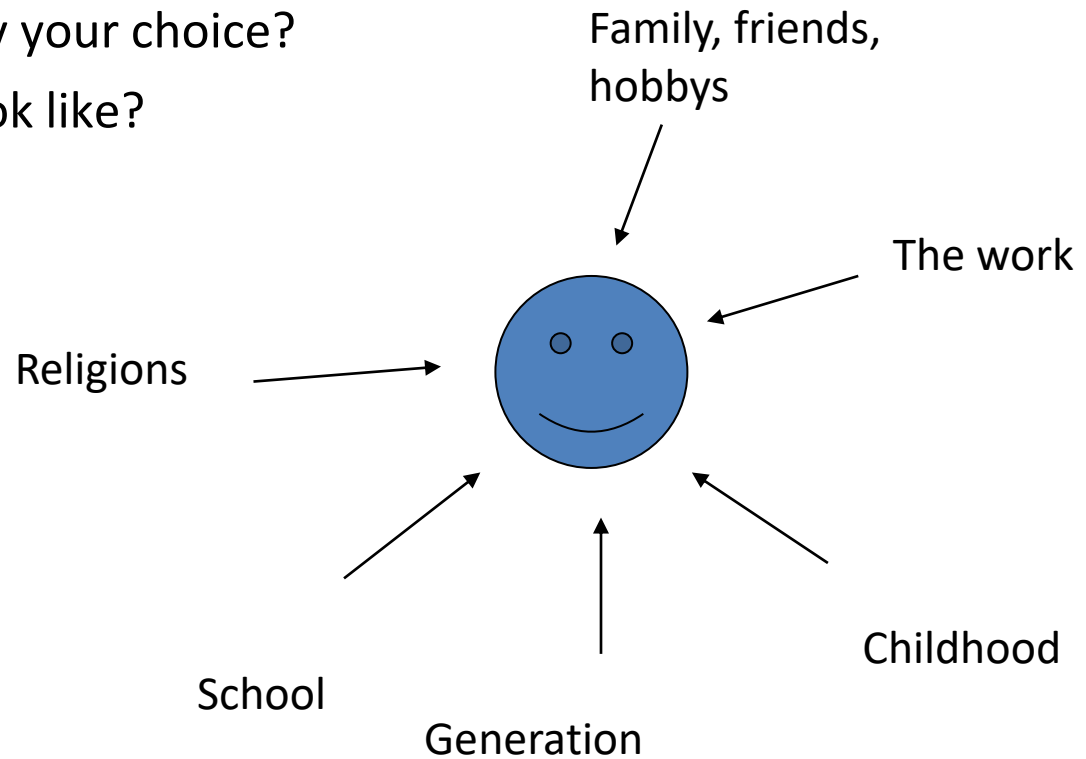


# Culture



# Personal Values

- What guides your choices?'
- What values determine your choices?
- ... or what values justify your choice?
- What do your filters look like?





# Self Insight



Values are based on your beliefs and attitudes.

Values reflect who you are and why you do what you do.

Our values are often unconscious to us.

By becoming aware of your values, you can take active steps to create the working life you want, or at least plan how to get where you want to be.

# What the values mean in practice

Shared values e.g. through values work in the organisation, but individual interpretations and assessments

Although we share the same values and belong to the same culture, we may have very different views on how best to live and act in accordance with those values

In the world of values there is an ambiguity and a universe of differences ...

Openness, commitment, quality awareness can be perceived and exercised in many different ways



# Examples of personal values

Justice  
Honesty  
Tolerance  
Courage  
Integrity  
Forgiveness  
Peace  
Environment  
Challenge  
Self-esteem  
Stability  
Order  
Self-discipline  
Perseverance  
Reason  
Health

Joy  
Play  
Prosperity  
Family  
Appearance  
Intimacy  
Aesthetics  
Local community  
Competence  
Performance  
Advancement  
Intellectual status  
Awareness  
Authority  
Power  
Competition

Values guide  
and show  
the way  
throughout  
life.

# Building the value set

1. *Define the word*
2. *Describe your behaviour*

Example: 'Credible'

## Definition:

That what is said/done is trusted  
Confident

## Behaviour:

Stick to what I know about.  
Keep what I promise.



# Repetition from today

Today we have worked on following topics:

- Getting to know each other.....
- What Mentorship is
- Mentor roles
- Mentor models
- Comfort zones
- Values

How do you think the day went?

Are there still questions open?

Do you have any comments or suggestions?

# Home assignment

- **What's on your mind - "as a mentor"?**
- **Where do you see challenges with the mentoring task?**
- **What obstacles do you see that could come?**







**Thank you for today and see  
you next time!**

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