

# Mentoring to Develop Board Talent

How Leagues Can Plan for Succession



## Role

# What makes a good mentor?

Anne

“Inspired by people who do good stuff and aren’t consumed with themselves”

Sherry

Shared personal stories of success and challenge

# Agenda

- Understanding Mentoring
- Basics and principles
- Uniqueness of Mentoring
- Expectations
- Tips

# Understanding Mentoring

- Personal developmental relationship
- Partnership
- Both parties responsible

# Understanding Mentoring



# Formal or Informal?

- Formal
  - Contract
  - Goals
  - Review
- Informal
  - Conversation
  - Relationship
  - Reflection

# Basics Mentoring

- Mutual trust
- Regular 'contact'
- Belief in the process
- Build the League
- Grow and learn

# Uniqueness of Mentoring

Feedback Mechanisms	Mentoring	Counselling	Coaching
<b>FOCUS</b>	Board & Career personal development	Performance and Psycho-social issues	Development and performance issues at work
<b>AGENDA</b>	Set by mentee with mentor providing support, guidance and experience sharing	Set by individuals and counsellors aimed at achieving goals	Set by individuals with coach assisting in achieving specific goals
<b>ENGAGEMENT PERIOD</b>	Ongoing relationship that can last for a long period	Relationship is short termed but can last longer due to issue being addressed	Relationship is short term



# Mentee Expectation of Mentors

## Abilities:

- Active listening
- Competence
- Functional skills
- Sympathetic understanding
- Guide
- Share contacts
- Analytical ability

# Mentee Expectation of Mentors

## Qualities:

- Varied and broad perspective
- Foresight:
- Approachable
- Trustworthy

# Mentee Expectation of Mentors

## Attitude:

- Respectful
- Non-judgmental
- Forthright
- Positive Attitude

# What the Mentee needs to bring to the relationship

- Active listening
- Reflection
- Willingness to take responsibility on
- Confidentiality
- Follow through
- Willingness to learn
- Ability to ask questions

## Break-out in Pairs

1. Have you been a Mentor or Mentee?
2. What did you bring to the relationship?
3. If you haven't been an Mentor or Mentee – what could you bring?

# Guidelines for an Effective Mentoring Conversation

- Must be **confidential**
- Active listening: ask **open-ended questions** rather than 'yes' or 'no' questions
- Understand that the Mentor's/Mentee's **view of the world** may be different from your own
- Avoid **lecturing**, telling each other what to do
- Be **sensitive** to cultural and gender difference
- Put in the **time**: good mentoring takes preparation and active discourse
- Use a **problem-solving process** rather than telling someone what to do

# Tips for Mentors

- Don't expect to have all the answers
- Access to resources
- Stand back
- Be clear about expectations
- Hang in there for your mentee

# Tips for Mentees

- Accept the challenge willingly
- Maintain a positive view of self
- Share with the mentor how you feel about the way the relationship is working
- Be active in your own development
- Take a few risks in order to progress and learn
- Don't expect too much from your mentor





## **Building this into your League experience**

- Loved, learned and challenged by
- Share
- Plan ahead
- Add time into the process