

Deutsche Post DHL
Group



SOS CHILDREN'S
VILLAGES

Teach For All
A Global Network



GoTeach

MENTORING

GUIDE FOR MENTORS

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About this guide

This guide is designed for DHL employees who volunteer to be a mentor.

Reading this document prior to starting the mentoring journey will support a smooth and meaningful experience. The document contains tips and advice on mentoring.

Target audience

For this guide:

This mentoring guide is designed for DHL Volunteers who support mentees assigned via SOS Children's Villages or a Teach for All Network Partner.

For this mentoring program:

The mentees are young people from vulnerable communities transitioning from school to work. The participants that would benefit from this intervention will be nominated by SOS Children's Villages or a Teach For All network partner.

What is Mentoring?

Mentoring is a collaborative and developmental relationship between an experienced and knowledgeable individual, known as the mentor, and a less experienced individual, known as the mentee. The mentor provides guidance, support and knowledge to the mentees to help them develop their skills, expand their knowledge and achieve their personal or professional goals.

The purpose of mentoring is to facilitate the mentee's growth and development by sharing expertise, experiences and insights. Mentors typically have expertise in a particular field or area and use their knowledge to provide guidance and advice to the mentee. They may offer practical advice, share industry insights, provide feedback on the mentee's performance, help identify and overcome challenges and serve as a sounding board for ideas and decisions.

Mentoring relationships can take various forms and structures, depending on the goals and needs of the individuals involved. They can be formal or informal, short-term, or long-term and can occur in different settings such as workplaces, educational institutions or community organizations.

Objectives

Overall, mentoring aims to foster personal and professional growth, enhance learning, build confidence and help mentees navigate their chosen paths more effectively by benefiting from the mentor's knowledge, experience and perspective.

- **Skill and knowledge development:** Mentoring aims to help mentees acquire new skills, knowledge and competencies relevant to their personal or professional growth. The mentor shares their expertise and experiences, providing guidance and support to help the mentee develop specific abilities or improve existing ones.

- **Career advancement:** Mentoring often focuses on helping mentees advance in their careers. Mentors can provide advice on career planning, goal setting and professional development opportunities. They may offer insights into navigating organizational dynamics, building networks and identifying potential career paths.
- **Personal growth and confidence building:** Mentoring also aims to foster personal growth in mentees. Mentors provide encouragement, support and constructive feedback to help mentees build confidence, overcome challenges and develop a positive mindset. They may help mentees identify their strengths, values and aspirations and guide them in aligning their personal and professional goals.
- **Networking and relationship building:** Mentoring can facilitate the expansion of the mentee's professional network. Mentors can introduce mentees to relevant contacts, provide networking opportunities and share insights on building and maintaining professional relationships. This can be valuable for mentees seeking career opportunities or looking to connect with industry experts.
- **Knowledge transfer and succession planning:** In certain contexts, mentoring transfers knowledge and expertise from experienced individuals to younger or less experienced individuals. This can be important for preserving institutional knowledge, promoting continuity and preparing the next generation of leaders or experts.
- **Diversity and inclusion:** Mentoring can contribute to fostering diversity and inclusion within organizations or communities. By providing support and guidance to individuals from underrepresented groups, mentoring can help address barriers and promote equal opportunities for growth and development.

It is important to note that the objectives of mentoring can be tailored to the specific needs and goals of the mentee and they may evolve over time as the mentoring relationship progresses.

Location

The location should be agreed between mentor and mentee.

Duration and process

In this context we advise to plan maximum 9 sessions. The actual number of sessions needed depends on the development need of the mentee and should be agreed upon in the Introduction session.

1. Introduction session
2. Topic 1 TBD
3. Topic 2 TBD
4. Topic 3 TBD
5. Topic 4 TBD
6. Topic 5 TBD
7. Topic 6 TBD

8. Topic 7 TBD
9. Final session

A visual overview of the Mentoring journey can be found [here](#)

The difference between a mentor and a coach

- **Mentor**
Typically someone **with more experience and expertise in a particular field or domain**. Their primary goal is to share their knowledge, wisdom and insights with a mentee, often focusing on professional or personal development. Mentors offer guidance, advice and help mentees navigate their careers or specific challenges. As in mentoring, the mentee learns from the mentor's experience, the mentor should have experience in the specific area the mentee wants to grow in.
- **Coach**
Focuses on **facilitating the personal and professional growth of individuals**. They help clients identify their goals, develop strategies and overcome obstacles. Coaches employ various techniques and tools to enhance self-awareness, unlock potential and foster self-directed learning. The coach-client relationship is typically goal-oriented and centered around achieving specific outcomes. The real difference with mentoring is that a coach preferably is not the knowledge expert; in coaching the coachee does not learn from the coach's experience.

