



THE
NATIONAL
LOTTERY®



ScreenSkills

Guide for Mentors

Welcome

Welcome to the ScreenSkills Mentoring Programme. It's great that you've decided to volunteer your time to help someone start or develop 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, inspiring your mentee to work hard and providing access to advice, information and opportunities. Research has shown people are more likely to succeed if they're involved in a structured development programme such as mentoring. Your support is invaluable – thank you!

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

What is a mentor?

A mentor is someone who gives help and advice to someone who wants to learn, develop and grow. A mentor can help a mentee make the most of career opportunities and work with them on their personal and professional development.

Mentoring has the potential to:

- Share knowledge across the industry
- Develop a variety of skills in mentors and mentees
- Help individuals learn about and understand perspectives of someone who has different experiences to them
- Identify industry advocates

Will I get anything from being a mentor?

Whilst you will be helping someone else develop their skills, mentors often get a lot from it too. Mentoring, among other things, can give you the chance to build on existing skills and develop new ones which could include skills in: leadership; talent development; communication; giving and receiving feedback. There may be occasions where a mentor learns from their mentee particularly where there are differences in background and life experiences and where a mentee has some fresh new ideas. Mentoring is also a chance to share your knowledge, advice and experience and to give back to the industry.

Getting in touch

You can get in touch if you have a question, concern or comment, or if you want to share something with us. You can get hold of us by emailing mentoring@screenskills.com

Thank you for volunteering to be a mentor, we hope you enjoy your mentoring experience.

Best wishes,

ScreenSkills Mentoring Team

Mentoring is ...

A personal and professional development partnership in which someone shares their experience and knowledge with someone who wants to grow and progress: it's a two-way confidential partnership of learning, dialogue, development and challenge

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

You will be supporting someone through a learning or developmental journey. It's about reflecting, encouraging and supporting the mentee to be the best they can be in their career now and in the future.

Mentoring is also about building mutual trust and respect. It's a two-way partnership - you both get the chance to learn new things and benefit from the partnership. Mentoring offers both parties the opportunity to: further their personal and professional development; increase their network; see things from other perspectives; develop their communication and feedback skills; learn from each other's ideas.

You will be invited to 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. There is also an eLearning module for mentors on our website: <https://www.screenskills.com/online-learning/modules/mentoring-for-mentors/>. Mentees are also offered their own webinar, shorter document and eLearning module.

Every mentoring relationship is different, and each one will present the opportunity for both mentor and mentee to learn from each other. As a mentor, you're the person who guides, supports and challenges your mentee. Your mentee is supported and encouraged by you to identify and achieve their career goals, overcome challenges or barriers and receive feedback. Trust and rapport are key to a successful mentoring partnership.

A mentor can:

- Provide an outside perspective for the mentee and their career objectives
- Help the mentee identify clear goals
- Facilitate the generation and exploration of ideas and choices
- Encourage decision making and identification of actions
- Actively listen to the mentee and ask a range of questions
- Help by sharing their own experiences of successes and learning from failures
- Offer advice, support, guidance and encouragement, challenge and stretch
- Provide non-judgemental, honest and constructive feedback
- Be a confidential sounding board for ideas
- Inspire the mentee to realise their potential
- Where appropriate:
 - provide contacts and networks to further personal and career development
 - offer shadowing opportunities

What shouldn't a mentor do?

Mentoring is just one of many different development activities which include: training courses; coaching; work placements; trainee programmes. Therefore **a mentor will not be expected to:**

- Give the mentee a job or ask them to do unpaid work
- Provide training or counselling
- Tell the mentee what to do
- Solve all the mentee's problems
- Take the responsibility for making the mentee's career successful – the ultimate responsibility for success is always 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. We match on what a mentor says they can offer and what the mentee wants to focus on. Preferences are taken into account such as a willingness to work with someone from a different sector or not.

Here's 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 your designated 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 and in the webinar.

Towards the end of each meeting encourage them to complete a brief session or learning 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.

Together work towards developing a trusting partnership and establishing a good rapport with each other.

