

Mentoring

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Leadership Victoria

Exceptional leadership for a better world.

Leadership Victoria (LV) exists to inspire, develop and connect exceptional leaders who are driven by personal development and professional excellence and share our passion for creating a better world.

Over 25 years, we've curated a deep knowledge of the attributes essential to exceptional leadership. And we use these to develop skilled and energised leaders across today's business, government and community landscapes.

There are four pillars to our work – Leadership Wisdom, Development, Networks and Impact.

Mentoring

A series of interactions where:

- professional and personal skills and experience are shared
- encouragement and constructive comments can be provided
- both parties share openly and in confidence
- there are benefits to both the mentee and mentor

Role of a mentor

- **Be challenging** – identify assumptions and offer alternative
- **Be inspiring** – provide vision, encourage and motivate
- **Be a good listener** – be open minded, non-judgemental and foster reflection
- **Be sharing** – both personally and professionally
- **Promote understanding** – of leadership options and outcomes
- **Recognise potential** – and encourage the mentee to fulfil it
- **Provide guidance** – through practical help and role modelling
- **Be aware of and respect cultural differences**
- **Give positive feedback** – reinforcement and constructive criticism when appropriate

Role of a mentee

- **Be open** – to new approaches, attitudes and skills
- **Take responsibility** – for own growth and development
- **Be willing to articulate** – hopes, needs and expectations
- **Be prepared to take risks**
- **Be sharing** – both personally and professionally
- **Develop strategies** – to achieve leadership goals
- **Commit to fulfilling own potential** – be prepared to make the effort required
- **Be accepting of guidance** – seek to learn through observation, listening and reflection
- **Accept feedback** – and learn from it

Mentor or coach?

- Both support development, but there are important distinctions

Mentoring

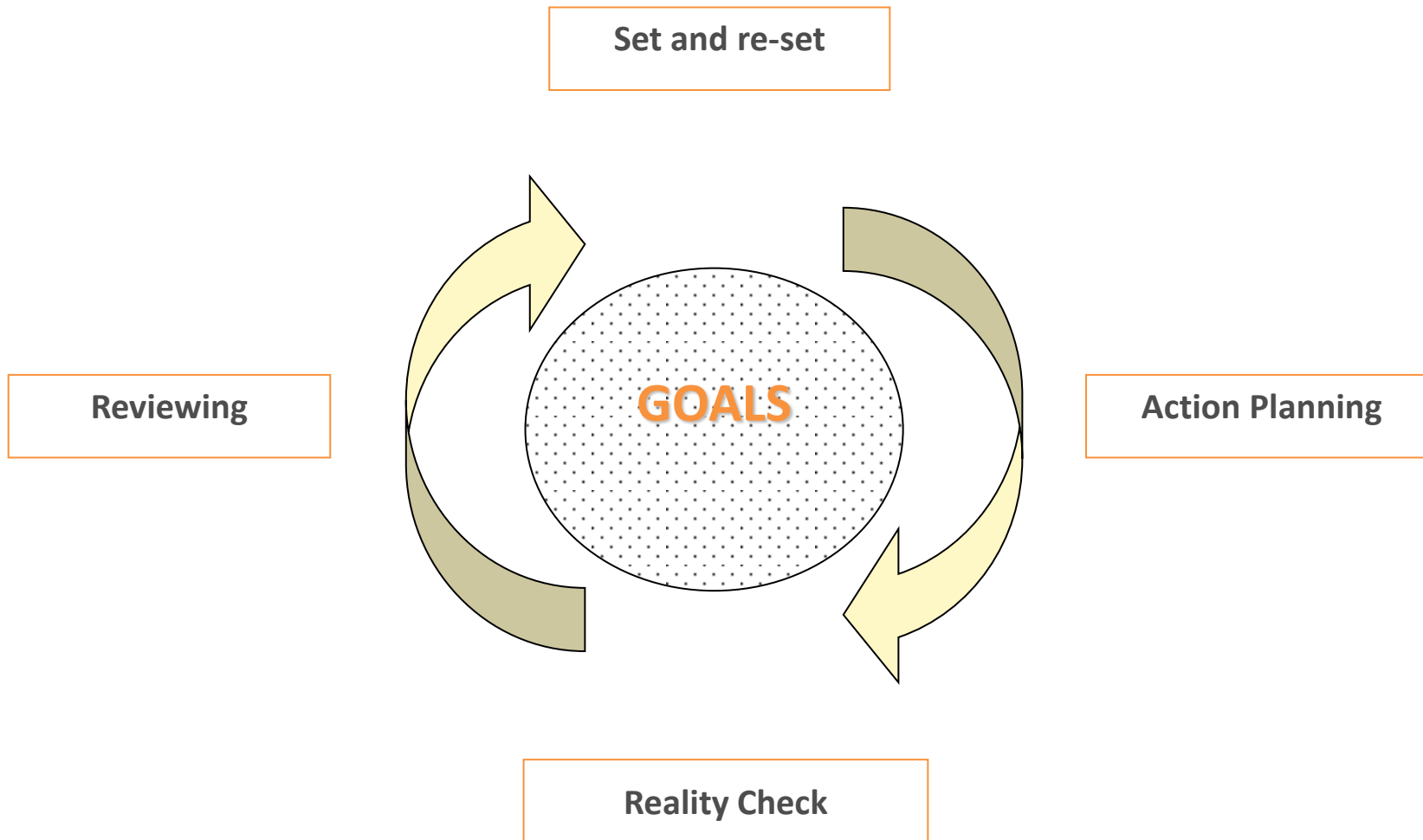
- Two-way
- Relationship-focused
- Mentee drives the agenda
- A broad perspective

Coaching

- One-way
- Task-focused
- Coach sets the agenda
- Developing specific capabilities

Key phases in the mentoring relationship

- **The first meeting**
 - Getting to know each other
 - Determining areas of focus for mentoring
 - Establishing expectations
- **Establishing the relationship**
 - Developing agreement on expectations and objectives
- **Building the relationship—from thinking to doing**
 - Finding a rhythm, where conversations flow more easily
 - Addressing more difficult issues
 - Achieving the goals
- **Evaluating and concluding the relationship**



Next steps

- Reflect on your own strengths – where can you best provide guidance or advice?
- Develop a toolkit – draw on resources from your own experience, the Futures Project and wider ECCV libraries, Office of Community Sector, Business Victoria – and identify useful networks
- Once matched, set up a series of meetings – break the ice, then move on to expectations and objectives
- Stay in touch – participate in Futures Project activities, so you know what your matched organisation is learning about