



# MENTORSHIP PROGRAMME

## 2022

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The programme will provide a forum for experienced professionals/entrepreneurs and mentees (recent graduates and students nearing graduation) to develop an on-going relationship by meeting regularly and discussing matters relating to their career or businesses. The programme's purpose is to offer advice, information or guidance by the mentors who will have useful experience, skills, or expertise for mentee's personal and professional development. In other words, the mentor has the skills, knowledge and experience the mentee needs.

## Going into the Mentorship Programme

- It is an ongoing relationship that can last for a period of time. In this instance it is a 6-months period.
- It's a Formal process and at times may be informal. We recommend meetings between the mentor and mentee should occur a minimum of 4 times throughout the programme. 2-3 goals should be outlined by mentees in their Action Plan. The goals should be centered around developing the mentee professionally, for the purpose of growing their career or business.

There are three key things that characterise GROW mentorship programme:

- **Timeframe**

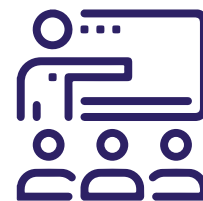
The programme will run for a 6-month period.

- **Level of formality**

The mentor and mentee shape the nature of the relationship together. A minimum of four 45-60-minute sessions should be scheduled during the 6-months programme.

- **Goal**

There are a variety of goals a mentee could have. The mentor is required to help mentee with the direction to achieve his/her goal.





# Benefits of GROW Mentorship Programme

There are many mutual benefits of participating in GROW's mentorship programme for the mentor and mentees, including:

## Criteria for Mentors:

- Must be passionate and enthused about sharing knowledge
- Eagerness to invest in mentees
- Must possess leadership and communication skills
- Adequate expertise in area of field
- Willingness to devote time and energy to each mentoring session

## Criteria for Mentee:

- Should be a recent graduate or a university student
- Must be enthused about advancing yourself and career
- Must be willing to participate

## Benefits for Mentors:

- Transfer of skills and knowledge
- Personal satisfaction for making contribution to the society
- Personal growth and a sense of fulfilment
- Obtains a greater understanding of the barriers experienced

## Benefits for Mentee:

- Build professional network and support system
- Increase confidence and self esteem
- A confidential platform to discuss workplace/career/business issues
- Receive guidance and support to achieve set goals
- Improved accountability to ensure you maintain adequate focus on your career
- Gains capacity to translate values, ideas and potentials into productive actions

# Stages of the Mentoring Relationship

Each mentoring experience is unique, based on the goals and aspirations of the individuals involved and how they decide to set up their relationship.

**The following stages of a mentoring relationship tend to emerge:**



## Building Rapport

Who am I?



## Goal Setting

What do I want to achieve? What are my goals



## Progression

How will I achieve my goals?



## Redefine or complete

Am I on track to reach my goal? Have I achieved it?



## Moving On

What happens now?

The stages are outlined in greater detail on the following pages.

## Building Rapport

This phase involves the Mentor and Mentee getting to know one another and building rapport. The focus of this phase is building empathy, finding common interests and recognising and valuing differences.

### The ability to establish rapport depends on:

- The degree of mutual respect
- Broad agreement on the purpose of the relationship
- Alignment of expectations about roles and behaviours i.e. mentee to be proactive in managing the relationship

### The first meeting

- The first catchup is an excellent opportunity to start building rapport and establish the foundations of the mentoring relationship. Below is a guide to the role of the mentee and mentor during the first conversation together.

	MENTOR'S ROLE	MENTEE'S ROLE
<b>Come prepared</b>	Learn something about the mentee before your initial meeting	Learn something about the mentor before your initial meeting
<b>Introduction</b>	Share some background information, work experience, personal interests and expectations	Share some background information, work experience, personal interests and expectations
<b>Talk about the big picture</b>	Recount your own mentoring experiences if there was any and explain what worked and what didn't	Listen and ask questions
<b>Discuss the mentee's needs</b>	Ask questions and listen	Explain where you are and where you would like to be and how mentoring may help
<b>Clarify goals, expectations</b>	Explain what you can and what you can't do	This is what I hope to achieve through this mentoring relationship
<b>Seek agreement</b>	"I will do..."	"I agree to do..."
<b>Agree on meeting times</b>	Check my calendar for suitable times and plug on GROW calendar schedule and my personal calendar for reminders	I will take responsibility for finding dates and times that fit into mentor's schedule

	MENTOR'S ROLE	MENTEE'S ROLE
<b>Insist on confidentiality</b>	Nothing we discuss will go outside this room unless we both agree otherwise".	Nothing we discuss will go outside this room unless we both agree otherwise.
<b>Agree to be candid</b>	If this relationship isn't producing the results you expect, or if you disagree with my advice, say so.	I will tell you if this relationship isn't working for me.
<b>Confirm roadmap to move forward</b>	How do we want to have our meetings? (one-on-one meeting, phone, zoom, email, etc). Frequency and duration (when, how often)	Location? Times, frequency and duration of meetings? What would I like to focus on in the first few meetings?

