



# INTRODUCTION TO MENTORING

Advice for programme managers,  
mentors and mentees

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# INTRODUCTION TO MENTORING



## What is mentoring?

Mentoring is an established human partnership for the purposes of learning and growth.

A mentor is somebody who can help guide, advise, support and impart wisdom. They take the time to get to know their mentee and the challenges they're facing, and then use their understanding and personal experience to help that person improve.

Mentoring is a well proven personal and career development enhancer, with both the person being mentored and the one doing the mentoring gaining a lot from the relationship.



**GOAL  
SETTING**



**SUPPORT  
& ADVISE**



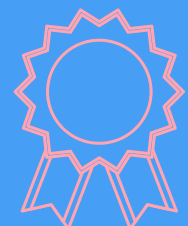
**CAREER  
DIRECTION**



**KNOWLEDGE  
SHARING**



**MOTIVATION &  
CONFIDENCE**



**LEADERSHIP  
DEVELOPMENT**



# INTRODUCTION TO MENTORING

## Mentoring vs. Coaching

Mentoring and coaching both exist for the same purpose: helping others grow, develop and reach their full potential.

The two frequently get grouped together when discussing career development, which often leads to confusion. In this section, we've outlined the key differences between mentoring and coaching:

### MENTORING

### VS

### COACHING

- Longer term
- Typically voluntary
- Mentor advises and guides
- Mentee drives the sessions
- Working to achieve specific personal development goals
- Mentor advises based on personal experience
- All-round self-improvement



- Shorter term
- Typically paid
- Coach trains and up-skills
- Coach drives the sessions
- Working to develop specific skills or knowledge
- Coach does not necessarily discuss personal experience
- Specific improvement areas



Mentoring and coaching can co-exist and compliment one another within organisations, and the best mentors will practice elements of coaching in their sessions.

# INTRODUCTION TO MENTORING



## Common misconceptions: Mentoring myth busting

There are a few common misconceptions about mentoring that can affect the way people perceive it. We want to set the record straight:

### "MENTORS HAVE TO BE SENIOR"

Mentoring has no age requirements, and older people can benefit from being mentored by younger people. What's important is relevant experience and knowledge.

### "MENTORING IS ELITIST"

Many people still see mentoring as the old fashioned idea of senior managers taking people 'under their wing'. But mentoring is accessible, fair and inclusive.

### "MENTORING ONLY BENEFITS THE MENTEE"

As you'll find out in this manual: this is definitely not true. Mentoring has many benefits for both the mentee and mentor.

### "MENTORS & MENTEES SHOULD BE SIMILAR"

While familiarity is nice, the best learning happens by being exposed to different perspectives and ways of thinking.

# WHY MENTORING?



## Benefits for mentees

Having a mentor – who is not a manager but knows the mentee in a professional capacity – is highly valuable to both career development and progression, as well as personal development and self-confidence.

Those with mentors at work benefit from:

- ▼ Self-confidence
- ▼ Self-awareness
- ▼ Job satisfaction
- ▼ Aspiration within the company
- ▼ Likelihood of promotion
- ▼ Loyalty to their company
- ▼ Personal network
- ▼ Reduced stress
- ▼ Reduced self-doubt
- ▼ Leadership skills
- ▼ Performance ratings
- ▼ Communication skills

Mentees are exposed to new ways of thinking.

Having somebody to challenge their assumptions and question their approach to problems can lead to innovative thoughts and decisions.

Those with mentors also benefit from growing their personal network outside of their team and organisation.

A mentor can make introductions to a whole range of inspirational and important people that may have an impact in their careers later down the line.

# WHY MENTORING?



## Benefits for mentors

Being a mentor should not be seen as 'giving back' alone, as there are many benefits for the mentors themselves .

