ALPSP Mentorship Scheme 2021

Platinum sponsor

www.plsp.org
<table>
<thead>
<tr>
<th>Contents</th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>02</td>
</tr>
<tr>
<td>1 What is mentoring?</td>
<td>02</td>
</tr>
<tr>
<td>2 About the ALPSP mentorship scheme</td>
<td>02</td>
</tr>
<tr>
<td>3 Mentorship scheme responsibilities</td>
<td>03</td>
</tr>
<tr>
<td>4 The mentor role</td>
<td>03</td>
</tr>
<tr>
<td>5 The mentee role</td>
<td>09</td>
</tr>
<tr>
<td>6 The mentorship action plan form</td>
<td>11</td>
</tr>
<tr>
<td>7 Developing a positive relationship: preparing in advance</td>
<td>12</td>
</tr>
<tr>
<td>8 Diversity and inclusion</td>
<td>13</td>
</tr>
<tr>
<td>9 The mentorship Code of Conduct</td>
<td>13</td>
</tr>
<tr>
<td>10 Support from ALPSP</td>
<td>14</td>
</tr>
<tr>
<td>11 Legal matters</td>
<td>14</td>
</tr>
<tr>
<td>12 Further references</td>
<td>15</td>
</tr>
</tbody>
</table>
Introduction

Welcome to the ALPSP mentorship scheme. This handbook details the scheme and provides information on how to participate, either as mentor or as mentee. If you are interested in participating, you will find all the necessary guidance in this handbook. Don't hesitate to contact us at mentoring@alpsp.org for further information or assistance.

1 What is mentoring?

Mentoring is a two-way process involving a mentor and a mentee. It is a reciprocal and collaborative relationship which takes place over a set period of time. For the mentee, the emphasis is usually placed on growth, learning, and career development. For the mentor, personal satisfaction comes from sharing skills and experience with a willing learner, along with professional and personal benefits. Mentors may act as role models for their mentees and provide guidance to help them reach their goals.

2 About the ALPSP mentorship scheme

The ALPSP mentorship scheme provides an opportunity for ALPSP members to support each other in their career progression, professional development and growth. Our scheme aims to connect colleagues across our network and create a collaborative conversation between participants to benefit all who are involved. In practice, this means the following:

a. As a mentee you may be guided to become more effective at work, learn new skills and knowledge, develop greater confidence and self-belief, and generally improve relationships with colleagues and peers, which in turn can lead to increased visibility and recognition within the company. Through exposure to new ideas and ways of thinking, you will often gain clarity about your overall career goals and growth, and be able to make decisions about training and professional development.

b. As a mentor you’ll have the opportunity to gain expanded generational and cultural perspectives; strengthen your technical, leadership and interpersonal skills; and continue to experience new ideas and insights. Mentoring also provides an extension to your professional development record, the recognition as a subject matter expert, an opportunity to reflect on your own goals and practices, and the development of your leadership style. Many mentors derive considerable personal satisfaction from seeing others develop and giving something back, particularly when the mentee reports on their successes.
3 Mentorship scheme responsibilities

As a mentor or a mentee, you will have a number of responsibilities. These are designed to guarantee a positive and worthwhile experience on both sides:

1. Use the mentee or mentor action plan forms to confirm goals and agree confidentiality. These will be emailed to you once you are accepted onto the scheme.
2. Ideally sessions will be held at least once per month (the frequency of sessions should be confirmed at the first meeting)
3. The recommended session duration is approximately one hour. Communication tools such as Skype, Zoom, Hangouts etc., are ideal for the mentorship scheme, unless you are able to meet in person, or would prefer to meet via telephone
4. Any expenses incurred during the mentorship scheme should be covered by the respective party
5. Ensure that any confidential information which is shared is labelled accordingly. Treat all such information as confidential
6. Keep all commitments to each other for the duration of the scheme
7. Agree to abide by the ALPSP Code of Conduct
8. Submit a short report to ALPSP (use the ALPSP mentorship evaluation form to give feedback and report on the results that have been achieved). These will be sent to you at the end of the mentorship period.

Once you have submitted your mentor or mentee application form, ALPSP will match you with a mentor or mentee. It is then the mentee’s responsibility to make contact with the assigned mentor. If we are unable to match you for this current programme, we ask on the application forms if you would like to be included in the next cohort.

4 The mentor role

4.1 Developing the mentor-mentee relationship

The main responsibility of the mentor is to support the mentee in achieving their objectives and goals, and to encourage them to explore their options in order to make their own informed decisions. As a mentor, your knowledge and experience should provide the mentee with new ideas and help them look more closely at their opportunities, goals and challenges, as well as at themselves.

