



THE
NATIONAL
LOTTERY®



Guide for mentors

Welcome

Welcome to the ScreenSkills Mentoring Programme. It's great that you've decided to volunteer to help someone start or grow their career in the screen industries. Mentoring is a powerful way to support people as they start to make important decisions about their future. Over the coming months, you will be a vital role model of success, inspiring your mentees to work hard and providing access to advice, information and opportunities. Research has shown new entrants are more likely to succeed if they're involved in a structured development programme such as mentoring. Your support is invaluable.

This guide provides you with outlines for your mentoring as well as a range of activities to help you develop key skills. You will also find hints and tips.

What is a mentor?

A mentor is someone who gives help and advice to a less experienced and often younger person. A mentor can help a mentee make the most of career opportunities and aid their personal and professional development. Mentoring has the potential to:

- help boost confidence of the mentee
- offer clarity on direction in their career and goals
- identify industry advocates
- provide a space to reflect outside of your busy daily lives

Will I get anything from being a mentor?

Not only will you be helping someone else develop their skills but you'll get a lot from it too. Mentoring, among other things, can give you new skills as well as the opportunity to develop existing skills, share your knowledge and give back to the screen industry.

Getting in touch

We're always here if you've got a question or if you want to tell us what you've been up to. You can get hold of us emailing mentoring@screenskills.com

And last, but not least, we hope you enjoy your mentoring experience.

Best wishes,

ScreenSkills Mentoring Team

What is mentoring?

Mentoring is defined as a personal developmental partnership in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person – it's an ongoing partnership of learning, dialogue and challenge.

Mentoring is about establishing this partnership between two people – the mentor and the mentee. A mentor passes on valuable skills, knowledge and insights to the mentee to help them develop personally and professionally in their career.

You will support your mentee through a learning or development journey. The mentor will encourage and support the mentee to make the most of themselves and their future career.

Mentoring is also about building mutual trust and respect. It's a two-way partnership - you both get the chance to learn new things. Both mentor and mentee will benefit from the partnership. You'll both further your personal development, increase your network, see other perspectives, develop communication skills as well as many others.

You will be given the opportunity to attend a webinar and will receive a shorter briefing document. You can access either of these to understand what is involved in being a mentor and will build on this guide. In time we will be uploading a film to our website which will give you more information about mentoring.

You and your mentee

Every mentoring relationship is different, but each will present the opportunity for both mentor and mentee to learn. As a mentor, you're the person who guides, supports and challenges your mentee. Your mentee is the person that is supported and encouraged by you to identify and achieve their career goals.

What do mentors do?

A mentor is normally someone who has more experience and who acts as a trusted confidante over a period of time. A true mentoring relationship is a mutually beneficial learning experience where the mentor shares their personal knowledge and experiences and promotes a self-discovery approach for the mentee.

A mentor **should**:

- provide an outside perspective for the mentee and their career objectives
- facilitate exploration of goals and decision making by encouraging the mentee to generate ideas and options
- listen, confidentially, to the things that are creating barriers or worrying the mentee about their career objectives
- help by sharing their own experience of both failures and successes
- give friendly, unbiased support and guidance
- provide honest and constructive feedback
- be a sounding board for ideas
- provide contacts and networks to further personal and career development where appropriate
- inspire the mentee to realise their potential
- provide support and encouragement

What shouldn't a mentor do?

There are many different career development opportunities which all have their distinct place in the screen industries. As described above, mentoring is only one aspect of support and therefore **a mentor will not be expected to:**

- ask the mentee to do unpaid work or give them a job
- provide a training or therapeutic interventions or counselling
- tell the mentee what to do
- sort out all problems
- take the responsibility for making the mentee's career successful – the ultimate responsibility for success is down to the mentee.

You should be prepared to commit making the partnerships work, to meet for up to six hours over six months and to focus on the mentee's personal and professional goals and objectives.

Mentor and mentee matching

You have already completed your online registration form. We used the information you gave us to match you with a suitable mentee.

How it works

Mentors and mentees will be invited to attend an introductory webinar where we will talk about how to give and get the best from mentoring. You will be able to ask questions – and get answers!

Throughout the process we will be on hand to support wherever possible. Remember you can contact us via email mentoring@screenskills.com if you need to.