Who can be a mentor?

The Mentor must have more experience and knowledge than the mentee and be able to transfer that knowledge to others.

Example: A mentee needing help with CV writing would benefit from a mentor who is an HR expert who has experience in hiring people.

Benefits of mentoring

Mentoring offers numerous benefits for both the mentor and the mentee. Some key benefits include:

- Personal growth and development for both parties.
- Enhanced self-esteem and confidence in the mentee.
- Improved communication and interpersonal skills.
- Expanded knowledge and new perspectives.
- Opportunities for networking and building connections.
- Satisfaction from making a positive difference in someone's life.

Roles

Understanding the roles of a mentor and a mentee is crucial for a successful mentoring relationship.

- **Mentor:** Provides guidance, support and encouragement. Shares knowledge and experiences. Serves as a positive role model.
- **Mentee:** Is open to learning and growth. Seeks guidance (voluntarily) and actively participates in the mentoring process. Set goals and works towards achieving them.

Responsibility of mentor and mentee

Both the mentor and mentee share responsibilities in the mentoring relationship.

Mentor's responsibilities:

- Provide guidance and support.
- Offer constructive feedback and advice.
- Help set and achieve goals.

Mentee's responsibilities:

- Actively engage in the mentoring process.
- Seek guidance and advice.
- Set goals and work towards them.
- Show respect and appreciation for the mentor's time and effort.

Best practices for sharing experience and knowledge

As a mentor, sharing your experience and knowledge effectively is crucial for supporting your mentee's growth and development. Here are some best practices to consider:

Create a safe and trusting environment

Build a relationship based on trust and confidentiality. Make your mentee feel comfortable opening up and sharing his/her thoughts and concerns.

Listen actively

Before sharing your experiences, actively listen to your mentee's thoughts and feelings. This demonstrates that you value his/her perspective and encourages open dialogue. Active listening also entails that you do not start to think about your reaction whilst the mentee is still talking; once you start to think, you have stopped listening.

Relate to their experiences

Find common ground between your experiences and those of your mentee. Share personal stories or examples that they can relate to, making your insights more tangible and relevant to his/her situation.

Tailor information to their needs	Adapt the way you share information based on your mentee's unique learning style, interests, and goals. Present concepts in a way that resonates with them and helps them grasp the key ideas.
Ask for permission	Before sharing advice or personal anecdotes, ask your mentee if he/she is open to hearing your perspective. Respect his/her boundaries and ensure they are receptive to the information you are sharing.
Provide context and relevance	When sharing your experiences, provide context and explain how they relate to the mentee's current challenges or goals. Help them see the practical application and relevance of the lessons you have learned.
Encourage reflection and critical thinking	Instead of just offering answers, encourage your mentee to reflect on their own experiences and produce their own solutions. Ask thought-provoking questions that help them develop their critical thinking skills.
Offer different perspectives	As a mentor, you bring a wealth of experiences and knowledge. However, it is important to remember that your perspective is just one of many. Encourage your mentee to consider multiple viewpoints and explore alternative solutions.
Be patient and supportive	Learning takes time, and your mentee may not immediately grasp or apply the knowledge you share. Be patient, provide ongoing support and be ready to reinforce key concepts or ideas when needed.
Follow up and provide guidance	After sharing your experiences and knowledge, follow up with your mentee to see how they have internalized and applied the information. Offer guidance and support as they navigate challenges or make decisions.

Remember, effective knowledge sharing involves striking a balance between sharing your insights and empowering your mentee to discover their own path. By creating a supportive environment and using tailored approaches, you can maximize the impact of your experience and knowledge on their personal and professional growth.

Tasks of a mentor

As a mentor, your role involves various tasks, such as:

- Setting goals and creating action plans with your mentee.
- Providing guidance and resources to support their growth.
- Helping the mentee develop specific skills or knowledge.
- Giving feedback as a valuable impulse for the mentee to question and change own behavior

- Assisting with problem-solving and decision-making.
- Encouraging and motivating the mentee with the challenges related to transitioning from school to the world of work. (Note this is not therapy; mentor has not the role of a therapist.)
- Celebrating their achievements and milestones.

