

## Skills and Tools Required by a Mentor

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## The Key Skills of a Mentor

- Listening in order to understand
- Questioning to clarify and make sure they've understood correctly
- Questioning to explore additional options and consequences
- Action planning for the future

Throughout these stages, the mentor is also facilitating the mentee's learning and development. The mentor also guides the mentee to:

- Find their own solutions
- Develop their own skills
- Create new ways of thinking
- Change their own assumptions and perceptions
- Gain greater self-awareness
- Improve their personal and business performance
- Build confidence
- Work their way towards professional registration (if required)

1. Shares skills, knowledge, and expertise

2. Provides guidance and constructive feedback.

3. Accessible: has an open door policy and time to help.

4. Demonstrates a positive attitude and acts as a role model.

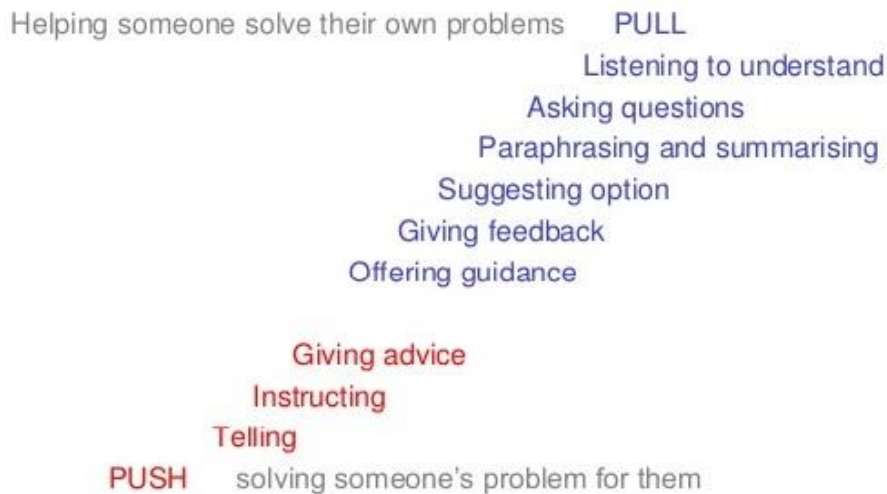
5. Takes a personal interest in the mentoring relationship.

## How will you communicate with your mentee?

There are several different ways of communicating with your mentee:-

1. Face-to-face (one to one) mentoring is the most common sort of mentoring
2. Face-to-face group mentoring (or peer mentoring) is where a small group come together to discuss opportunities, professional registration etc
3. Telephone mentoring is usually part of a blended mentoring approach used in partnership with face-to-face mentoring
4. E-mentoring can be use with telephone/face-to-face or used on its own

### Mentors 'pull' – they don't push



## Questioning Skills

By simply asking a good question you can empower the mentee and enable them to really think about the issue, resolve it and take responsibility for it. A powerful question can provoke a new insight, move the mentee to action or help them to commit. You need to provoke self-awareness so may need to dig deep when the mentee gives a general answer. Different types of question include:

**Closed** – require a ‘yes’ or ‘no’ or other brief answer.

**Open** – such as ‘What do you think’ invite longer answers learning to exploration, thoughts, emotions and ideas

**Follow-up** – ‘Could you explain that’ encouraging someone to talk more

**Take-a-guess** ‘What do you think will happen’ – ask the person to speculate

**Hypothetical** – ‘If you lost your job tomorrow what would you do’ can aid creativity

**Either/or** – can encourage decision-making or open up discussion of alternatives

**Reflective** – ‘Tell me if I have got this right’ – for checking you have understood what has been said

### Some ideas of killer questions

What is happening now that tells you that you have a problem?

What do you have control over?

What do you want to achieve? Where do you have control or influence with regard to this goal?

What actions are possible now?

Do you have a timetable of actions?

What is holding you back?

What do you do when you are really up against it?

What might you be overlooking?

Who else can you ask for help?

Did anything happen that you could not have predicted?

What will you do next?



[DOWNLOAD - ‘Advanced Questioning Skills’ by David Clutterbuck](#)



[DOWNLOAD - ‘Powerful questions for finding solutions’ by David Clutterbuck](#)

## Listening Skills



The Chinese symbol for effective learning translates into English as five elements: you, your ears, your eyes, your heart and your undivided attention

A good listener knows how to use their listening skills to help make the communication effective. In any communication, we are constantly switching between being the speaker and being the listener.

### Listening Tips

**Listen with an open mind** – open your mind and focus on what the person is saying, even if you think you are not interested – you might learn something new!