Establishing a successful partnership with your mentee

Now you have been matched to your mentee, you will need to ask them to set up a rough timetable of meetings in advance and agree how you will work together. A set of ground rules is covered later in this guide.

Towards the end of each meeting encourage them to complete a brief session log which can be downloaded from our website, including details of each meeting and action plans that will act as the basis for ongoing discussion.

Work towards developing a trusting partnership and establishing a good rapport with your mentee. Aim at maintaining the partnership of up to six hours over a maximum of six months and adopt the attitude that it is a mutually beneficial partnership.

Effective mentoring meetings provide a sense of purpose and achievement. Meetings need to follow a formal brief agenda, although this does not imply a rigid structure or approach.

Mentoring meetings must take place in a suitable environment. This could be at a shared meeting venue, offices, etc. Ideally out of your direct working environment, but a meeting room nearby may be suitable. Coffee shops and hotel public meeting areas are also suitable places to run mentoring sessions, whatever works best for both parties.

Never have a mentoring session at a home address of either mentor or mentee or somewhere you feel vulnerable or uneasy. You will have been sent the code of conduct and it is available on our website.

Early exit

Although every effort will be made to ensure a close match between you and your mentoring partner, sometimes things may work out. If things don't work out it is good to discuss things with your mentoring partner and see how and if you can make it work. However either or both of you may decide to finish the partnership and exit the mentoring at any point. This is no reflection on either party.

If you do finish the partnership early, you both will be asked to complete and return the early exit form.

Both parties will be contacted to confirm the situation and support offered if required. Another suitable mentor and mentee match may be arranged for both parties going forward.

The mentoring process

Introductory meeting (first session)

The partnership that evolves over a period of time is crucial to the success of the mentoring journey. Although your mentee sets the agenda and will control what they get out of the partnership you are both the guardians. The first meeting is vital because it will set the tone of the partnership which will, ideally, get off to a swift and productive start. Use your listening and relationship building skills. The meetings can take place in person, on the phone, or via video call (e.g. Skype, WhatsApp, Zoom or face time). We recommend that you aim to meet at least once particularly early on in the process if possible.

It's a good idea to have a think about your first meeting because it's really important. If you get off to a good start, you'll find everything else much easier.

To get started you could:

- make yourselves comfortable, grab a tea or coffee and sit down and get to know each other
- tell your mentee something about yourself, this could include information about both your professional life, your current work challenges and achievements. Whatever feels right for you.
- explain why you got involved in the mentoring, what you think you might be doing and what you both might get out of it.

Remember - if you don't hit it off straight away don't panic. It takes time to build any partnership and it will get easier the more you meet because you'll build up trust and get used to each other.

Again, if you're worried about anything after the first meeting just get in touch with us. We're here to provide you with all of the support you need at those early stages.

Before the session

Once the mentee has arranged the first meeting, spend a little time making sure you have all the basic information you need about your mentee, including:

- contact details
- background
- any special needs, access requirements or circumstances
- venue for the first meeting

If you are going to ask your PA to deal with the mentee to set up the meetings please ensure they understand the importance of the meetings and that they need to be a priority in your calendar and not the first thing that gets cancelled if you hit a busy time.

During the session

The first session is all about getting the partnership off to a good start by establishing some ground rules and acknowledging that the partnership is two-way. It's also the best time to agree what you hope to achieve and share your expectations of one another. You will need to discuss and agree confidentiality, responsibility, when you would like to meet and for how long, how you'll keep in touch to arrange other meetings and the best way to remind each other of your meetings.

To start with we recommend you cover:

- Your mentee's ambitions and goals in relation to:
 - particular issues, challenge, barriers or future opportunities
 - achievements so far and how to build on them
 - realistic expectations
 - scale of priorities
 - areas on which your mentee would find input most useful

And a few basic essentials:

- frequency of meetings
- venue for follow up meetings – or whether you will use the phone or video calls
- decision about email and/or telephone contact between meetings
- discussing and signing the mentoring agreement and returning to mentoring@screenskills.com
- confidentiality
- how your mentee will record progress and issues/targets for further development, you can use the session learning log for this.

Mentoring agreement

Once you have had your initial meeting, and agreed to move forward (this can also be covered on the phone or by video call if more suitable), both of you need to sign the mentoring agreement and return to mentoring@screenskills.com

Please ensure you have read and understood the mentoring code of conduct.

If, for whatever reason, it is felt by either party that they are not suited for the mentoring partnership, let us know and we can seek a new mentoring partner for you.