Studies have shown mentors benefitting from an increase in:

- ▼ Communication skills
- ▼ Leadership skills
- ▼ Self-confidence
- ▼ Self-awareness
- ▼ Job satisfaction
- ▼ Fulfilment at work
- ▼ Improved mental health
- ▼ Personal network
- ▼ Delivering feedback
- ▼ Asking good questions
- ▼ Reputation in the business
- ▼ Rewarding feelings

Good mentors naturally become skilled at effectively delivering feedback, advising, and helping someone unlock their full potential.

This expertise is valuable to all aspects of life, and so not only is the mentor up-skilling their mentee, but they are also up-skilling themselves.

Being a mentor also has a positive impact on mental health:

In a study by Harvard Business Review, they found that that people who served as mentors experienced lower levels of anxiety, and described their job as more meaningful, than those who did not mentor.



# WHY MENTORING?

## Benefits for organisations

The positive outcomes of mentoring stretch far beyond personal development for the people involved in the partnerships.

Mentoring in the workplace has huge benefits for the organisations themselves, by solving business challenges, and improving:

- ▼ Employee engagement
- ▼ Employee satisfaction
- ▼ Employee loyalty
- ▼ Diversity in leadership
- ▼ Knowledge sharing
- ▼ Company culture
- ▼ Inclusion
- ▼ Social learning
- ▼ Retention rates
- ▼ Advancement rates
- ▼ Talent pipeline
- ▼ Company reputation

All of these mentoring benefits contribute to increasing employee retention while reducing learning costs.

Another benefit for organisations offering mentoring in the workplace is recruitment opportunity. With the importance many people are placing on personal and career development, companies investing in it are far more appealing to work for.

89% of those who have been mentored will go on to mentor others, and so mentoring creates a cyclical culture of learning and development within a business.





# WHY MENTORING?

## The Statistics

Countless studies around mentoring demonstrate the benefits it can have on both individuals and organisations.

From mental health, to productivity, to promotion rates, mentoring can make an impact across many areas of someone's personal and professional life.

Here are some of our favourite statistics:

**71%**  
of Fortune 500  
companies have  
mentoring programs

**25%**  
of employees in a  
mentoring program had  
a salary grade change,  
compared with only 5%  
without mentors

Of those with a mentor,  
**97%**  
say they are  
valuable

Yet only  
**37%**  
of professionals  
have a business  
mentor





# WHY MENTORING?

## The Statistics: Millennials

Described as the most socially conscious generation since the 1960s, millennials deeply care about their careers and working lives.

With the expectation to find a job that is fulfilling and inspiring, comes the strong desire to learn and develop in order to feel happy and healthy at work. The stats speak for themselves:

**79%**  
of millennials see  
mentoring as crucial  
to their career success

Yet  
**63%**  
feel like their  
leadership skills are  
not being developed

By 2025, millennials will  
comprise more than  
**75%**  
of the workforce

But currently  
**43%**  
of them leave their  
company within the  
first two years

# MENTORING IN ACTION



## Uses of mentoring

We know that mentoring has many benefits, for both the individuals involved and the organisation themselves. But as well as this, mentoring has a wide range of uses within organisations...

## 10 USES OF MENTORING

### 1 Leadership Development

Leaders can pass on their skills and key learnings to somebody who is about to enter a leadership role. Sharing challenges and facilitating a support system of leaders is an effective way of training people.

### 2 Onboarding

Starting a new job is daunting and can be chaotic. Organisations can use mentoring to on-board their new employees, pairing them with someone who can show them the ropes in a friendly and relatable way.

### 3 Graduate Schemes

Similarly, graduate specific mentoring is an effective way of making grads feel welcome and supported. Gen Z have high expectations of their working lives, and so investing in their development goes a long way.

### 4 Women in Leadership

Efforts need to be made to promote upward mobility for women. Mentoring can guide and inspire women at crucial stages of their careers, helping to create a stronger career pipeline for women within organisations.

### 5 Diversity & Inclusion

Mentoring helps foster a culture of inclusion. Individuals from an under-represented group can also be mentored and supported, which has proven to improve minority representation in management.