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 have a focus, exploration and an outcome.

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. Also coffee shops and hotel public meeting areas are suitable places to run mentoring sessions. Do consider virtual meetings using the phone, video calls, face time – using appropriate technology and apps works perfectly well in most circumstances. 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 not work out. If things don't work out it is good to discuss 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 may be asked to complete and return the Early Exit Form. Both parties will be contacted to confirm the situation and support offered if required. It may be possible to arrange another suitable Mentor/Mentee match.

The mentoring process

The Introductory Meeting (First session)

A true partnership will evolve over a period of time as rapport and trust grow. Although your mentee arranges the meetings, sets the agenda and controls what they get out of the mentoring you are both have a responsibility to the partnership. The first meeting is important because it sets the tone of the partnership which will, ideally, get off to a swift and productive start. Use your active listening and relationship building skills. It is good to prepare for the first meeting by thinking what you want to say and share with your mentee. We recommend that, if possible, you aim to meet (in person or using a video call) at least once particularly early on in the process if possible.

To get started you could:

- Make yourselves comfortable, grab a tea or coffee and sit down and get to know each other whether in person or if you are meeting virtually
- Tell your mentee something about yourself, this could include information about your story and current work challenges and achievements. You do not have to share personal details.
- Explain why you got involved in mentoring, what you think you might be doing during the meetings and talk about what you both might get out of it.
- Discuss how you both could give and get the best from mentoring.

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.

If you are worried about anything after the first meeting just get in touch with us. We're here to provide you with all 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, or appropriate technology

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, boundaries, 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. The ScreenSkills mentoring programme is six hours over six months. It is up to your and mentoring partner how to divide this – one hour a month for six months or something that better suits the mentee's needs and the mentor's availability.

To start with we recommend you cover:

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

And a few basic essentials:

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

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

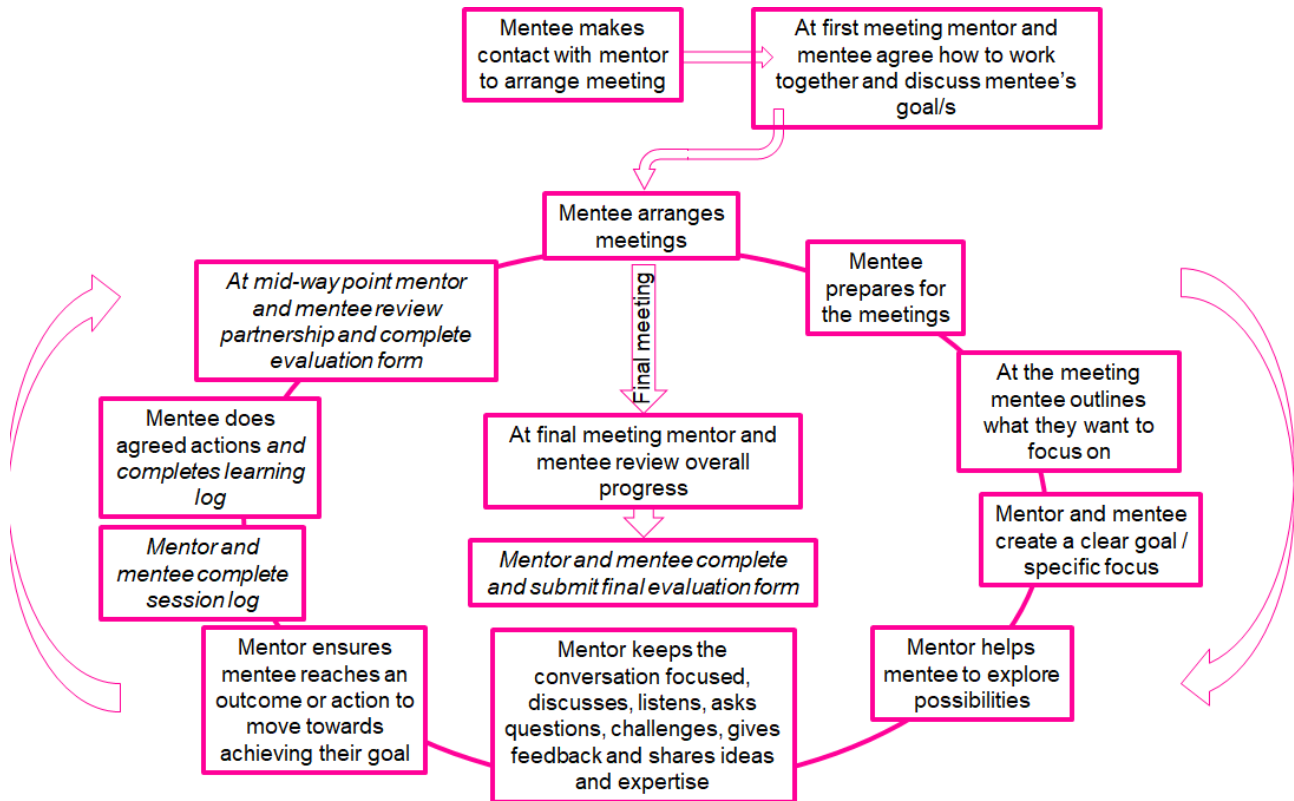
Subsequent sessions

At subsequent meetings you will be in a position together to review their progress and successes towards 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 is typically about monthly but you and your mentoring partner can meet at intervals that suit both your needs and availability. You may want to have two or three meetings at shorter intervals to help them 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 a maximum of six months.

Session overview



Mentoring Sessions Log

The sessions learning log can be completed during and after each session and helps the mentee track their progress. It can be a very useful 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 the meetings
- 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 may also be used if a mentoring partnership ends early. It is important for us to understand what we are doing right and where we need to improve to give the mentoring partnerships every chance of success.

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 both 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 virtually. Commitment to the partnership and being respectful of your mentoring partner's time. Agree to turn up on time and to make the mentoring meetings a priority in your calendars. Discuss what to do and how to get in touch if you need to postpone a meeting at short notice.

Getting in touch - it's up to you both to decide how it's best to keep in touch. Let your mentoring partner 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.

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 any 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 most things you talk about are going to be confidential between the two of you. Neither of you should talk about the content of the meetings to a third party without permission from your mentoring partner. You should discuss what is not going to be confidential, this could include: any criminal conduct; possible harassment or bullying; a suggestion of self-harm or harming someone else. You may need to discuss accessing other professional support in some circumstances, or you may encourage your mentoring partner to take appropriate action. Speak to us if you are worried about anything like this.

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?

As a good mentor you will need to bring many of the skills you use at work. Focus on qualities such as being patient, positive, open-minded, and skills such as active listening and asking open questions. Mentoring can be a good space to practice giving and receiving feedback. 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.

If you are not sure if it is 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.
- Discussing the partnership by using the asking the following questions of each other to check in, to keep the partnership fresh and on track:
 - What works well?
 - What could be different or better?
 - What you or I could start or stop doing?
 - What you or I could do more or less of?
 - What we will do differently going forwards?

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.

Here are some tips for successfully ending your mentoring relationship:

Fixing a date for your last meeting – The mentee should organize all the meetings.

Moving on from mentoring - You might like to encourage your mentee to look at ways that they can continue to learn and develop beyond the mentoring partnership. Consider your own ongoing development too. You may feel it appropriate to encourage the mentee to become a mentor and you may want to consider taking on a new mentee yourself.

Celebrating your success - have a look back at the goals you have discussed and what success the mentee has had in taking some steps towards achieving them, achieving them or exceeding them. Share what you have both enjoyed, learned and what you have both got from the partnership.

Evaluating – please remember to complete the final evaluation form we will send you. It shouldn't take too long and it's really helpful to see how you got on and incredibly valuable for us to identify any improvements we can make to the mentoring programme and the support we give mentors and mentees.

Good luck – and do remember to contact us on mentoring@screenskills.com with any queries, concerns or comments you have, or things you want to share with us.

Thank you for taking part in the ScreenSkills Mentoring Programme.