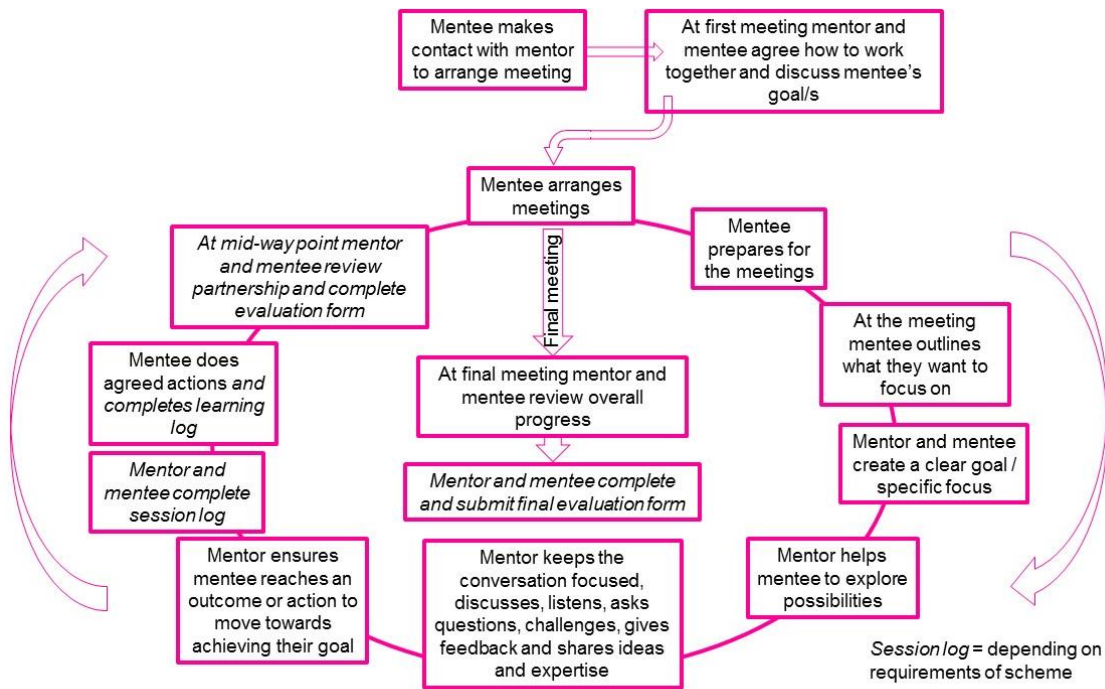
Subsequent sessions

Once you have had your introduction with your mentee, your role as mentor will come into play. You can expect to give frank and honest feedback to your mentee. By establishing a timetable of meetings, you will be in a position to review their success in achieving their objectives. Furthermore, through these discussions you will both be in a position to evaluate the effectiveness of the mentoring partnership.

The frequency of meetings are expected to be about monthly but you and your mentoring partner can meet at intervals that suit your needs and availability. You may want to have two or three meetings at shorter intervals to help you with a specific project or job application for example. This will need to be agreed by both parties.

The duration of the mentoring programme is up to six hours over six months.

Session overview



Mentoring agreement

The mentoring agreement will be sent to you following the matching process and prior to the start of your mentoring partnership. This document will be signed by you, your mentee when you first meet, and returned to mentoring@screenskills.com and is a contract between you and is designed to define the extent and limits of your role and protect you and your mentee. The mentoring agreement demonstrates a commitment between you and your mentor to your mentoring partnership.

Code of conduct

The code of conduct sets out the professional standards required by us as a condition of mentor status. Before you begin your mentoring partnership please review this document and make sure you understand and agree to adhere to its contents. Any reported breach of the code of conduct will be taken seriously and investigated by ScreenSkills.

Mentee sessions log

The sessions learning log can be completed during and after each session by the mentee and helps the mentee to track their progress. It is an important part of the process for the following reasons:

- it is a written record of what the mentee has learnt and achieved over the specified period
- it forms a basis of discussion and comment during their meetings with the mentor
- it will act as a reference point for later use in their learning journey.

Mentoring partnership evaluation form

We will send you both a check in form at the mid-way point and at the end of the partnership. Please complete it and return to mentoring@screenskills.com. It is used to review the success of the partnership.

