



جامعة بيروت العربية
BEIRUT ARAB UNIVERSITY

ELEGANT

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Mentoring Best Practices

Outline

1. Understanding of Mentoring
 - a) What is Mentoring?
 - b) Mentoring as a concept
 - c) Art of Mentoring
 - d) What is the difference between mentoring and coaching?
2. Mentoring Process
 - a) Phases of Mentoring
 - b) Roles played by Mentors
3. DOs & DONTs
4. Skills required for mentors

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What is Mentoring?

Mentoring is a reciprocal and collaborative at-will relationship that most often occurs between a senior and junior employee for the purpose of the mentee's growth, learning, and career development.

Often the mentor and mentee are internal to an organization, and there is an emphasis on organizational goals, culture, career goals, advice on professional development, and work-life balance

Mentoring as a concept

M

Manages
the
Relationship

E

Encourages

N

Nurtures

T

Teaches

O

Offers
Mutual
Respect

R

Responds to
Mentee's
Need

Art of Mentoring



Art of Mentoring

- For Mentors
 - Time Commitment
 - Skills and Needs
 - Collaboration
 - Scope of Guidance
 - Communication
 - Network Development

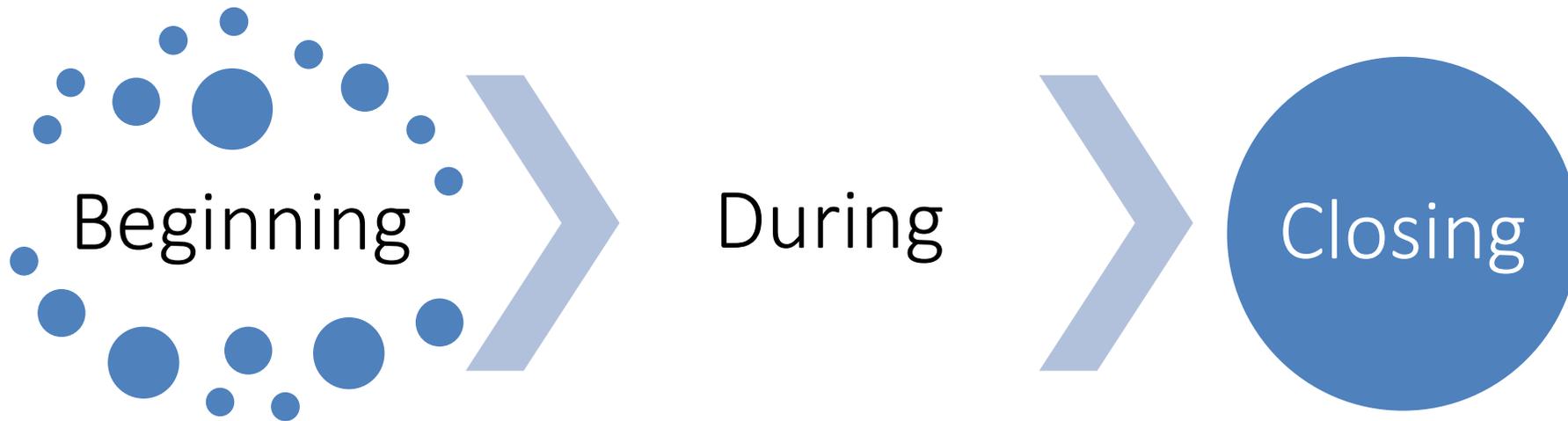


Art of Mentoring

- For Mentees
 - Identifying Needs and Interests
 - Active Engagement
 - Listening Actively
 - Respecting Meeting Times and Agendas



Attitude of Mentoring



Building Trust

Encouraging and
Giving Directions
is Required

Reducing
Dependency

What is the difference between mentoring and coaching?