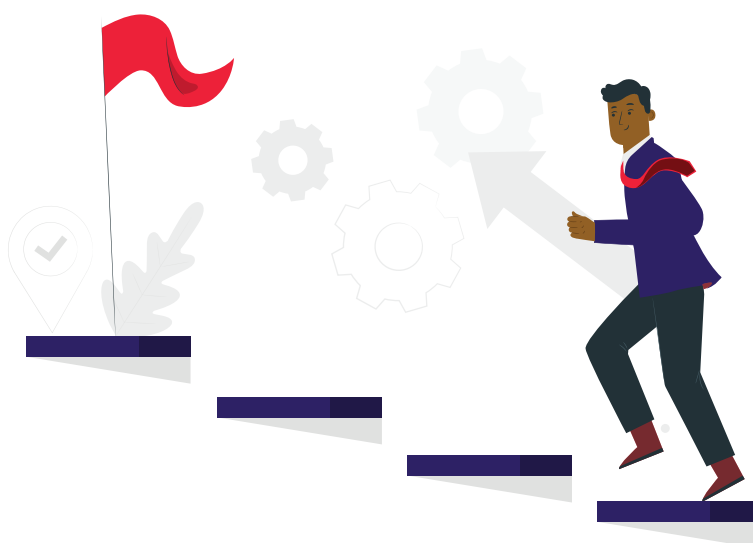
## Goal Setting

Here is an opportunity for both the mentor and the mentee to give structure to the mentoring relationship.

The mentee should use an Action Plan to formulate the developmental goals they want to achieve in the 6 months programme duration.

Having 2-3 goals is advised as it may make the mentoring opportunity successful. Prior preparation and planning is also advised.

The mentor will guide the mentee to come up with some SMART (Specific, Measurable, Achievable, Relevant and Timebound) goals that are also inspiring and useful. This process may take some time, energy and role-modelling to get it right.



## Monthly Progress

This will form the basis of the 6-month programme. As the relationship evolves, mentors and mentees usually become more comfortable with one another.

### Tips for Mentees: how to get the most out of having a mentor

- Respect your mentor's time, confidentiality and advice.
- Give back to the relationship as much as you get out of it.
- Share your Individual Development Plan (IDP) with your mentor at the beginning of the programme, highlighting ways in which you believe mentoring will assist you to achieve your development goals and objectives.
- Organise a minimum of 4 meetings (e.g. 1 every 6 weeks for the duration of the programme).
- Take time at the end of each meeting to develop agenda items for the next meeting and prepare discussion points for follow up meetings.
- Commit to planned actions and complete tasks/ exercises/activities asked of you by your mentor.
- Be open with your mentor and prepared to discuss issues freely.
- Respect your mentor and maintain a professional relationship.
- Invest time dedicated to your own learning and development and be responsible for it.
- Accept and provide feedback.

### Tips for Mentors: how to get the most out of having a mentee

- Give actionable advice and feedback: career /entrepreneurship development is a practical business.
- Identify opportunities to help the mentee learn and develop.
- Regularly discuss the mentee's career and developmental goals.
- Challenge the mentee to be their best and support them to succeed.
- Share your wisdom and insights.



- Ask open-ended questions.
- When a mentee is going offtrack, criticise the behaviour and not the person.
- Do not come to the rescue of a mentee every time they encounter a problem. Your job is to help mentees help themselves.
- Help mentees to fend for themselves but do not make them dependent on you. Your role is to review their Individual Development Plan (IDP) and suggest improvements.
- Commit to the mentoring meetings as agreed with the mentee.
- Act as a role model.
- There is a time to say goodbye on this programme. Your role is to facilitate the mentee's learning to the extent that you can, and then you help your mentee to move on to other learning experiences.



## Redefine or Complete

At the beginning of a mentoring relationship, there is need to agree on goals and milestones. A monthly review of progress is advised.

### Tips for Mentees: how to get the most out of having a mentor

- What success have we achieved so far?
- What are the specific actions and behaviours that need to be undertaken to reach our goals?
- Whose involvement and/or support will be needed?
- Are our goals still achievable or do we need to review them?
- Are the actions we have discussed still relevant?

### What if it doesn't work?

We must always remember that mentoring is like any relationship with its ups and downs. It is the responsibility of both the mentor and mentee to work through these challenges together. Sometimes people may find that they are not compatible with their mentoring partner or for a number of reasons the mentoring is not working.

If it is decided to end the relationship it is important to debrief what worked well and what could be done differently, as this highlights ways in which the time spent together contributed to a valuable learning experience.

Please also notify GROW Mentorship Coordinator.