The form should also be used if a mentoring partnership ends before the conclusion of the mentoring partnership.

Boundaries

Mentoring is a professional partnership – not just a nice chat. All professional partnerships need boundaries. It is up to you both to be consistent and respectful. You should think about:

- **time** - mentoring works best when you've agreed about how you will spread the hours, when it's best to meet and whether you will meet - face-to-face or by video call.
- **place** - we recommend that you meet in public places, such as a coffee shop or office meeting room. You shouldn't meet at each other's homes or where either party feel vulnerable.
- **getting in touch** - it's up to you both to decide how it's best to keep in touch. Let your mentee know which number or email address is easiest to get hold of you on. Don't forget to chat about which times you'd both prefer to be contacted. It is the mentee's responsibility to arrange the meetings or conversations.
- **money** - don't feel that you have to pay for food or drinks for your mentee. Do not accept gifts from your mentee. You should not expect payment for your mentoring. Entering into a financial arrangement is outside of the boundaries of this mentoring programme.

If your mentee is behaving inappropriately or something else crops up that you're unsure about, please contact us mentoring@screenskills.com

Confidentiality

It's really important that you respect each other's confidentiality. Remember that anything you talk about when you meet up is between the two of you so you shouldn't talk about it to someone else. But you should report any criminal conduct or possible harassment or bullying. Speak to us if you are worried about anything like this:

- **secrets** - make clear from the beginning and remember to ask your mentee if situations arise that may involve you sharing confidential information with anyone else.
- **information** - keep any information about your mentee, like a phone number, somewhere secure. Do not share any financial details. Do not share with others the things the mentee may tell you about their own experiences, especially when they tell you about things that didn't go so well for them or mistakes they made in the past.
- **you** - confidentiality works both ways. Be aware of which personal areas of your life you're prepared to share with your mentee and those you are not.

How do I know if I'm being a good mentor?

You might wonder before you start if you'll be any good at it. You just need to be patient, open-minded, good at listening, positive and, of course, enthusiastic. The most important is just to be you – be authentic.

You are probably getting things right if:

- your mentee is meeting up with you (that might sound silly but if they didn't want to they wouldn't turn up)
- you have good rapport
- you feel like your mentee has opened up about their goals and objectives, strengths and weaknesses
- your mentee has learned new things from your sessions
- you're really listening to them (not just pretending to)

- your mentee appears to be developing both personally and professionally
- the mentee is putting things into practice and doing the agreed actions after the meetings.

Is it working?

Don't worry if meeting some of the goals seems to be going slowly. This doesn't mean you're not a good mentor. Things take time, often it takes a while before you see a change. Concentrate on the little things and remember they can make a big difference.

If things don't seem to be going too well, have a chat initially with your mentee and see how you could proceed or decide to finish the partnership. You might want to start by:

- calling your mentee before meetings to confirm them (if it's a case of missing sessions)
- reviewing your initial plan to see if you can agree more tangible or realistic goals.

End of partnership

There will be a time when the partnership will begin to draw to an end. This may be any number of reasons including: the goals and objectives have been achieved; the agreed duration in number of hours or sessions has been reached; or because there has been a breakdown in the partnership. At this point you both need to 'let go'. Mentoring is not a dependent partnership.

It will then become your joint responsibility to develop the mentee's next steps to maintain and build on what they have learnt. Although the two of you may continue to have some form of interaction, it should be on a more casual basis, where you consider each other more as equals.

We will send you the final check in form which you should each complete and return to us.

Here are some tips for successfully ending your mentoring partnership:

- **fixing a date for your last meeting** - have a chat to your mentee beforehand and decide on a date. Remind each other of the date of the last session in the meeting before this so that you can prepare for it.
- **other ways to move on** - you might like to encourage your mentee to look at ways that they can continue to learn and develop beyond the mentoring partnership.
- **celebrating your success** - have a look back at the goals you set when you first met - you can pat yourselves on the back when you see how far you've come.
- **saying goodbye** - imagine how you can end the session on a positive note so it's not awkward. You could have a chat about the thing you most enjoyed, something you'll remember or the most important things you've learned.
- **evaluating** - don't forget to complete your final session check in form. It shouldn't take too long and it's really helpful to see how you got on and for us to identify any improvements we can make to the mentoring journey.

Thank you for taking part in the ScreenSkills Mentoring Programme.