	COACHING	MENTORING
DIFFERENCE	Coaching has a focus on the task and on performance	Mentoring develops a mentee's capabilities, creating a partnership
DURATION	Short-term, time-definite	Long term, time can vary during the process
APPROACH	Focus on performance	Focus on development
STRUCTURE	Highly structured with regular meetings	Less structured and informal
SPECIALIZATION	Coaches have formal techniques and tools to support the coachees	Mentors draw on their life experience to help the mentee
RESULTS	Specific and measurable	Impact on personal level
COMPENSATION	Paid	Usually volunteer-based

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3. Do & DONT
4. Skills required for mentors

Phases of a mentoring program



PHASE 1 – Preparation

- Both the mentor and the mentee should prepare for the sessions
- Mentors explore their personal motivation and preparation for being a mentor, assess their skills and identify their own areas of learning and development
- The mentees prepare their development goals for the ongoing process and prepare the challenge areas

PHASE 2 – Negotiation

- Establish rules and build a joint understanding regarding assumptions, expectations, goals, and needs
- Discuss confidentiality, boundaries, and limits, regardless of the difficulty of discussing these topics
- Determine when and how the mentor and mentee will meet, the responsibilities, criteria for success, accountability, and the time frame for completion

PHASE 3 – Facilitation

- The mentor promotes the growth of the mentee by establishing and maintaining an open and affirmative learning environment and offering thoughtful, timely, and constructive feedback
- Mentors at this point should feel free to challenge their mentees to develop tendencies to think outside of the box

PHASE 4 – Conclusion

- Evaluation of the achievement of the learning objectives
- Working with the mentees to define the type of support for the future, considering the availability of each one
- Evaluating personal learning and celebrating achievements

Roles played by Mentor

- Teacher
- Guide
- Motivator
- Advisor
- Door Opener

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As the Mentor, DON'T

1. Expect the mentee to lead
2. Assume your advice will be followed
3. Expect a clone of yourself
4. Move too quickly to friendship, if at all
5. Take your mentee for granted
6. End the relationship on bad terms

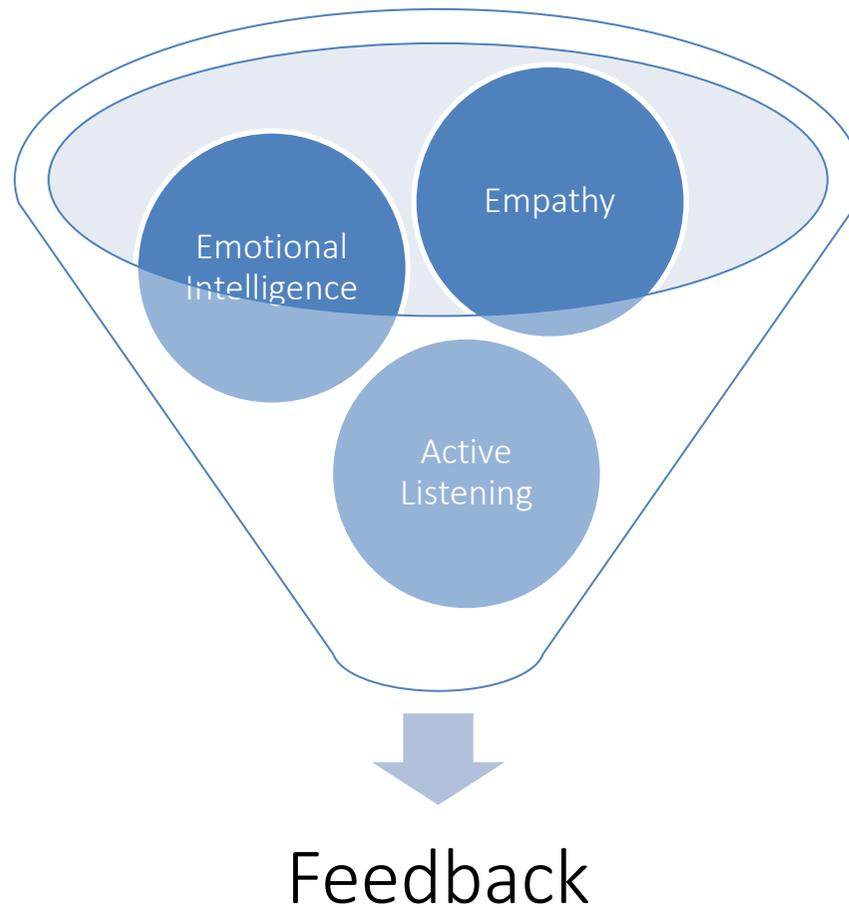
As the Mentor, DO

1. Be open to the mentee's ideas and discuss topics
2. Respect your mentee's time as much as your own
3. Keep your relationship on a professional basis
4. Always ask if you can make a suggestion
5. Recognize and work through conflict in a caring way