### 6 Succession Planning

Mentoring for succession planning involves identifying high performing individuals and prepping them via mentorship for senior roles within the organisation, creating a talent pipeline.

### 7 Knowledge Retention

It's important to ensure industry knowledge and experience is not lost when people retire. Establishing mentoring facilitates the passing down of information across the business.

### 8 Maternity & Paternity

Preparing for maternity/paternity leave, and returning to work afterwards, can be difficult. Having senior working-parents mentor new working-parents, can be valuable for their mental health, job satisfaction and productivity.

### 9 Skill Sharing

If a group need to increase their skill in a certain area, they can be assigned mentors who already possess that knowledge and experience to help them get there. This is typically seen with digital skills in organisations.

### 10 Transitional Periods

Whether it's new management, a structure overhaul, re-distribution etc, mentoring can help re-establish a culture of community across the organisation in a relatively short period of time.

# MENTORING IN ACTION



## Types of mentoring

There are many different types of mentoring to choose from as well, and some may be better than others for achieving certain objectives. Here are the types of mentoring that can be used:

## 6 TYPES OF MENTORING



### One-on-One Mentoring

This is traditional mentoring, where one mentor and one mentee enter a mentoring relationship to help the mentee develop. With this type of mentoring, the mentor has experience in an area that the mentee is interested in, and so can act as an advisor.



### Peer Mentoring

This involves colleagues of a similar age or experience level mentoring each other. They may take turns acting as 'mentor' and 'mentee', but overall, peer mentoring is about creating a formal support system, learning together, and holding one another accountable.



### Group Mentoring

This involves one mentor working with several mentees in a group. Group mentoring helps reach and impact more mentees in a short amount of time, and is particularly useful if organisations are short on good mentors. Practising mentoring in a group setting also helps improve everybody's teamwork skills, and supports inclusion.



### Reverse Mentoring

Exactly as it sounds, reverse mentoring is when a more junior person mentors a more senior person. Many businesses utilise reverse mentoring to support D&I, where employees from under-represented groups mentor senior leaders. This facilitates the sharing of different perspectives and support inclusion.



### Team Mentoring

This involves a group of mentors and mentees who carry out mentoring sessions as a team. This can help to promote diversity and inclusion, as it creates a space for a number of different people with different opinions and perspectives to come together and learn from one another.



### Virtual Mentoring

With remote work becoming more common, virtual mentoring is another type of mentoring that businesses can utilise. Just because people are not in the office, doesn't mean they can't access good mentors. Using a mentoring software can connect your people no matter where they're based.



# GUIDANCE FOR PROGRAMME MANAGERS

## How to encourage programme participation

One of the biggest challenges for mentoring program managers is attracting participants at the beginning, and then keeping them engaged throughout the relationship.

You can attract mentors and mentees by:

- 1 Communicating the benefits**  
Don't assume people will already know why they should care about mentoring. Highlight exactly what's in it for them in an engaging and bitesize way.
- 2 Anticipating concerns**  
People may be reluctant due to a lack of time, fear that it will double their workload, or that they won't be able to commit – address these concerns in the design and promotion of the program.
- 3 Offering training and preparation materials**  
By promoting mentoring training upon joining the program, people will feel more comfortable to commit.
- 4 Getting key stakeholders on board**  
Find the people in your organisation with the most influential weight and get them signed up first.



# GUIDANCE FOR PROGRAMME MANAGERS

## How to maintain mentoring momentum

Mentoring relationships can easily lose momentum.

Without structure, guidance, and inspiration, there's a risk that participants will drop off. You can maintain momentum by:

- 1 Creating a community**  
Making people feel like they're part of something bigger is a great way to keep them engaged. Send a newsletter to all program participants featuring tips, news and mentoring success stories.
- 2 Gathering feedback**  
Regularly check in with mentors and mentees to find out how the relationship is progressing and any challenges they're facing.
- 3 Ensuring a goals-first approach**  
Make sure mentees outline clear goals to their mentor, as it will give the relationship direction and add accountability, helping to maintain momentum.
- 4 Host events**  
Give back to participants by hosting informative and social events around self-development and mentoring.