Relationship management

Building and maintaining a healthy mentoring relationship requires effort and attention. Consider the following practices:

- Establish clear expectations and boundaries from the beginning.
- Regularly assess the mentee's needs and adjust your approach accordingly.
- Foster trust, respect and open communication.
- Be patient and understanding, recognizing the mentee's individuality.
- Celebrate achievements and milestones together.
- Continuously evaluate and adapt the mentoring approach based on feedback and changing circumstances.

Advices from mentors and how to handle/give them,

Experienced mentors often share valuable advice to help guide new mentors. Some common advice includes:

- Listen actively and empathetically to your mentee.
- Be patient and understanding, respecting their individuality.
- Encourage and support their aspirations and goals.
- Foster a safe and trusting environment for open communication.
- Lead by example, demonstrating positive values and behaviors.
- Set realistic expectations and be flexible in your approach.

Communication techniques

Effective communication techniques can strengthen the mentor-mentee relationship.

Please consider that the mentee may be shy at first but leave some silence to allow for the mentee to speak up. Allow time for the mentee to talk. Allowing silence can trigger the mentee to speak up.

Consider the following approaches:

- **Plain language:** Use clear and concise language to convey your thoughts.
- **Active listening:** Show genuine interest, maintain eye contact, show understanding, don't judge and provide verbal and non-verbal cues to demonstrate understanding.
- **Empathy:** Try to understand the mentee's perspective and validate their feelings. Adapt your communication style to suit the mentee's needs and preferences.

- **Openness and honesty:** Encourage open and honest communication by being transparent and trustworthy. Respect confidentiality and maintain trust in all communications.
- **Non-directive approach:** Allow the mentee to explore solutions and make decisions while offering guidance and support.
- **Use of storytelling:** Share personal experiences or stories to illustrate lessons or provide inspiration.
- **Feedback:** Provide constructive feedback and praise when appropriate.
- **Open questions:** Ask open-ended questions to encourage deeper discussions.

Self-reflection

Encourage both yourself and your mentee to engage in self-reflection. Reflecting on experiences, emotions and challenges can promote personal growth and self-awareness. It also helps identify areas for improvement and new perspectives. Examples for self-reflection questions:

- what do I bring to the table in the mentoring process?
- What do I know about the mentee and his/her situation?
- What has changed for the mentee in his/her thinking during the mentoring?
- What is helpful for the mentee in the mentoring?
- What do I trigger in the mentee?)

Asking questions/ types of questions

Asking thought-provoking questions can stimulate critical thinking and foster meaningful discussions. Consider different types of questions, such as:

- Open-ended questions: "What are your thoughts on...?"
- Probing questions: "Please provide more details about..... ?" (FS: Note; don't ask closed questions!)
- Clarifying questions: "What happened next??" / "How would you explain this further?"
- Reflective questions: "How do you think this situation could have been handled differently?"
- Goal-oriented questions: "What steps can you take to achieve your desired outcome?"
- Self-reflection questions: "What have you learned about yourself through this experience?"
- Thought-provoking questions: "What do you think are the potential consequences of your decision?"

Feedback

Providing constructive and realistic feedback is an essential part of mentoring. Consider the following guidelines:

- Be specific and focused on the behavior or action.

- Ask yourself "what do I want to achieve by providing this feedback?" This will help to focus on the most important item. Do NOT mix motivational with developmental feedback; it makes a mess out of the entire process.
 - Providing feedback strengthens a positive self-esteem of the mentee, e.g., by highlighting potentials and strengths.
 - Offer feedback in a timely manner.
 - Use a supportive and non-judgmental tone.
 - Encourage self-reflection and growth.
 - Ensure feedback is actionable and goal oriented.
 - Use the AID Feedback model as it can be helpful.
- ❖ The AID feedback model consists of 3 parts – Action, Impact and Development. Each stage of the model has a purpose and an overall part to play in delivering constructive feedback.

1. Action.

We begin the feedback by clearly and objectively identifying the action or omission, that is the subject of the discussion.

Please note the terms "clearly and objectively". We identify the wrong action in specific, factual language, not with vague and emotive language.

Examples of effective use of objective language:

- "You were twenty minutes late for the meeting and did not explain your lateness".
- "You failed to pick up the visitor from the station as arranged".

Examples of the ineffective use of emotive, subjective language:

- "You were very rude this morning when you were 20 minutes late for the meeting and you couldn't even be bothered to explain your lateness".
- "You failed to pick up the visitor from the station and you let us all down, especially yourself"

2. Impact.

Next, we state the negative consequences of the action or the inaction, and again we try to keep to a minimum the verbalization of negative emotions. Instead of negative emotions we explain the negative factual consequences. For example:

Action: You were twenty minutes late for the meeting and did not explain your lateness.

