



## I. Goal Setting for Mentees

### The purpose of goal setting

Establishing clear goals is a key for helping mentees discover what they want to achieve out of the new mentoring relationship. It's a critical step in defining the mentee's team work with their mentor and mapping out efforts moving forward.

### What are the benefits of goal setting?

Goal setting is important for anyone who is trying to develop or improve. In the mentoring relationship it works as follows: the mentee team will share their goals with their mentor, and the mentor will help them strengthen those goals further, if necessary.

- **Determining priorities:** Setting goals helps the mentor understand what the mentee team is trying to achieve, and how one can help.
- **Evaluating opportunities:** When opportunities arise, goals can be used as a helpful indicator to decide which option will be the most beneficial.
- **Providing strategic direction:** Goal setting helps the mentee team step back and see the larger picture when they start getting overwhelmed by day-to-day work.
- **Mentee team "owns" the goals:** Mentees may be tempted to let the mentor determine their personal and business goals. However, on the Mentoring Programme, mentees lead in the development of their goals, with mentors offering their support to make them as clear and realistic as possible. This means the mentee team feels ownership of their goals and that success is for their own benefit, making the team more motivated to pursue and achieve them.

### Getting your approach to goal setting right

Goal setting may seem challenging at first, but it is a worthwhile and important exercise. Its aim is to increase efficiency and effectiveness by identifying outcomes to strive for.

To help mentees get started, here are a few points to keep in mind to approach the goal setting exercise effectively:

- **Clarity**

It is important to start with a simple question - What do you want to accomplish?



Setting goals that are clear and specific eliminate the confusion that occurs when a goal is set in a more generic manner.

- **Challenge**

Challenging goals stretch your mind and cause you to think bigger. This helps you accomplish more. Each success you achieve helps you build a winning mindset.

- **Commitment**

Make sure your goal(s) is something you really want. To make it happen, you need dedication and commitment. When you are thinking about your goals, confirm whether you are willing to sacrifice the time and effort to achieve them. If you don't commit to your goal with everything you have it is less likely you will achieve it.

- **Feedback**

Be open to getting feedback on goals, to help you know what you are doing right and how you are doing. This allows you to adjust your expectations and your plan of action going forward.

- **Task complexity**

It's important to assess whether or not your goals are feasible given your circumstances. We recommend asking yourself the following questions:

- Do you have the time and resources available to meet this goal?
- Are you fully dedicated to achieving this goal?
- Are you aware of the sacrifices this goal will require and are you willing to make them?

Based on these answers, think critically about whether or not your goal is realistic. This is a great conversation for your team to have with your mentor, as his/her business experience can provide thoughtful insights to help you gauge the feasibility of your goal.

## II. Tips for Mentees

### How to be a Good Mentee

Successful mentees on the Innovation Academy Programme show certain characteristics that help them build an efficient mentoring relationship. This document shares top tips for mentees as they prepare themselves for their time on the programme.



### **Be committed to the relationship and set its direction**

It is important that mentees show their mentor that they are committed to the mentoring relationship and their own learning. The mentee will set the direction of the relationship and lead on setting the goals that the pair will work on together. It is also the mentee's responsibility to make sure that regular meetings are scheduled. Driving the relationship may be uncomfortable at the beginning but doing so will keep the focus and the momentum going throughout the mentoring cycle.

### **Come to each meeting prepared**

To make good use of the time they have with their mentor, mentees will carefully prepare each meeting. This will include coming up with a meeting agenda, which they will share with their mentor in advance. Each meeting will end with a discussion of what actions each partner will undertake before they speak next and confirm the next meeting date.

### **Have realistic expectations**

Mentees need to have a good understanding of how the programme works and what their mentor will be able to offer. Mentors will act as a guide and sounding board but will never tell their mentee what to do nor provide them with all the answers. In the beginning pairs will discuss their expectations of the mentoring relationship and how they will work together. Please note, mentors will never offer their mentees any financial support.

### **Remember that the mentor is volunteering their time**

Mentors are volunteering time out of their busy schedules to support their mentee's business and personal development. It is therefore important to make good use of your time together and have efficient meetings. If the mentee is not able to attend a scheduled meeting, they should make sure that they let their mentor know as early as possible, and offer an alternative time to meet instead.

### **Celebrate achievements together**

To keep the momentum going within the relationship, mentees must ensure that they provide their mentor with feedback on how their guidance has impacted their professional lives. Celebrating achievements will bring the pair closer together and keep motivation to continue working on the SMART goals they set.



### **III. How to Set Expectations and Manage Boundaries**

Mentees and mentors may come to the mentoring relationship with different ideas of how they will work together. If expectations are not discussed, they may end up causing frustration with the mentoring relationship at some point. An important exercise in the beginning of the Mentoring Programme is therefore to take the time to discuss your assumed expectations and set realistic ones in turn. Let your mentoring partner know what they can expect from you and what your boundaries are.

#### **Questions to consider**

Before the first meeting with your mentoring partner, it may be useful to have a think about the following questions:

- What does mentoring look like to me?
- What do I want out of this mentoring relationship?
- Are there any boundaries that need to be established?
- When and how often are we going to meet?
- How will we hold ourselves accountable to this relationship?