# GUIDANCE FOR PROGRAMME MANAGERS



## How to track outcomes and goals

Measuring the success of your mentoring program against its purpose and objectives is vital for improvement and reporting ROI.

As well as measuring the overall outcomes of mentoring for the business, it's also important to measure success from the mentee and mentor's perspectives to get a true overview.

Track success throughout the program with surveys:

### Quantitative data to evaluate:

- ▼ Number of mentors
- ▼ Number of mentees
- ▼ Duration of relationships
- ▼ Number of personal goals achieved

### Qualitative data to evaluate:

- ▼ Positive impacts of mentoring on the mentee
- ▼ Positive impacts of mentoring on the mentor
- ▼ Mentoring relationship outcomes
- ▼ Mentoring relationship satisfaction



# GUIDANCE FOR MENTORS

## How to be a life-changing mentor

Becoming a mentor is a highly rewarding privilege...

But the difference between a good and a bad mentor can be life-changing, so we're here to help you get it right.

At its core, being a mentor is being a trusted advisor. It involves making yourself available to support and advise someone when they need it, delivering that support in a way that makes sense to them, and always keeping their best interests in mind.

Traits of a good mentor include...

- ▼ Self-aware
- ▼ Good listener
- ▼ Encouraging
- ▼ Curious
- ▼ Honest
- ▼ Empathetic
- ▼ Patient
- ▼ Personable



## The 3 Phases of Mentoring...

### PHASE 1

Get to know each other and set expectations & goals

**ESTABLISHING  
THE BASIS**

### PHASE 2

Give feedback, advise, challenge and discuss new ideas

**FACILITATING  
GROWTH**

### PHASE 3

Reflect on progress and measure success against initial goals

**CONCLUDE  
& ANALYSE**






# GUIDANCE FOR MENTORS

## How to be a life-changing mentor: Guider's Top 5 Tips

### #1 Set mutual expectations and goals

This is crucial to establish early on in your mentoring relationship. To avoid any miscommunication, outline together:

- ▼ What your mentee wants to get out of the relationship
- ▼ What you are prepared (and not prepared) to do
- ▼ What you expect of each other
- ▼ How often you will have mentoring sessions

 TIP: use the template in this e-book with your mentee to help them set their goals

At this point it's also important to stress confidentiality. You can then work with your mentee to define their goals, ensuring that they are SMART: **Specific Measurable Achievable Relevant Time-bound**



### Study your mentee #2

Don't fall into the trap of talking about yourself all the time in your mentoring sessions! Good mentors take the time to get to know their mentees on a personal level, ask thought-provoking questions, listen carefully, and only then advise.

Gain as much information and clarity about your mentee's current situation, aspirations and challenges as you can before relating your personal experiences. This way you can ensure your advice is relevant, and you avoid trying to make a 'mini me' out of your mentee.



# GUIDANCE FOR MENTORS

## How to be a life-changing mentor: Guider's Top 5 Tips

### #3 Ask the right questions

Good mentors can help their mentees realise their own mistakes or areas of improvement with insightful questions, rather than simply telling them what to do. This is known as the 'Socratic method' – you can try it by asking questions such as:

- ▼ "What went right?"
- ▼ "What could have gone better?"
- ▼ "What could you do differently?"
- ▼ "What's a different way of thinking about this?"

Mastering this art of questioning can help your mentee come to the right conclusion on their own, which is far more powerful.

### #4 Let them do the driving

Think of yourself as a driving instructor in the passenger's seat: You can encourage them to tackle more challenging routes and give advice on technique, but ultimately, your mentee is in control of the vehicle. Remember, you're a guide – not a manager or a parent figure. Point them in the right direction but let them figure out the way.