Impact: Consequently, we had to spend time repeating what had been said in your absence, which was a waste of time for everyone else.

3. Development

In this final step, we suggest a specific corrective action which we ask the other person to commit to, in the future.

We introduce the corrective action with the phrase: "In future would you please
(insert here a request for a specific corrective action)".

Now the full script reads:

Action: You were twenty minutes late for the meeting and did not explain your lateness.

Impact: Consequently, we had to spend time repeating what had been said, in your absence, which was a waste of time for everyone else.

Development: In future, would you please ensure you arrive on time, or early, for meetings?

Closeness and distance

Mentoring relationships can have varying degrees of closeness or distance. Striking the right balance is important:

- **Closeness:** Build a supportive and trusting relationship with your mentee by actively engaging, showing empathy and providing guidance.
- **Distance:** Respect boundaries and give the mentee space for personal growth and self-discovery. Avoid being overly intrusive or controlling.

Virtual or face-to-face mentoring

In today's digital age, mentoring can occur in both virtual and face-to-face settings. Consider the advantages and considerations of each:

- **Face-to-face mentoring:** Allows for personal connection, observation of body language and immediate feedback. It may require proximity and scheduling flexibility.
- **Virtual mentoring:** Offers convenience and flexibility, enabling mentorship across distances. It may require effective use of communication tools and adapting to online dynamics.

Mentoring pitfalls

While mentoring can be a rewarding experience, mentors should be aware of potential pitfalls that can arise. By understanding these pitfalls, mentors can navigate them effectively and ensure a successful mentoring relationship. Here are some common pitfalls for mentors to watch out for:

- **Imposing personal values or goals:** It is essential to recognize and respect the mentee's individuality. Avoid imposing your own values, goals or aspirations onto them. Instead, focus on understanding their unique needs and helping them explore their own path.
- **Overstepping boundaries:** Maintaining appropriate boundaries is crucial in mentoring relationships. Avoid becoming too personally involved or crossing professional boundaries. Respect the mentee's privacy and ensure confidentiality is maintained.

- **Offering unsolicited advice:** While mentors are expected to provide guidance, it's important to remember that advice should be given when requested or relevant to the mentee's goals. Avoid offering unsolicited advice, as it can lead to frustration or disengagement.
- **Lack of active listening:** Effective communication involves active listening. Avoid dominating conversations or failing to truly listen to your mentee. Show genuine interest, ask clarifying questions and create space for them to express their thoughts and feelings.
- **Neglecting diverse perspectives:** Mentors should recognize and appreciate the diversity of backgrounds, experiences and perspectives that mentees bring. Be open-minded and respectful of different viewpoints, as it enriches the mentoring relationship and promotes inclusive growth.
- **Micromanaging or being too hands-off:** Finding the right balance between providing support and fostering independence can be challenging. Avoid micromanaging the mentee's decisions or actions, as it undermines their autonomy. Likewise, do not be too hands-off, leaving them without adequate guidance or support.
- **Focusing solely on professional development:** While mentoring often includes career guidance, it is important to consider the mentee's holistic development. Address their personal and emotional needs, helping them build resilience, self-confidence and well-being.
- **Neglecting your own self-reflection and growth:** Mentoring is a two-way process and mentors should continuously reflect on their own practices and learn from the experience. Avoid becoming complacent or stagnant in your own growth journey.
- **Inconsistency or lack of commitment:** Mentoring requires commitment and consistency. Avoid canceling or rescheduling meetings frequently, as it can undermine the mentee's trust and engagement. Honor your commitments and be reliable in your role as a mentor.
- **Failure to establish clear expectations:** Ambiguity in roles and expectations can lead to confusion and frustration. Clearly define the purpose, goals and expectations of the mentoring relationship from the beginning. Regularly communicate and check-in to ensure alignment and address any concerns.

By being mindful of these potential pitfalls, mentors can create a supportive and effective mentoring relationship that benefits both the mentor and the mentee. Regular self-reflection and open communication are key to navigating these challenges and fostering a positive mentoring experience.

Useful reading

- MENTORING Pocketbook; G. Alred, B. Garvey, R. Smith. ISBN978-1-903776-35-3

Conclusion

Mentoring a young person is a valuable opportunity to make a positive impact on their lives. By understanding the benefits of mentoring, defining roles, using effective communication techniques and managing the mentor-mentee relationship, you can create a nurturing and supportive environment for their growth and development. Remember, your guidance and support can have a lasting influence on their journey towards a successful future.