

FIND Mentoring Scheme

Setting objectives and measuring impact

After a pilot programme, the FIND Network is coordinating a rolling mentoring scheme which we hope will contribute to women's full and effective participation and equal opportunities for leadership at all levels of the international development sector.

This guidance has been developed to include feedback from the pilot programme, and aims to support mentors and mentees as they move through their mentoring relationship.

We recommend the duration of a mentoring relationship starts with the aim of six months, after which you can decide whether you would like to continue your mentoring relationship. You will be asked to meet for at least 1 hour every month over the six-month period. You can of course agree in advance with your mentee to increase the frequency or duration of these meetings.

Mentors will support mentees as they set goals, track progress towards these goals and work through challenges they face in the sector.

The objectives of the scheme are:

Impact: Contribute to women's full and effective participation and equal opportunities for leadership at all levels of the international development sector.

Medium-term Outcome: Mentees are able to take forward individual actions defined by the mentoring scheme by the end of 6 months of mentoring.

Long-term Outcome: Women from the network benefit from access to an appropriate, inclusive and effective mentoring scheme, and feel able to advocate to others to join the scheme, including encouraging others to become mentors.

Starting out

You will be matched based on your responses from completed FIND Network Mentoring Programme form.

We will send an email to each party with the name of your potential match to check that you're happy with it in principle. Following this, we will connect the mentor and mentee via email.

Our suggestion is that you start with **having an introductory conversation to get to know each other**. Our suggestion would be that this is not considered a mentoring session, but an informal 'get to know you' call or meeting where you learn more about each other, set some goals for the 6 months of mentoring and schedule your sessions in advance. (We find that mentors and mentees that schedule all the sessions in advance and don't reschedule have more success). If, for any reason at all, you decide not to go ahead (occasionally the 'click' is not there), then contact us immediately after you've spoken and we'll aim to rematch you (please bear in mind our list of mentees outweighs our list of mentors so this won't always be possible immediately). Also, if you do not get a response from your mentee/mentor after a week, please let us know.

Your mentoring sessions

We suggest giving each other a brief overview of your career history to date, any skills or experience you are bringing to the table (as a mentor) or any skills or experience you would like to develop (as a mentee).

One suggestion is to have the mentee answer a few interview-like questions, such as:

- *What has the past year looked like in terms of professional challenges and achievements?*

- *What would you like to be different one year from now?*
- *Tell me about one of your greatest achievements. What characteristics/skills/strengths of yours do you think enabled this achievement?*
- *As your mentor, what 3 things do I need to know about who you are?*

The mentee should direct the agenda for the sessions, thinking about issues, challenges, situations, and goals they wish to discuss. They should prepare in advance in order to make the best use of the time. The mentor can then add to the agenda or recommend the structure of the sessions and how topics are addressed.

Below are a few examples of areas for discussion in your mentoring relationship – but please do not let this limit you. Your mentoring relationship is for you to make the most of, so make it work for you!

- Shaping career goals and steps towards achieving them
- Identifying strengths and how to maximise their potential
- Support with CV and application writing
- Support for interview preparation
- Identify personal development goals and steps towards achieving them

Each session should have time to share reflections following the previous session, and there should also be time to discuss actions to take forward before the next session.

Tips

- Schedule all 6 sessions up front to ensure they are in the diary and don't change!
- Mentees, have a clear focus to your mentoring. Think about the key topics that you want input on and be ready at the start of each session. It is up to mentees to drive topics. Examples include; getting a promotion, managing time, launching a new project, raising profile/visibility, communication skills, running a team, confidence and career planning.
- Like anything, you will both get out what you put in – make it a priority!

Resources and inputs

One model of mentorship is the GROW model: Goal, Reality, Options, and Will. We have listed some examples of questions below, and you can find many more [here](#).

1. Establish the Goal
 - a. What does the mentee want to achieve from the mentoring sessions? (And how does that relate to long-term career goals?)
 - b. What would be the ideal outcome?
2. Examine the current Reality
 - a. What is happening now (what, who, when and how often?), and what is the effect or result of this?
 - b. What steps, if any, have you already taken towards your goal?
 - c. What have you already tried, and what have you ruled out in thinking about this issue?
 - d. How does this goal align or conflict with other goals or objectives?
 - e. Is there an ideal solution to this issue? If we could snap our fingers and have it magically solved, what would that look like and how would you feel?
 - f. How would you advise me on this issue if our roles were reversed?
3. Explore the Options
 - a. What are your options, and what are the advantages and disadvantages to each?
 - b. What could be your first step?
 - c. What are the obstacles in your way?
 - d. What would happen if you did nothing?
 - e. What would be an example of a very difficult option? A very easy one?
 - f. Who else might be able to help?

4. Establish the Will
 - a. So how are you going to go about it – what action are you going to take and when?
 - b. What could stop you from moving forward? How will you overcome this?
 - c. How can you keep yourself motivated?
 - d. When do you need to review progress?

Differences between Mentoring & Coaching

While it can appear subtle, coaching and mentoring are quite different. You can see some of the differences outlined below. You may find it useful to discuss with your mentor / mentee what approach will work best for you both. These differences are not set in stone, and often a hybrid approach can be useful. You can discuss any preferences with your specific mentor / mentee when you begin the relationship.

Coaching: helping another person to improve awareness, to set and achieve goals in order to improve a particular behavioural performance

Mentoring: helping to shape an individual's beliefs and values in a positive way; often a longer term career relationship from someone who has 'done it before'

Mentoring	Coaching
A mentor is usually more experienced and qualified than the mentee. The individual should be able to pass on knowledge, experience and open doors to otherwise out-of-reach opportunities.	Coaching is generally not based on the coach having direct experience of their client's formal occupational role, unless the coaching is specific and skills-focused
Focus is on career and personal development	Focus is generally on development/issues at work
Agenda is set by the mentee, with the mentor providing support and guidance to prepare them for future roles	The agenda is focused on achieving specific, immediate goals
Mentoring revolves more around developing the mentee professionally	Coaching revolves more around specific development areas/issues
Mentors will often provide direction and advice and should 'open organisational doors' for mentees	Coaches will ask 'powerful' questions and not offer or give advice.
Mentoring involves helping mentees to develop their career, skills and expertise, often drawing upon the experiences of the mentor in the process.	Effective coaching is intended to help you to learn rather than by 'teaching' you. By engaging with an experienced coach, the coachee will develop insights leading to enhanced effectiveness.

What a Mentor Does:

- ✓ A mentor takes a long-range view on your growth and development.
- ✓ A mentor helps you see the destination but does not give you the detailed map to get there.
- ✓ A mentor offers encouragement and cheerleading, but not 'how to' advice.

What a Mentor Does Not Do:

- ✓ A mentor is not a coach as explained above.
- ✓ A mentor is typically not an advocate of yours in the organizational environment: the relationship is private.

- ✓ A mentor is not going to tell you how to do things.
- ✓ A mentor is not there to support you on transactional, short-term problems.
- ✓ A mentor is not a counselor.

Mentees will need to

- ✓ Think about your career goals
- ✓ Define your expectations towards your mentor
- ✓ Define your ground rules
- ✓ Identify and communicate the type of support you need
- ✓ Think about how you want to set up the relationship