**Non-verbal clues** – listen with your eyes as well as your ears, eg look out for body language

**Use your thinking time wisely** – identify the theme of the mentees message and check facts by asking questions

**Observing** – avoid ‘one who speaks and listens to himself speak’

**Personal prejudices** – do not ignore or blank out ideas you would rather not hear

**Listen to the end** – keep your attention right to the end and do not jump to conclusions

### Body Language and Listening

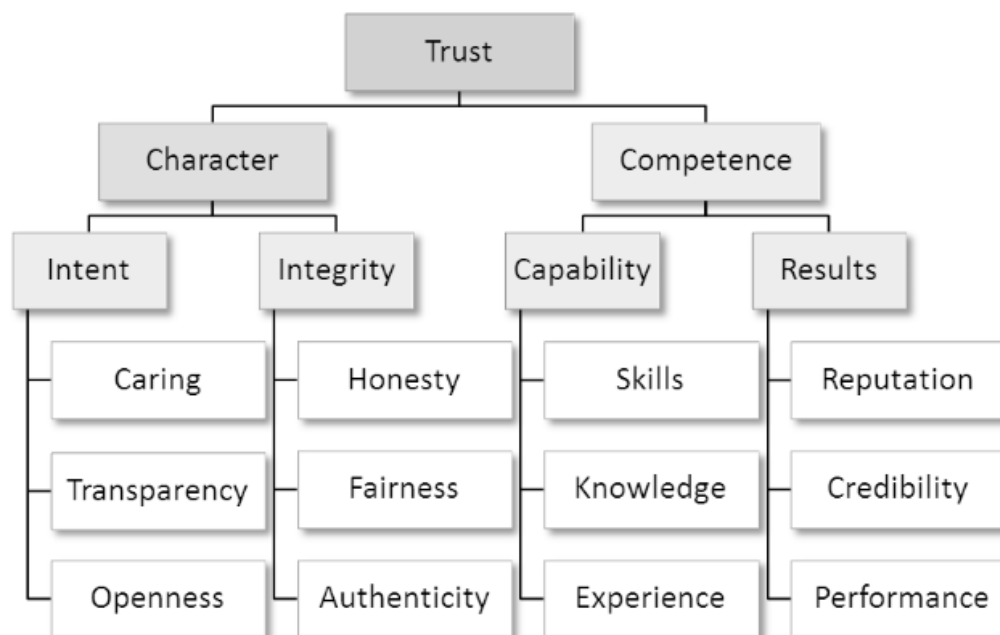
To show you are interested and engaging in the conversation:

- Look at your mentee using your eyes to show you are listening
- Lean towards them
- Nod in agreement; use facial expressions to show you are listening and understand
- Do not interrupt
- Use your mentees name



[DOWNLOAD - ‘Advanced Listening Skills’ by David Clutterbuck](#)

## Building a trusting and respectful relationship



### Key principles in building trust

**Get to know your mentee** – make time to talk to them about themselves, their lives and their career. Try to understand what they think and why. Value their viewpoint, even if it is different to your own

**Do what you say you are going to do** – agree what you are aiming to achieve through your mentoring session. Be reliable and always do what you say you are going to do, this builds trust.

**Communicate openly and honestly** – discuss issues as they arise. Ask for and give feedback. Ensure you maintain confidentiality.

**Ensure that you maintain your competence** – regularly review your own CPD. People who are good at what they do are able to relate that experience to others. It can be competence that enables you guide your mentee to develop talent, skills or knowledge.

**Show empathy and don't be afraid to challenge** – challenge constructively in order to help your mentee to explore a wider viewpoint

**Be caring** – show concern and regard for their learning needs and aspirations

Gaining your mentee's trust and giving them trust in return is a critical component of mentoring. The result is often mutual respect, admiration and appreciation, leading to swift and meaningful sharing.

## Different learning styles – activities

Everyone has a different learning style and understands information in different ways. You may find it useful to understand your mentee's (and yours!) style to enhance your mentoring experience.

The seven general learning styles are:

**Visual** – you prefer using pictures, images and spatial understanding

**Aural** – you prefer using sound and music

**Verbal** – you prefer using words, both in speech and writing

**Physical** – you prefer using your body, hands and sense of touch

**Logical** – you prefer using logic, reasoning and systems

**Social** – you prefer to learning in groups or with other people

**Solitary** – you prefer to work alone and use self-study

## Activities / Questionnaires

Below are activities and questionnaires which you and/or your mentor may find helpful to use to discover personality types, work/life balance, learning styles etc.

### [You and your Six Lifestreams](#)

This self-completed questionnaire aims to help you gain a clearer picture of the balance you have between different aspects of your life and work.

### [Where do your emotional intelligence strengths lie?](#)

### [Personality Types](#)

Are you an activist, reflector, theorist or pragmatist

### [VARK Questionnaire](#)

How do you learn best

### [Mentor Competencies Questionnaire](#)

Discover where your competencies and strengths lie