You should also have high expectations of your mentee. This will mean you naturally challenge them and push them out of their comfort zone, which is when some of the best growth happens.



# GUIDANCE FOR MENTORS

## How to be a life-changing mentor: Guider's Top 5 Tips

### #5 Take action and open doors

Mentors who follow through with actions are the ones who have the most impact.

Any effort you can go to beyond your sessions reflects a high level of dedication and care for your mentee's success.

Take note of the areas in which your mentee wants to grow, and always look for opportunities to point them in the right direction.

Go the extra mile by:

- ▼ Recommending relevant books, events, podcasts, blogs or courses
- ▼ Seeking out (or creating) projects related to skills your mentee wants to develop
- ▼ Introducing them to appropriate people in your network
- ▼ Enabling quick wins by establishing short-term goals and measuring their success
- ▼ Demonstrating their progress by recapping and celebrating their accomplishments together!

*A mentor is someone who sees more talent and ability within you than you see in yourself, and helps bring it out of you. – BOB PROCTOR*



# GUIDANCE FOR MENTEES



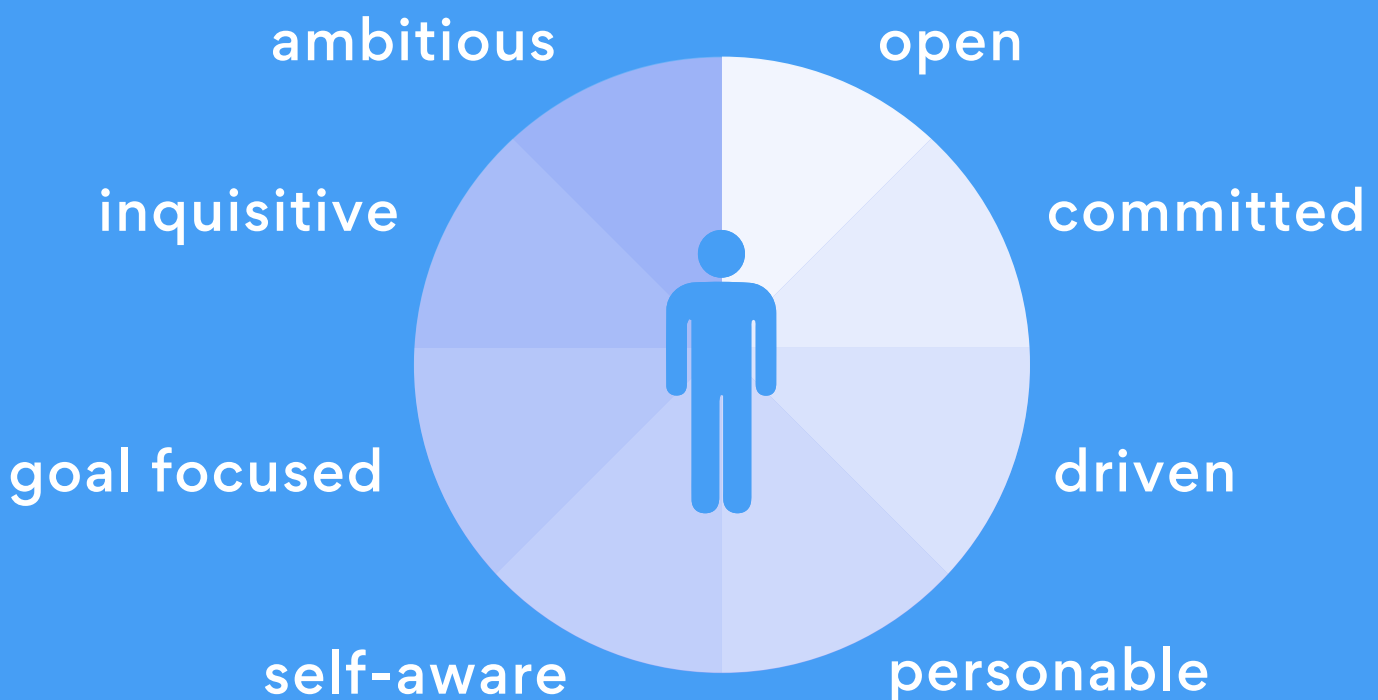
## How to be a successful mentee

Mentoring has the power to do wonders for both professional and personal development, but it takes dedication and effort to be rewarding.

