

# **Future Leaders Fellows – Leadership Mentoring Programme**

Please do introduce  
yourself in the chat  
panel

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**This space is relaxed and confidential, you choose what you want to share**

**It's non-judgmental, there are no rights or wrongs, and the session is not recorded**

**Mentoring is a personal practice, ideas are offered**

**Feel free to react, discuss, asks questions in the Chat panel as we go along**


**I will give you a copy of these slides in your Welcome Pack once you are matched.**

**today is a welcome, orientation,  
introduction**

**start some conversations**

**try on the style, and ideas**

**leave you in no doubt what next, and  
how to get started**



**Chat: what are  
your *hopes* for  
this mentoring  
programme?**

**1:1 personalised, and co-created  
approach**

**Adds a new, complementary,  
relationship**

**Confidential, boundaried,  
structured**

**Access to contextualised rather  
than abstract knowledge**

# **aims for the FLF Leadership Mentoring programme: *your surveys said...***

**Support mentees' ability to navigate challenges and barriers to progress**

**Enhance mentee's leadership awareness, and develop a contextualised leadership practice**

**Build personal-professional networks across organisational cultures**

**Develop coaching and mentoring skills for all participants**

The skills will be useful to you in supporting your work with other colleagues, teams, and partners



thinking of mentoring as a distinct pedagogy – or, set of pedagogies, based on a Humanist educational philosophy (Rogers 1964), and person-centred learning, which assumes capacity for growth, and trusts the learner to make decisions for themselves.