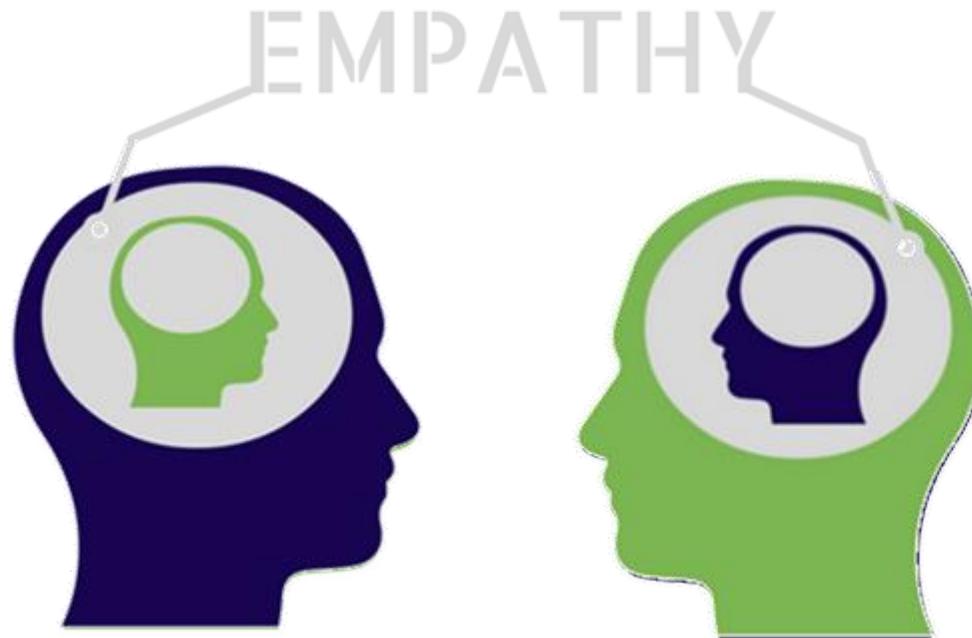
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Mentor Skills



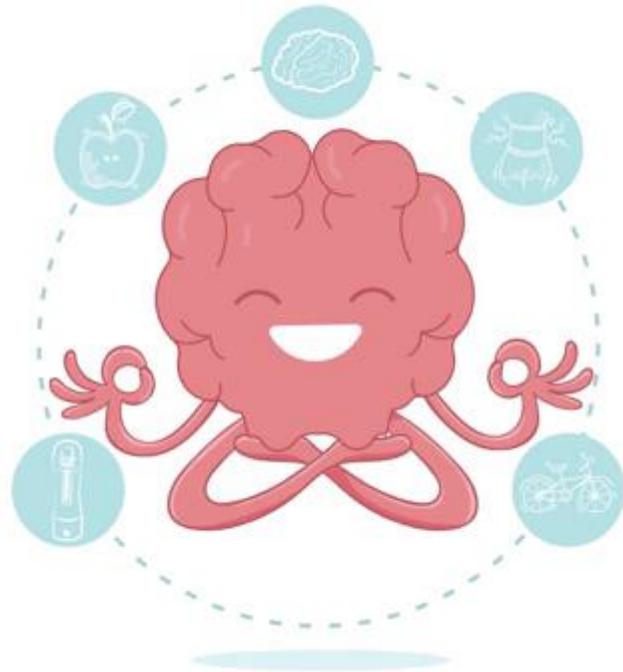
Mentor Skills - Empathy



Mentor Skills - Active Listening



Mentor Skills - Emotional Intelligence



Mentor Skills - Feedback





“A mentor is someone who allows you to see the hope inside yourself.”

— Oprah Winfrey.

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