## Moving On

This is the phase where the relationship naturally draws to a close.

This is a stage of reflection and thinking about how to move forward, for example, perhaps both parties will contact each other on an ad-hoc basis as a sounding board and a source of networking contacts.

It can be beneficial to debrief the relationship before moving on, by discussing key achievements and learnings as well as considering what could be done differently.



## Frequently Asked Questions

Q

What if the relationship has evolved into a friendship?

A

Friendship can evolve as a result of the mentoring relationship and this is often how informal networks develop. the most important thing is that the new relationship is renegotiated at the end of a formal mentorship programme.

Q

Can I continue to assist a mentee with networking opportunities?

A

At the completion of a formal mentoring relationship or programme, mentors often continue to inform past mentees of beneficial networking opportunities.

Q

Will GROW award certificate of completion at the end of the programme?

A

Currently, GROW does not offer certificates of completion to mentees.

Q

How is the success of mentoring tracked?

A

Mentees may be asked to carry out periodic assessment of mentoring sessions which will serve as a guide in monitoring the success of the program.

<b>Frequency &amp; Length</b>	A minimum of 4x meetings is recommended during the 6 months mentorship programme. Each meeting should last 45 to 60 minutes.
<b>Location</b>	This can be either physical or virtual. When it is a virtual meeting, we recommend 'cameras on rule', both parties should have their cameras on during the session. This makes the process much more engaging. It reminds us that we are connecting with real people on the other side of the chat.
<b>Confidentiality</b>	Care needs to be exercised in this area with any written recording/notetaking.
<b>Action Plan</b>	The Mentee's Action Plan should form the basis of each meeting.
<b>Don't Cancel</b>	Please avoid cancelling scheduled meetings. Only do so in exceptional circumstances.
<b>Your Approach</b>	It is very important to aim for a positive, optimistic and welcoming approach, regardless of what sort of day/ week you're experiencing.
<b>Show willingness to learn from mistakes - theirs and yours</b>	While mentees are learning from their mentors, it will be great if a mentor has the courage to acknowledge his/her own foibles and mistakes. Whilst obviously spending most time in the meetings on the mentee's successes, a mentor can also recognise previous mistakes and the lessons learnt from these.





## Suggestions on Mentor / Mentee Meeting

The primary purpose of the mentoring relationship is to help to the mentee. Therefore, it is expected that the mentee should be pro-active and help to create a relationship that reflects the types of goals he/she would like to achieve. Please remember that mentors are offering their valuable time to their mentees, therefore, it is the mentee's responsibility to make the most of that time.

The following documents will be provided to support a smooth process for potential mentees and mentors, to evaluate and continuously improve the mentorship program:

- **Application** - Mentees must apply to participate in the mentorship program by completing an online application.
- **Confidentiality agreement** - The mentoring program must be a safe environment for mentees and mentors to freely share information with one another. To help build trust, they must be able to establish clear boundaries on how the shared information is to be treated. A confidentiality agreement will be filled by both parties.
- **Mentoring log** - The mentee and mentor should record their meetings and activities to show progress achieved and assist with end-of-program feedback.
- **Evaluation** - At the end of the program, mentees will be asked to evaluate the program. Their input will help make any necessary adjustments to ensure the program remains effective.





# Introductory Session for Mentor/Mentee meeting

## Setting the Scene

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As a mentor, how do you want to set the scene for the meeting? This is entirely up to you. You may ask about the issues that the mentee would like to discuss. set the overall plan for the session and create a short agenda.

## Deciding on Questions

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Ask some professional development related questions like:  
What 2-3 goals have you identified as a part of your action plan?

## Discuss the Expectations of Relationship

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What do you understand of this relationship?  
What are the expectations that we each have?  
What are we prepared to talk about?

## Time Management

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When is the best time for both of us?

## Place

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How and where will we meet?

## Confidentiality

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How will confidentiality be defined and managed?



# Introductory Questions

In order to build rapport, below are a few questions you may want to consider for the first meeting;

## Getting to know one another:

1. Work History.
2. Current Career Position.
3. Future aspirations?
  - a. Career goals
  - b. Life goals
4. What do you think your key development area are?
5. What do you think your key strengths are?
6. Outside of work, what are you passionate about?

## Getting to know one another:

1. Mentoring Meetings
  - a. When can we schedule our meetings?
  - b. Where will we meet and for how long?
  - c. Mentee send the agenda and action plan prior to the meetings?
  - d. When will we define the learning goals and desired outcomes?
  - e. How will we know our meetings are successful?
2. What are the limits to the scope of discussion? (what's off limits?)
3. What are our expectations our mentoring relationship?
4. When and how shall we check that this relationship is working for us both?
5. What could possibly go wrong and how do we deal with that?



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*We want you to gain as much value as possible from the programme  
so please contact us if you need assistance.*

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