# FLF Leadership Mentoring principles

**mentee-led  
programme**

**mentee sets  
their own  
specific  
goals**

**space for  
new ideas,  
exploration,  
and testing**

**partnerships  
reciprocity  
and co-  
creation**

**development  
not  
evaluation**

**quality of the  
conversation**

**not a  
superficial  
process**

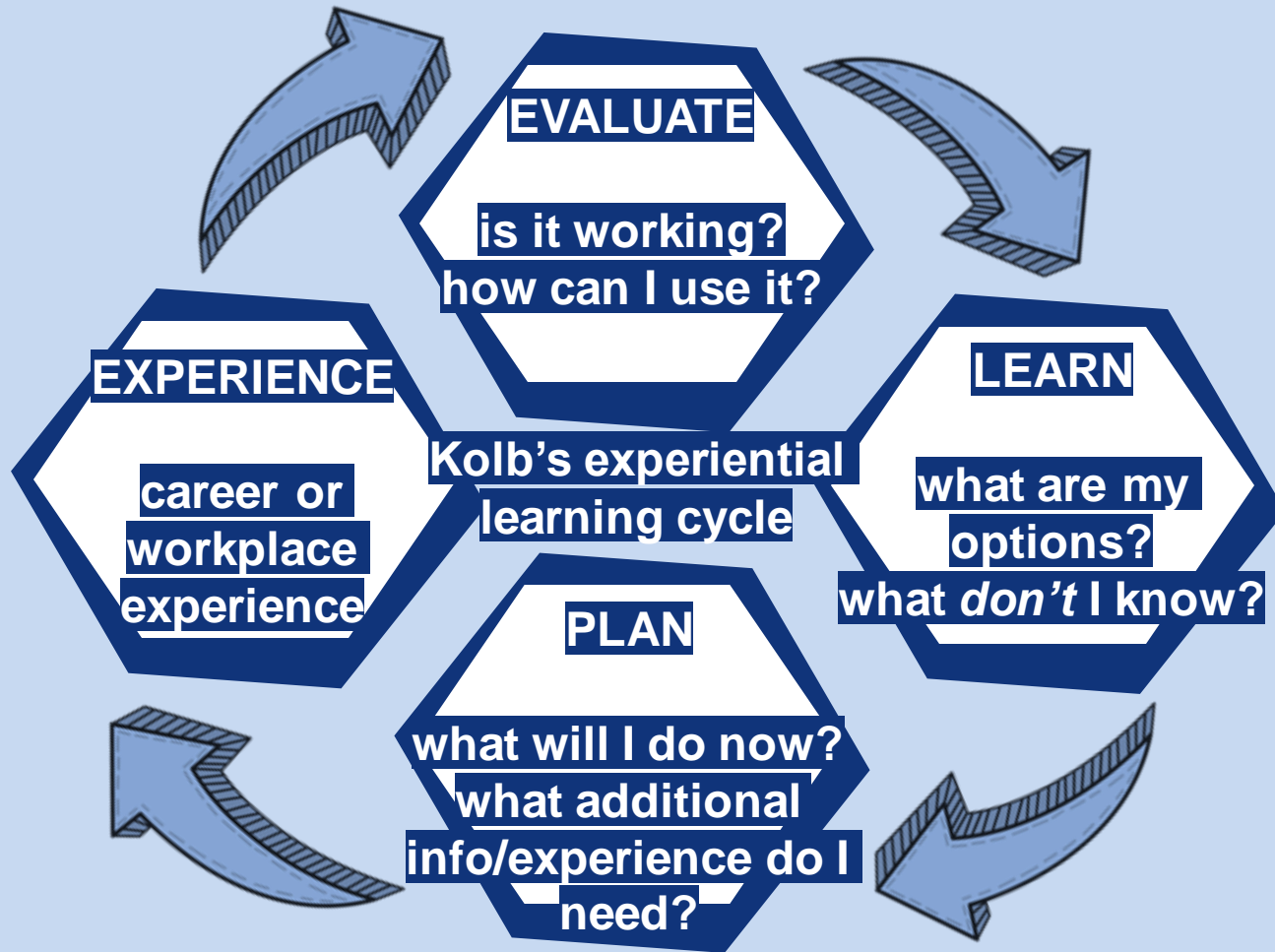




**Chat: what are  
you first  
impressions so  
far – what you  
expected?**



**WHAT DO  
MENTORS DO?**



learning is more meaningful when reflected on in context

a mentor can support reflection, and learning through dialogue

mentors hold the reflective and sense-making spaces