For a successful relationship to develop, it is important to be open and honest with your mentee, and to create a comfortable and trusting environment. Be open-minded, non-
judgmental and empathetic. Your mentee may come from a different background, so far as job function, type of organisation, or professional training. This can be a good basis from which to develop the relationship and can provide a platform from which to offer different perspectives.

Once the mentoring scheme has begun and you are clear of the mentee’s goals and objectives, you might want to introduce them to industry contacts as a means to help expand their network or to further support their development goals. Keep in mind that as a mentor you are not expected to solve your mentee’s problems, to instruct them what to do, or to provide specific technical expertise.

4.2 Key mentoring skills

The most important skill in mentoring is active listening. This involves being attentive and concentrating on what your mentee is telling you, while remaining non-judgmental. Practise these simple techniques which can help you with active listening:

- Use relaxed body language and a smile to help your mentee feel comfortable
- Try not to interrupt; use non-verbal encouragement to show you are listening
- Limit your own talking time and try not to jump to conclusions or complete their sentences
- Allow for pauses and silences, which your mentee may need as thinking time
- Try using open questions to lead their reflection and think through issues, such as “Tell me about…?”, “How did you…?”, “What did you think about…?”
- Avoid closed questions (questions that prompt Yes/No answers) unless you are agreeing/confirming something, and abstain from questions beginning with ‘why’, as these can sound judgmental
- Reflect on what your mentee has said and summarise at suitable moments to confirm that you have a shared understanding
- Consider taking notes during the sessions to help you remember things, but discuss this with your mentee first to explain why you’d like to do this, and to obtain their consent.

At times you may want to challenge your mentee on something they have said. It is important to do this without being aggressive. Being sensitive can help them re-evaluate what they have said or the assumptions they might be making about their situation.
Generally, be welcoming, attentive and supportive, and encourage your mentee to take the lead in sessions. Your approach will determine how productive and motivating the sessions can be.

4.3 Matching mentees and mentors

ALPSP will match you with a mentee once you have filled out the Mentor Application Form. Our mentorship working group (made up of members of our Training Committee and Membership and Marketing Committee) are responsible for matching mentors with mentees. Once you have been matched with a mentee/mentor, we ask that the mentee send you a CV or career history, along with a SWOT analysis and their SMART objectives for the scheme. We hope you will be able to be familiar with these before the process begins. It can also form the basis of a get-to-know-you discussion for your first session.

4.4 The structure of the scheme

Before the scheme begins, ALPSP will arrange a meeting for mentors, and a separate meeting for mentees. The purpose of these meetings is to provide key information on how to run or participate in the mentorship scheme before you begin:

- The mentorship scheme typically runs over a six-month period; however, this can stretch longer if both you and your mentee agree on the need for this
- It is recommended that you meet with your mentee a minimum of four times within this six-month period, with meetings lasting approximately one hour. It is up to you and the mentee to agree on the dates and times. Try to be flexible with respect to the structure and frequency of the sessions; this can help you maintain a good atmosphere throughout the mentorship scheme
- Once the scheme is underway, the ALPSP mentoring team will check in regularly via email to see if there is anything you need or want to share about the scheme
- At the midway point (after three months) a meeting with the ALPSP team will be available, for any specific support or guidance you may need
- At the end of the scheme, you will both be invited to complete an online evaluation about your mentorship experience.
4.5 Setting up and running the first meeting

Before your first meeting, it is useful to think about what you both want and need to accomplish. Draw up an agenda and share it with your mentee for agreement. An agenda for the first session could include:

1. Introductions
2. How mentoring works; the mentor role; the mentee role
3. The focus of the session: goals and objectives/expectations
4. Completing the mentorship action plan form
5. Send your Smart objectives, SWOT analysis and outline of publishing experience to your mentor
6. Practicalities for future sessions
7. Your expectations about how the relationship will work
8. Confirmation of what you have both agreed to do before the next meeting
9. Agreeing the date and how you will communicate for the next meeting.

Every mentoring relationship is different and it may take longer than your first session for you both to feel completely comfortable with each other. Be patient and allow time for rapport to develop.

It is worth bearing in mind the human chemistry of relationships. If the two people do not ‘connect’ within the first two to three meetings, the relationship is unlikely to develop the trust and honesty needed for the mentoring scheme to be truly successful. In this case, it is always better to conclude the relationship. ALPSP will be available to help you with this. Simply contact us at mentoring@alpsp.org.