A mentee cannot expect their mentor to do everything for them, but rather take responsibility for the relationship and what they want to achieve.

In fact, the harder the mentee works on the relationship, the more the mentor will help and the more success they will see.

## Traits of a Good Mentee:



# GUIDANCE FOR MENTEES



## How to be a successful mentee: Guider's Top 5 Tips

### #1 Always come prepared

How you arrive to your mentoring sessions reflects your dedication to the mentoring relationship, and therefore to your self-development.

Successful mentees will have put a lot of thought into why they want a mentor and what they're hoping to gain from it. Of course, your mentor can support you to fully define these goals, but you don't want to be thinking about it for the first time in your intro session.

Prior to your sessions, think about:

- ▼ Your goals
- ▼ Your strengths & weaknesses
- ▼ Challenges you're facing
- ▼ Lessons learnt or changes in mindset

To show you're a motivated self-starter, you can even prepare agendas for your sessions. Come up with 2-3 discussion topics or questions that you would like to cover before you meet. Use the session template at the end of this e-book.



# GUIDANCE FOR MENTEES

## How to be a successful mentee: Guider's Top 5 Tips

### #2 Ask insightful questions

The best mentees are inquisitive and hungry to learn. Make the most of your mentor's knowledge and expertise by preparing insightful questions such as:

- ▼ "What is the most important leadership lesson you've learned?"
- ▼ "Can you tell me about a time when you had a difficult manager or colleague? How did you handle it?"
- ▼ "How did you learn to speak so engagingly in front of others?"
- ▼ "How can I become better at managing up?"
- ▼ "How did you learn to embrace failure?"

Asking good questions is also a valuable skill you'll use throughout your career.

### Create an action plan

#3

Being proactive in your mentoring relationship will take you a long way. Make sure you take notes at every session so you can create a list of actions to keep you on the right path to hit your goals.

Share this list with your mentor after every session. By doing so, you're inviting them to hold you accountable – which means you're more likely to achieve the things you set out to.



# GUIDANCE FOR MENTEES

## How to be a successful mentee: Guider's Top 5 Tips

### #4 Reflect and ask for feedback

At the beginning of every session, make sure you reflect on your accomplishments so far, and share any learnings with your mentor.

As well as this, actively ask for feedback. This shows a hunger to learn and improve, which is a stand out characteristic of a good mentee. Try open ended questions such as:

- ▼ "What do you think is working and not working in my sales pitch?"
- ▼ "What could I do differently that would have the greatest impact on my success?"

Remember to not take negative feedback personally – rather see it as a personal challenge to improve!

### Be the driver

### #3

Your mentoring relationship is about you achieving your goals, so you can't expect your mentor to drive the sessions. Take responsibility and remember that the more effort you put in, the more you'll get out.

This involves taking the lead on booking sessions, logging notes, following up with action-items, asking for support and showing appreciation to your mentor.

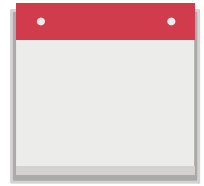
Throw yourself into your personal development and don't shy away from challenging conversations!

# GOAL SETTING TEMPLATE



**My priority goal right now is:**

**Target Date:**



**I want to achieve this because:**

**I'll know I've achieved this goal when:**

**Key things that will help me achieve this goal:**

**Main challenges that may prevent or delay me achieving this goal:**

**3 steps I can take to reach this goal:**

**Who can support me?**

①

②

③



# MENTORING SESSIONS



## How to structure mentoring sessions

Every mentoring relationship is different, but there will typically be goals set at the beginning that the mentee wants to achieve. The mentoring will be helping them get to where they want to be, while also developing skills such as self-awareness, confidence, and good communication.