**A MENTORING  
CONVERSATION**



The diagram features three overlapping hexagons. The left and right hexagons have dark blue borders and contain text. The middle hexagon has a light blue border and contains the text 'MENTOR' and 'VERSATI'. Large dark blue brackets are on the far left and right sides of the diagram.

**SMALLER PART**  
**Advice.** sharing  
stories and  
experience, insider  
knowledge and tips  
*about the mentor*

**MENTOR**  
**VERSATI**

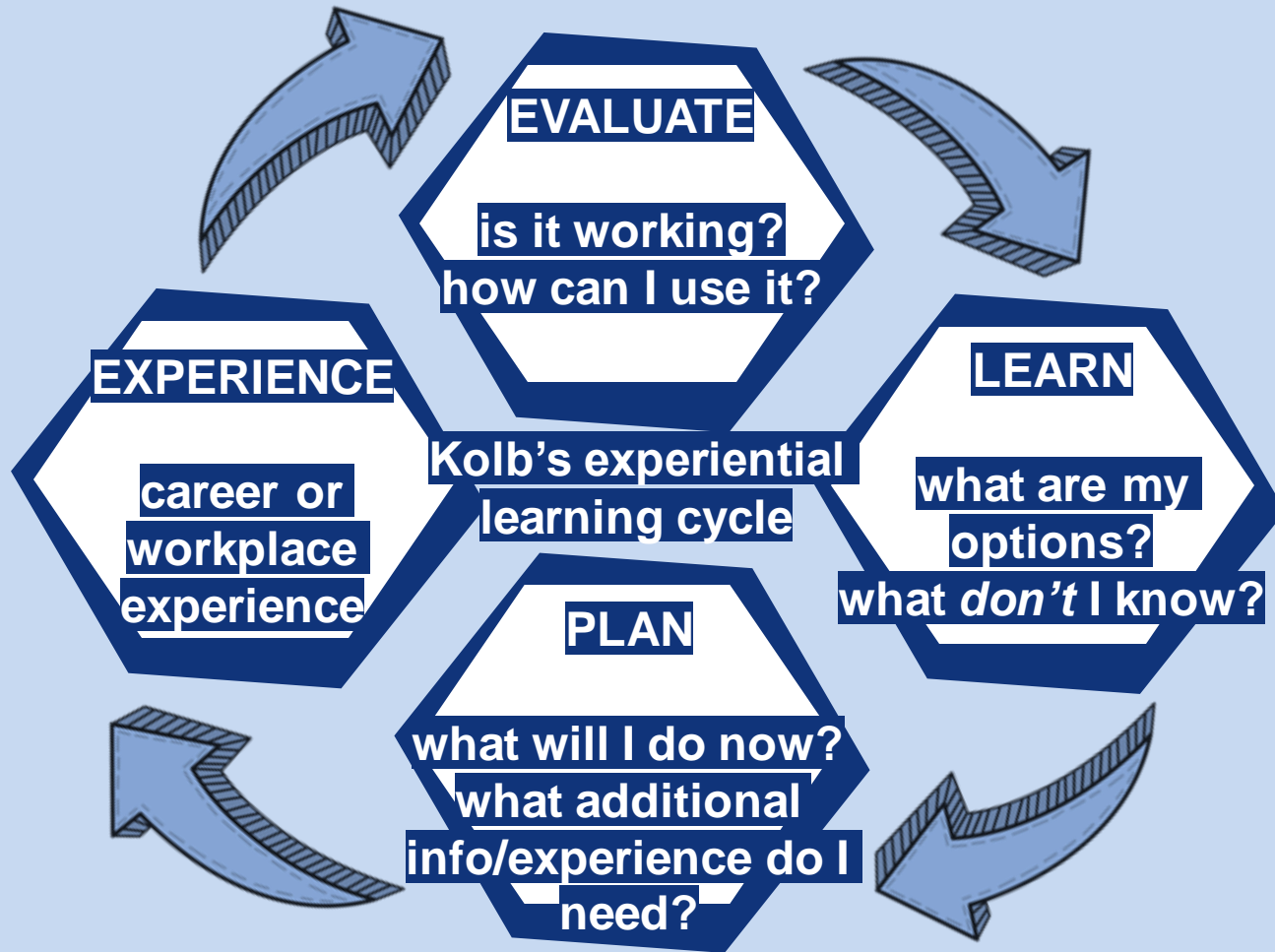
**LARGER PART**  
**Coaching.** to help  
the mentee find  
their own way  
through reflection  
*about the mentee*