4.6 Suggestions for subsequent meetings

The relationship will develop as you get to know each other and the mentee works towards their goals. Here are some additional suggestions to help you continue to develop trust and rapport:

- Try to get to know your mentee as a person and share information about yourself
- Find common areas of interest in work, personal life or things which are important to you both
- Show understanding and respect for your mentee’s circumstances, feelings and priorities
- If you notice any issues, discuss them as soon as they arise.
Encourage the mentee to keep their own journal where they can record how things have developed or changed. This is a useful way to provide continuity between meetings.

Aim to discuss your mentee’s goals at the outset of each session to give it focus and direction. Encourage your mentee to take the lead on what they would like to talk about in the session. You might ask about what would give them the most value from the session, what challenges they are currently facing, or what is happening now that is working well for them.

Provide feedback to your mentee regularly. This is most effective when you relate the feedback directly to what you have observed or heard. It will also help the mentee consider any changes or improvements if you link your feedback directly to their clear and hidden strengths (i.e., the strengths that they haven’t noticed, but you have), as well as the development needs you have discussed previously. Invite feedback from your mentee too, and be willing to change your approach if necessary.

Always aim to end the sessions on a positive note. You might want to summarise what you have heard or discussed, to invite your mentee to share what they are taking away from the session, and to confirm any actions and timescales which have been agreed.

4.7 What happens between sessions

It is very useful if you are able to stay in touch between sessions. We suggest discussing how to do this on your first call. This can include any tasks or follow-ups that you have agreed to carry out, or when you will confirm the details of your next meeting.

4.8 Concluding the mentoring relationship

The mentoring relationship usually winds down at the end of the agreed six-month period, when it is hoped that your mentee has achieved their goals and they feel that they can tackle particular situations confidently without your help. At that point, it is beneficial to review with your mentee their original goals against outcomes, and it is important for the mentee to reflect on what they have gained from the sessions. You can use the Mentorship evaluation form for this purpose (this will be emailed to you at the 6 month point).

Some mentoring relationships may continue past the six-month mark. If this is the case, follow the cycle and consider when the relationship has come to a natural close to wind it up.

It is always good practice to ensure the mentee is ready to move on: help them to consider other support networks as part of the official winding up of the relationship. This might be the
right time to introduce the mentee to your network and industry contacts to further support their development goals.

Some mentors and mentees stay in contact after the mentoring has finished. This really is a personal decision between both parties who want to continue the collaborative relationship in some way.

4.9 What to do if you think it isn’t working

You will want to allow time for the relationship to get underway, however if you feel that it is not working, you will want to take action. Here are some common challenges and ways to address them:

1. When roles and responsibilities appear to be unclear, allow time in the next session to clarify the roles and to review the action plan that you have agreed.
2. If the mentoring sessions don’t have a clear focus, agree an agenda in advance with the mentee.
3. If you feel the mentee is not contributing enough to the sessions or expects you to provide all the suggestions, you may be using a too directive style. Mentees learn most effectively by setting their own agenda and finding their own solutions, so re-evaluate your approach and allow the mentee to lead.
4. You may sense the need to give a lot of guidance and support at the beginning. As the relationship grows and the mentee’s confidence increases, aim to reduce this. You might consider encouraging them to keep a learning journal, and start each session with a discussion of the more recent entries.
5. If you feel uncomfortable with challenging your mentee, make sure all feedback relates to specific and observed comments and behaviours. Always remember to balance any negative comment with a positive one.
6. You might sense a lack of rapport between you and your mentee. Try to find ways to improve communication such as finding areas of common interest. If things do not improve and you feel the mentee would benefit from pairing with a different mentor, then this is something you could suggest. Nobody is to blame if the relationship does not work out for the best. You can both use this experience to identify more clearly what could work better for either you or the mentee.
7. If your mentee shares something with you of a serious matter or implications, you can contact ALPSP for advice by writing to mentoring@alpsp.org. If in doubt, it is always better to take action.
5 The mentee role

5.1 Mentee responsibilities

Participating in the mentorship scheme as a mentee will require you to take responsibility and be actively involved. Your role as a mentee includes:

- Establishing goals and objectives based on your needs (see section 6)
- Being prepared, especially by providing agenda items in advance of each meeting
- Maintaining confidentiality
- Recognising the importance of the mentor’s time
- Showing the willingness to request and act on feedback, and to provide feedback
- Following through with agreed actions and recommendations.

