



EXECUTIVE & PA NETWORK  
CONNECT AND ENHANCE YOUR SKILLS

YOUR MENTORING JOURNEY

# MENTORING BASIC PRINCIPLES



## The process is Mentee led

- The Mentee initiates the contact and organizes the appointments;
- The Mentee defines and communicates her development wishes.



## Set Clear Objectives

- Both parties agree on clear objectives and priorities to work on;
- Clear objectives allow the Mentor to articulate concrete advice .



## Planning Quality Time

- Face-to-face or remote, plan to be undisturbed, 45-minute to two- hour sessions ;
- Frequency: every 3 to 6 weeks, at least 6 times a year;
- Preparing the session .



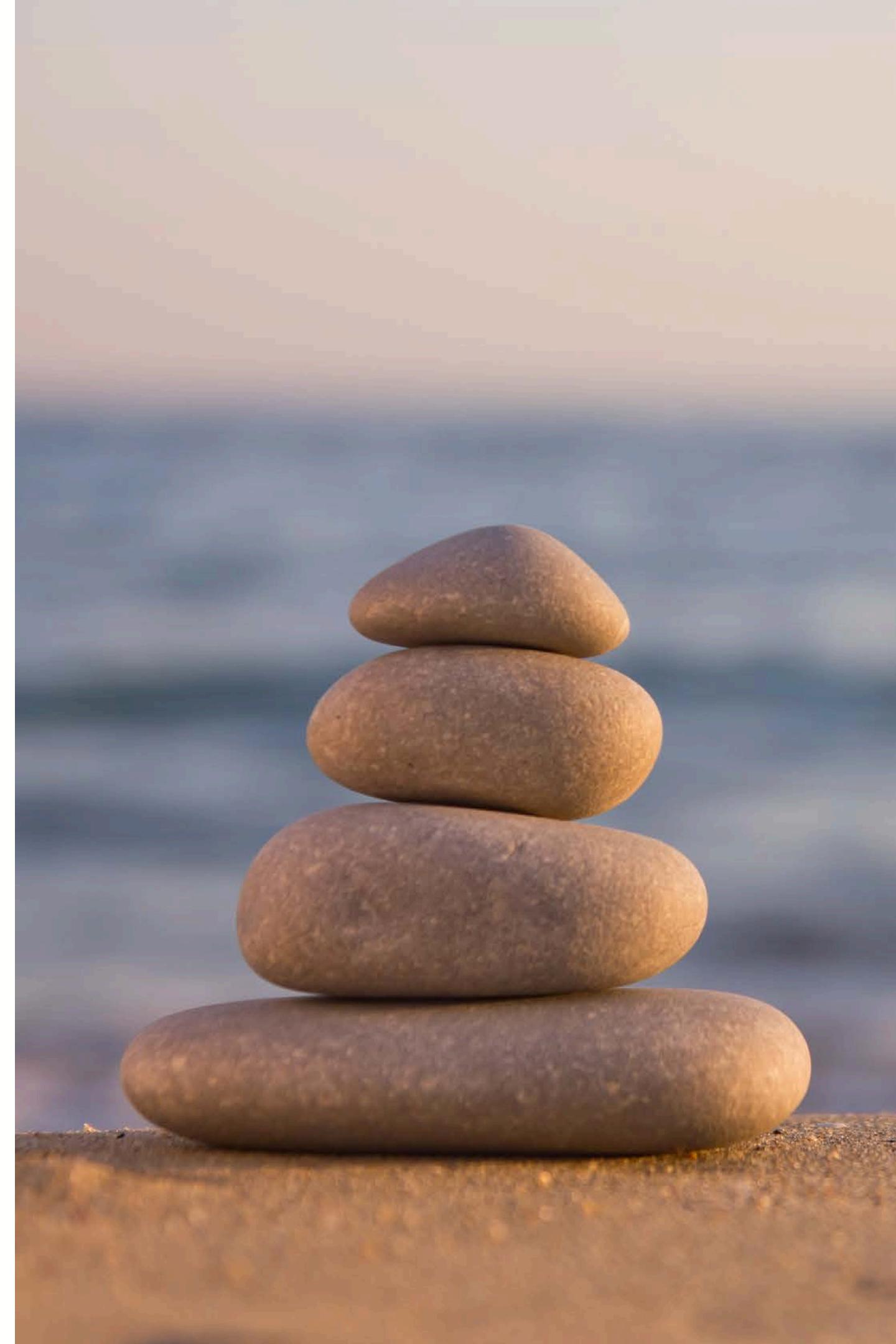
## Respecting confidentiality & mutual respect