# 10-minute mentoring

## **Person**

**A** talks about a problem or situation that they have not yet resolved/got an answer for...

**Person B** may ask questions, listen and help A explore... BUT B cannot offer advice, tell A what to do or give solutions



where was your partner  
in the reflective cycle?

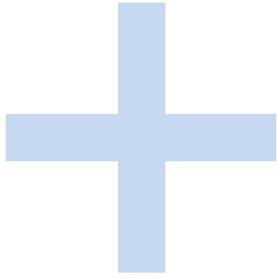
did they need to think  
out loud?

or to make sense  
of experiences?

or to develop a plan?

or to act on that plan?

# the pros and cons of advice: short chat





# pros of advice – ask the experts

It's quicker

When it fulfills expectations

It makes you feel like you had something tangible to offer and makes the mentee feel grateful and they value your time and wisdom

Your suggestion might be insightful / right / they had a real knowledge gap / might stop the mentee from making a mistake, wasting time or getting into a difficult situation.



## cons of advice – ask the experts

We don't know as much about the mentee's life as they do.

Listening to your suggestion halts the thinking process.

Dependency-like relationship, maintains power dynamic and mentee can devolve responsibility / ownership to you.

Overwhelmed with advice.

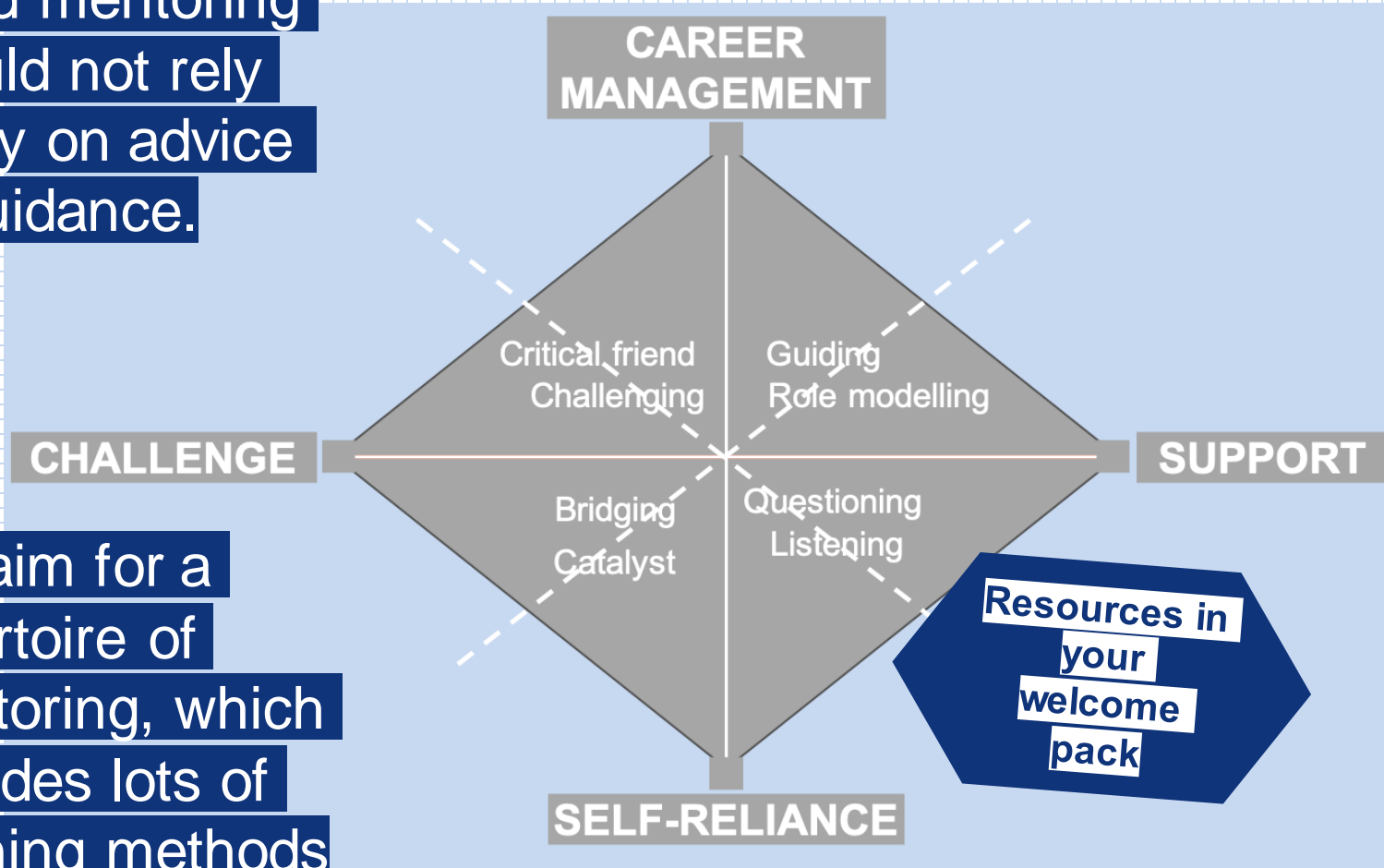
Works in opposition to the idea of co-creating.



**WHAT DO  
MENTORS DO?**

Good mentoring  
should not rely  
solely on advice  
or guidance.

We aim for a  
repertoire of  
mentoring, which  
includes lots of  
learning methods



**which strategy to use... depends on...**

**individual  
preferences  
context  
objectives  
permission  
timing  
relationship**

**a mentor with a  
range of skills will  
serve you far better  
than one who relies  
only on  
advice**



**Chat: your key  
learning point  
about  
mentoring  
conversations?**

# LEADERSHIP MENTORING

## PROGRAMME FLOW



1

**EXPRESSION  
OF INTEREST  
FORM**

2

**90MIN  
WELCOME  
WORKSHOP**

3

**MATCHING  
PROFILE**

4

**MATCHES  
ANNOUNCED  
PROGRAMME  
LAUNCHES**

5

**MEET 3 TIMES  
IN A 6-MONTH  
PROGRAMME**

**who would you like to work with now you  
know what you know?**

**role model, listener, sounding board,  
facilitator, guidance, champion, sponsor,  
catalyst, bridge...?**

**Your Profile Form coming your way...**



**what happens next: profile forms**

**your opportunity to specify your  
aims, style, and who you'd like to  
work with**

**will be seen by the matching team,  
and your mentoring match as an intro  
blank, or pre-populated**

# **what's in your welcome pack!**

- 1. Slides from this Welcome Workshop**
- 2. Mentoring Agreement: a template for discussing and agreeing expectations and goals**
- 3. 5min videos: change and transitions + keeping the conversation flowing**
- 4. Book Chapter: 20 Developing Leadership Capabilities**
- 5. 5min reads on good mentoring practice:**
  - a repertoire beyond advice**
  - listening deeply**
  - asking insightful questions**
  - giving feedback**

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# MENTORING

## SUITE OF OPTIONS



1

**TAILORED  
LEADERSHIP  
MENTORING**



2

**TASK AND  
FINISH  
MENTORING  
TRIADS**



3

**PEER  
MENTORING  
COMMUNITY**



4

**ONLINE LEARNING  
PATHWAY:  
HOW TO CHOOSE  
AND RECRUIT A  
MENTOR**