5.2 Mentee behaviours

The most desirable mentee behaviour is to take a lead in your one-on-one sessions. This involves following the guidance of your mentor, speaking out, exploring your opportunities and challenges, making your own informed decisions, and knowing how to justify them succinctly. It can be helpful in the sessions to reflect on the things your mentor has said and to summarise at suitable moments to confirm that you have a shared understanding.

Taking notes during the sessions will help you remember things. You might want to keep a journal in order to put some structure to your thoughts, and to have a reference you can return to, either with your mentor, or on your own.

At times your mentor may challenge something you’ve said. It is important to listen and to not take offence so that you may reflect on and possibly re-evaluate either your assumptions, your approach, or any conclusions you might have reached about a situation.

Generally, aim to be proactive and attentive in equal measure. This will determine how productive and motivating your sessions are.

5.4 The structure of the scheme

Before the scheme begins, ALPSP will set up a meeting for mentors, and a separate meeting for mentees. The purpose of these meetings is to answer any questions and introduce mentors to their co mentors, and likewise with the mentees. Both mentors and mentees may consider using these contacts during the scheme, particularly if problems
arise. The mentorship scheme typically runs over a six-month period; however, this can stretch longer if both you and your mentor agree on the need for it

- It is recommended that you meet with your mentor a minimum of four times within this six-month period, with sessions lasting approximately one hour. It is up to you and the mentor to agree on the dates and times. Try to be flexible with respect to the structure and frequency of the sessions; this can help you maintain a good atmosphere throughout the mentorship scheme
- Once the scheme is underway, the ALPSP mentoring team will check in regularly via email to see if there is anything you need or want to share about the scheme
- At the midway point (after three months) a meeting with the ALPSP team will be available, for any specific support or guidance you may need
- At the end of the scheme, all participants (mentors and mentees) will be invited to complete an online evaluation about your experience.

5.5 Preparing for the first meeting

Before your first meeting, it is useful to think about what you want and need to accomplish. See section 7 which gives some practical advice on how to prepare in advance of the mentoring scheme. Importantly, you should be ready to discuss your goals and objectives. Think also about the specific challenges you are currently facing, or any professional development goals that you have in mind.

5.6 Subsequent sessions

Every mentoring relationship is different and it may take more than your first session for you both to feel completely comfortable with each other. Be patient and allow time for rapport to develop.

Your mentor will provide feedback to you regularly. Always listen to the feedback in the context of what you have said and consider any changes or improvements you might make. Be willing to offer feedback to your mentor too. At the end of each session, be prepared to share your take-away points, and confirm any actions and timescales which you have agreed to.

5.7 Concluding the mentoring relationship

The mentoring relationship usually winds down at the end of the agreed six-month period, when it is hoped that you will have achieved your goals and feel you can tackle situations
confidently alone. At that point, it is beneficial to **review** with your mentor the original goals against outcomes, and to **reflect** on what you have gained from the sessions.

Some mentoring relationships may continue past the six-month mark by mutual agreement. Some mentors and mentees stay in contact after the mentoring has finished. This really is a personal decision between both parties who want to continue the collaborative relationship in some way.

### 5.8 What to do if you think it isn’t working

You will want to allow time for the relationship to get underway, however if you feel that it is not working, you will want to take action. Here are some common challenges and ways to address them:

- When roles and responsibilities appear to be unclear, allow time in the next session to clarify the roles and to review the action plan that you have agreed.
- If the mentoring sessions don’t have a clear focus, agree an agenda in advance with your mentor.
- Mentees learn most effectively by setting their own agenda and finding their own solutions, so think about your approach and your willingness to lead in the session.
- You might sense a lack of rapport between you and your mentor. Think about ways to improve communication such as finding areas of common interest. If things do not improve you can contact ALPSP for advice by writing to mentoring@alpsp.org. If in doubt, it is always better to take action. You might also use this experience to identify more clearly what could work better for you.

### 6 The mentorship action plan form

It is a good idea to establish a level of commitment at the beginning of the mentoring relationship so that both parties are aware of how the practicalities of how the relationship will work. The mentee should share their SWOT analysis, SMART objectives and summary of their career to the mentor, while the mentor should provide an overview of their career to the mentee in advance (e.g., LinkedIn profile) of the first session.