- The mentoring relationship should be in a psychological safety zone where everyone feels free to address difficult issues;
- The Mentor and the Mentee respect and appreciate each other's qualities and contribution.



## Shared responsibility for the quality of the relationship

- The Mentor devotes her/his time and attention to the Mentee during the meetings and focuses on the agreed objectives;
- The Mentee takes responsibility for her/his ownership of its learning and development needs.



# ROLES AND RESPONSIBILITIES

## MENTOR



### DO'S

- Ensuring and respecting confidentiality
- Creating a relationship of trust
- Be available and take the time
- Active listening
- Sharing your experience
- Facilitating access to information and networking
- Giving feedback, challenging and helping develop thinking
- Be constructive, caring and encouraging



### DON'T

- Hope that the Mentee implement all the advices
- Impose your ideas
- Evaluating or being judgmental
- Substituting for the line manager
- (Over) protecting the Mentee and preventing her/him from having her/his own (bad) experiences



# ROLES AND RESPONSIBILITIES

## MENTEE



### DO'S

- Be proactive;
- Define and express your goals and expectations;
- Organise meetings;
- Be prepared. If necessary, send the points to be discussed in advance;
- Ask for feedback;
- Be open-minded and listen actively;
- Take suggestions into account;
- Be willing to experiment outside your comfort zone.



### DON'T

- Being defensive;
- Having overly ambitious expectations;
- Ask for advice on everything;
- Waiting for the Mentor to act for them;
- Considering the Mentor as an address book, a headhunter or a guarantee for a new job.



# GETTING TO KNOW EACH OTHER

## What to do during your first session ?



### Discussing your background, interests and strengths

- Find commonalities and synergies.



### Setting objectives

- The Mentee expresses its priorities and wishes for development:
- The Mentor helps to formulate 3 to 5 objectives to be achieved during the programme.



### Agreeing on the rhythm

- Frequency;
- Duration of interviews.



### Set a goal for the next session



# WHAT TOPICS SHOULD BE DISCUSSED?

## Topics that could be addressed (examples)

- Career development
- Management of an important/stakeholder relationship
- Development and use of network
- Management of a particular initiative or project
- Asking for feedback on a way of doing things
- Work-life balance
- Getting out of your comfort zone
- Improving its communication
- Development of a strategic vision
- ...



# WHAT QUESTIONS TO ASK?

Certain types of questions are more effective in creating a high-quality connection!



## 1. Showing a genuine interest in the other person

- What was the most significant part of your working week?
- What is most important to you in your work?
- What do you like to do most here?
- What have you learned about yourself at work in the last few weeks?



## 2. To elicit positive emotions in the other person (e.g. gratitude, calm, admiration, hope...)

- What gives you joy and pleasure at work?
- What makes you thrive here?
- What makes you feel valued in your job?
- At what point in your work do you feel at your best?



## 3. Offering help and assistance

- How can I help you in your work over the next few weeks?
- What are your main needs at work at the moment?
- How have others helped you and what have you found useful in the last few weeks ?



## 4. Finding commonalities

- What is your favourite hobby outside of work?
- What are you most looking forward to in the next three months?
- Which travel destinations did you enjoy the most?





## Contact Details

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