#### **Examples of expectations**

During your initial meetings, you and your mentoring partner will discuss your thoughts to the above questions and agree on a set of realistic expectations. Such expectations may look as follows:

- Anything discussed will be treated with confidentiality
- Keep commitments and meet at least two hours per month
- Accept and celebrate each other's differences
- Give your mentoring partner your full attention during your meetings, where possible
- Be open and honest
- Do not judge
- Respond to messages within the agreed upon time period
- Boundaries will be made clear and are respected

There are also certain expectations for mentees and mentors respectively:



### **Mentees will**

Lead the relationship

Ask their mentor for advice, reflect on the feedback and decide what they will implement in their business

### **Mentors will:**

Practice active listening

Be a sounding board

### **Mentees will not:**

Ask their mentor for money

Be defensive when receiving constructive feedback

### **Mentors will not:**

Tell their mentee what to do

Ask money for their mentoring support

### **Setting boundaries**

Initial meeting is also the time when pairs discuss their boundaries. There may be certain things you prefer not to discuss, or days you do not want to meet. You may tell your mentoring partner that you will not respond to their messages from Friday 5 PM until Monday 9 AM, but will do so as soon as you are back in the office. Some mentoring pairs may form something of a friendship, but the mentoring relationship is first of all a business relationship. Professional boundaries should therefore be maintained.

It is important to keep in mind that some boundaries are cultural. Have an open dialogue with your mentoring partner to talk about boundaries and agree to respect the boundaries that are established. Do not judge each other's boundaries. Feel comfortable to discuss boundaries further along your mentoring relationship as well, as some things may change once you get to know each other a bit better.

## **IV. How to Use Competencies in Your Mentoring Relationship**

Understanding the competencies that the Mentoring Programme considers essential to being an effective mentor and mentee will help you:

- Recognise the behaviours that will be expected of you in your role assigned role



- Understand what the Programme considers good mentoring practices

### **Why are competencies important to your mentoring relationship?**

The Mentoring Programme's competencies are designed to provide guidance to both mentors and mentees about the core behaviours required to get the most out of their mentoring relationships.

Throughout the different phases of the Mentoring Programme, mentees and mentors are encouraged to refer to the programme's competencies to ensure that they are able to demonstrate at all times the expected behaviours that lead to successful mentoring relationships.

- Mentor and mentee competencies can be helpful to:
- Clarify the skill set each mentor and mentee has to offer when participating in a mentoring relationship
- Offers guidance on how to clarify aims and objectives, and agree on how pairs will work together
- Helps to maintain standards and expectations when participating in the Mentoring Programme
- Helps mentoring pairs approach setting ground rules and establish boundaries and come to a common understanding
- Encourages mentors and mentees to self assess and incorporate learning activities into their mentoring relationships
- Engages mentors and mentees to participate in building a mentorship culture
- Create a common language and benchmark that mentors and mentees can refer to, so to consistently adhere to programme expectations
- Sets out the behaviours that are required throughout the different phases of the mentoring programme in order to be successful

- **To wrap up...**

Competencies will be key in helping you develop and maintain a successful mentoring relationships!

Don't forget, that mentors and mentees can always refer back to the Competency Framework at any stage of the programme to help ensure that you continue to maintain the Mentoring Programme's values and expected behaviours.



## **V. The Role of the Mentee**

Mentees will have certain important responsibilities during the course of their mentoring relationship. We take great care in outlining the mentee's role in our training, so that they are able to build an effective relationship with their mentor and achieve the best possible outcomes. The following are some key tasks for mentees to keep in mind:

### **Schedule the first meeting**

After receiving the matching email, it is the mentee's responsibility to reach out to their mentor first to schedule the first meeting. The mentee will then ensure that the pair comes up with a meeting schedule for the rest of their time together and will be proactive in making sure the pair is meeting for at least two hours each month.

### **Drive the relationship and set the agenda**

Mentees set the direction of the mentoring relationship, as it will be their business the pair will work on. They will establish goals and priorities, which they will refine during the mentorship process, when they will work with their mentor to come up with SMART goals. Before each call, the mentee will share a meeting agenda with their mentor.

### **Outline a plan of action**

Once the SMART goals have been set, it is important that mentees take the lead in outlining a plan of action for the rest of the mentoring cycle. This will ensure that the pair knows what they will focus on at each point in their relationship and are able to measure progress. Mentors will help the mentee stay accountable to following this action plan.

### **Ask for feedback from your mentor**

Mentors are there to offer their guidance and expertise, so mentees should not be afraid to ask for feedback. Mentees will start by providing background information on their business, sector, organisational processes, etc. which allows the mentor to be able to offer tailored feedback.



**Be open to new ideas but come to your own decisions**

When receiving feedback, it is important to listen carefully, make sure everything is understood correctly, and to not become defensive. It will allow mentees to take a step back and look at things from a different perspective. Mentees will analyse the feedback they receive from their mentors and decide whether they would like to implement it or not – they are not obligated to. However, they do have to be open to new ideas. The mentor will not tell their mentee what to do, but instead the mentee will use the feedback to come to her own decisions.

**Be committed, open and honest**

Successful mentees have a willingness to learn from their mentors. The only way the mentor will be able to provide useful feedback, is if the mentee is completely honest about both her achievements and challenges. Mentees must show commitment to working with their mentor to achieve their learning objectives.