### 7 Developing a positive relationship: preparing in advance

As noted earlier, every mentoring relationship is different. Importantly, there is no right or wrong way to take forward the mentoring relationship; what you decide to share and do will depend on the ground rules you have set for your relationship with each other. However,
some preparation before each session can help you to get the most out of the time you have together. The following table provides a few ideas and suggestions:

<table>
<thead>
<tr>
<th>Mentor</th>
<th>Mentee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the information provided about your mentee (profile; CV, etc.) to determine how your areas of expertise will be of benefit.</td>
<td>Prepare an updated resume/CV, or a detailed summary of your work experience, and send it to your mentor.</td>
</tr>
<tr>
<td>Summarise your personal and professional goals. Be specific, and use the SMART framework.</td>
<td></td>
</tr>
<tr>
<td>Summarise your own goals and expectations for the mentoring partnership.</td>
<td>Identify your goals and expectations of the mentoring relationship. Prepare a personal SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to help you and the mentor decide which areas to focus on.</td>
</tr>
<tr>
<td>Decide how much time you have for the scheme, including the ‘in-person’ meetings and in between.</td>
<td>Think about how much time you have for the scheme, including the ‘in-person’ meetings and in between.</td>
</tr>
<tr>
<td>Prepare the questions you will use to establish the needs and expectations of your mentee, and to get to know them, both professionally and personally. You might want to use some of the suggested questions below.</td>
<td></td>
</tr>
</tbody>
</table>

---

1 SMART goals = **Specific**; **Measurable**; **Achievable**; **Relevant**; **Timely**
**Suggested questions**

What is your background and experience? Which areas have you worked in the most?
What knowledge areas would you like to develop?
What skills do you have with which you are confident? Which skills do you want to develop?
Which training/advance courses have you taken, or plan to take?
How do you engage with continuous professional development?
How can I help you develop your skill set?

What things matter most to you, professionally and personally? Which are less important?
What attracted you to the mentorship scheme?
At the end of the scheme, how would you like to have grown?
Name one thing I can do to ensure a positive experience for you in this relationship.

---

**8 Diversity and inclusion**

ALPSP is committed to supporting and promoting diversity, equality, and inclusivity in all its activities. ALPSP provides a friendly and collegial forum in which to share information and knowledge, discuss the challenges and opportunities facing our industry, and undertake professional development, both virtually and in person. This is achieved via (but is not limited to) conferences, webinars, seminars, podcasts, training courses, networking events, the ALPSP Mentorship Scheme, participation in ALPSP Committees, Working Groups, and Judging Panels, and community discussion via social media channels.

We encourage open discussion and debate balanced with respect and consideration. We expect everyone participating in ALPSP Activities to use appropriate language, to respect differences of opinion, and to be inclusive of a diverse range of experiences and perspectives.

**9 The mentorship code of conduct**

The Mentorship Scheme follows the ALPSP Code of Conduct to create a positive, professional, and safe environment for everyone:
- All participants of the ALPSP Mentorship Scheme are expected to treat each other with respect and consideration and to maintain professional and ethical conduct at all times during the mentorship relationship and thereafter.
- Participants will not disclose, distribute, duplicate or share personal information without consent, and any requests for confidentiality shall be honoured.
- Participants shall represent themselves honestly, and disclose any potential conflicts of interest to their mentor or mentee.

Any exploitation of the mentorship relationship to seek an inappropriate advantage, financial or non-financial, is strictly forbidden. This includes direct requests for offers of employment and solicitation of products or services.
Information about reporting Code of Conduct violations can be found in the ALPSP Complaints Procedure.

10 Support from ALPSP

We want all of our members to feel completely comfortable in their mentoring relationship, so if at any time you feel that the partnership is not going to work out, please contact us to discuss this at mentoring@alpsp.org. ALPSP is your point of contact for any queries, and we will support you if you have difficulties that you cannot resolve; if necessary, we will take responsibility for ending the partnership.

11 Legal matters

11.1 Complaints procedure

ALPSP is committed to providing a high-quality service to all the mentors and mentees who take part in the scheme; however, if you find that something is unsatisfactory or unacceptable, please see the ALPSP Code of Conduct for how to proceed.

11.2 Confidentiality

Any breach of confidentiality may damage the reputation of the mentor/mentee, the ALPSP mentorship scheme or the ALPSP organisation, and will therefore be treated with uttermost seriousness. If you become aware of any breach of confidentiality whilst participating in the mentorship scheme, please contact us as mentoring@alpsp.org.
11.3 Consent to give information and data protection

Please see the ALPSP policy on data protection here.

11.4 Insurance policy

The ALPSP insurance policy does not cover the ALPSP mentorship scheme.

12 Further references

- International Mentoring Association http://mentoringassociation.org/
- National Mentoring Resource Center http://www.mentoring.org/