In each mentoring session, it's important that the discussions, challenges, and solutions raised are all contributing to the mentee's overall goals, to ensure progress is being made. There are simple things both mentor and mentee can do before, during and after they meet to ensure a productive mentoring session.

### The day before a session

- Mentee sends over a session agenda including their desired discussion areas, outline of current challenges, key progress updates, and any leftover actions from the last session.
- If relevant, the mentor can add any topics or points to the agenda and send it back, so that everyone is aware of the key focuses beforehand.

This helps with preparation, prioritisation, and managing expectations. For example, if a mentor sees on the agenda that their mentee has a new challenge since they last met, the mentor can think about it and come ready with ideas, rather than it being raised during the session when there's already a lot to discuss.

# MENTORING SESSIONS



## How to structure mentoring sessions

### During the session

- **Create a plan** – off the back of the challenge discussion, it's likely they'll have begun to explore a number of solutions. Mentoring sessions can easily turn into hour long brainstorming without following a structure, so in order to be productive, they can then establish a plan that tackles the discussed challenges.
- **Reflect on progress** – near the end of the mentoring session, it's important to reflect on the progress the mentee has made. This could be through the discussion of key learnings, celebrating wins, and giving feedback.
- **Actions for next session** – before the session concludes, an actions list should be created of things to do before the next session, which align with the mentee's goals. The act of doing this makes both mentee and mentor accountable.
- **Book next session** – in order to maintain momentum, you should always book in your next session at the end!

Naturally, every mentoring session will vary, and that's not a bad thing! But having a structure in place will increase the likelihood of making progress, as well as knowing there's always a dedicated opportunity to raise certain things.

# MENTORING SESSIONS



## How to structure mentoring sessions

### After the session

- Mentee sends a follow up with the key takeaways from the session, the list of actions, and the details of the next session.
- Mentor can respond with any relevant information or links to resources that were discussed in the session that may help the mentee.

It's always good to follow up when the session is still fresh in mind, to avoid dropping the ball on anything that was agreed to.

A mentoring relationship is a two-way process. While the mentee is commonly expected to drive the session, it's important for both parties to be aligned on how the meetings are structured.

It's easy to pass the time of a mentoring session talking about different issues and topics, sharing experiences, and generally getting to know one another better.

However, the purpose of mentoring is to facilitate someone's growth and see their progress. By structuring mentoring sessions, both mentor and mentee are more likely to follow up on actions, feel comfortable raising any issues, and keep the conversation focused!



**Use the mentoring agenda below to help structure your sessions**



# MENTORING AGENDA

Date:

## Discussion Points

*The topics or areas you want to explore during this session.*

## Current Challenges

*Any challenges you are currently facing and ideas on how to tackle them.*

## Progress & Learnings

*Update on your progress since last session, including any learnings.*

## Actions

*Actions to take before next session, as well as incomplete actions carried from last session.*

# ABOUT GUIDER



Guider is on a mission to create the best personal-development platform for employees worldwide, with mentoring, coaching & advising at its core. We exist to revolutionise the way companies develop their people.

Our mentoring software is the only tool you need to manage your mentoring journey end-to-end.

We help to foster a culture and community of learning and growth, with an understanding that Mentoring is a powerful tool to transform and accelerate learning and development.

Our platform takes care of all the logistics and admin involved in the mentoring process, meaning you can focus on carving out impactful mentoring relationships.

Built with effective mentoring methodology at its core, our platform guides users through their mentoring relationships; tracking progress, goals, and feedback. Integrated video chat, calendar scheduling and email messaging streamlines the communication process between participants.

As well as supporting individuals within organisations, we work closely with L&D teams to drive change in areas such as Diversity & Inclusion and Women in Leadership.

Find out how Guider could make an impact in your organisation:

[Book a demo now](#)

 **Guider**

