

The Marketing Society Global Leadership Mentoring Programme

Guidelines

The format: Mentors and Mentees 'sign up' up to give and receive four one-hour mentoring sessions. Mentees will receive sessions from four different mentors. The arrangement should be considered an informal 'contract' and we describe some of the expectations of each party below.

The Nature of Mentoring: The Mentee is aware that the Mentoring relationship is not psychological counselling or any kind of therapy. The Mentoring relationship is designed and defined by each respective Mentee and Mentor, and the relationship is based on the expressed goals, interests, and objectives of the Mentee. The Mentor and Mentee are also aware that Mentoring results cannot be guaranteed. The Mentee and Mentor acknowledge and agree that they are entering into Mentoring in the full understanding that the Mentee is responsible for their own decisions and results.

Focus of Mentoring Sessions: The Mentee is free to discuss any business needs with the Mentor. The primary focus of each session will be agreed up-front by the Mentee and the Mentor. The Mentee and the Mentor acknowledge that deciding how to handle these issues and implement choices is the responsibility of the Mentee.

The role of the Mentee is to:

- Take responsibility for their own learning and development process
- Manage boundaries concerning appropriate and relevant topics for discussion
- Be committed to the learning, actions and commitments through the mentoring process
- Be committed to spending time in reflection
- Take responsibility for decisions and actions taken
- Be accountable to self and honest with self
- Hold an understanding that adult learning is a process & involves change
- Be willing to articulate the assistance they need in the context of the Mentoring Programme.

The role of the Mentor is to:

- Ask questions that result in the mentee identifying new ways of thinking & exploring new approaches & options
- Create a safe space that encourages exploration & openness, a space of non-judgement
- Be honest & strive to work with integrity
- Communicate openly, sharing & reflecting back observations
- Make explicit any observations of issues that are more appropriately and ideally explored by a counsellor / therapist
- Motivate, advise and support whilst empowering you to make your own decisions and take responsibility for your own actions and development
- Challenge you to face up to opportunities, problems, strengths and weaknesses
- Support your growth by sharing of appropriate thinking, attitudes, and knowledge
- Act as a gateway to other people and sources of knowledge and information
- Seek opportunities to help you practise and develop key skills for the future
- Generate workable solutions together in a mutually respectful way
- Where relevant, agree actions and milestones during each meeting.

Cancellation or Exit: Communication regarding cancellation of sessions will be shared at least 24 hours in advance, to respect the time committed by both parties to the mentoring programme. Mentors and Mentees also may need to leave the programme, in which case they should contact their Society contact, providing as much notice as possible so resources can be reallocated.

Confidentiality: All information disclosed during the Mentoring sessions will be treated as confidential and will not be shared with any persons outside of the Mentoring relationship without the Mentee's prior consent.

FAQs

Is there a window of time I should arrange my mentoring sessions within?

Please arrange your four sessions between March and September. Ensure a gap between the sessions to allow for reflection.

How best to prepare for the sessions to get the most from them?

We encourage you to think ahead of your sessions what aspect of marketing leadership you might like to cover with each mentor. We suggest you take a look at their LinkedIn profile to find out more about them. You may like to cover a different theme with each one, depending on their backgrounds or you may like to cover the same theme, and get four different perspectives. It would be beneficial to send some context to your mentors, ahead of the session with them, on what you'd like to cover/any relevant context.

Do I have to complete all four sessions?

Yes, you're expected to commit to all four sessions in order to complete the programme. Please note that if you don't complete the four sessions without a good reason, you/your organisation may not be allowed to participate again in the future.

Read on for our permission based mentoring guide: using the 'GATE' methodology



Permission based mentoring: using the 'GATE' methodology

To support you in your mentoring sessions you can use the GATE approach:

Open your session by focusing on G - the goal or objective you want to achieve. Once aligned move to A - ask powerful questions to better understand your mentee's needs.

Then move to T - sharing your thoughts and experience to help the mentee to learn and develop. You will spend the bulk of your time in this stage.

Finally, make sure you cover E - wrap up and action planning so that you are set up well for your next meeting.

GOAL

- What is the area you'd like to focus on today?
- In the long term what is your goal related to this area? What is your time frame?
- What do you want to learn/understand in this area
- Given your overall goal, what is the intermediate step that would help here?
- So what specifically would success look like in this particular area?
- What will you feel good about having achieved at the end of our session?

ASSESSMENT

- What's the present situation in more detail?
- What steps have you taken to learn about / address this situation?
- What resources and connections do you already have that can help?
- What else might you need?
- What has been the most challenging part of the situation?

THOUGHTS

- I have a few ways of looking at this situation, x,y,z - which of these appeals most to you?
- I have a number of examples / experiences / thoughts that I can share.
- Are you familiar with x,y,z? Which of these would be most useful for me to share and for us to talk through now?
- What have you seen / heard that you think would be useful for us to talk through?

EXECUTE

- So looking back over today's discussion, to what extent does this meet your goal?
- What are you going to do differently now?
- What support and resources do you need & from whom?
- Is there anything you want to bring up that would be useful for me for next time to help other mentees?