

Welcome!



Mentor Briefing 2018-2019

Sue Waterall
Mentoring Coordinator North West



We will cover:

- Introduction to HDN
- HDN Mentoring model and approach
- Mentoring roles & expectations
- High quality mentoring conversations
- Time commitment, classes and practicalities
- Tools – PDL and PPI
- Q&A

And an opportunity to network – please use it!

Housing Diversity Network (HDN)



Supporting you to:

- attract and grow the best talent
- deliver appropriate, accessible services
- build inclusive communities

Over 80 Members across England – housing associations, ALMOs and local authorities

Over 200 organisations accessing training and consultancy services

Headquartered in Huddersfield



We enable organisations to:

- Increase board and staff diversity
- Strengthen governance
- Deliver social value and corporate social responsibility
- Design accessible services
- Develop inclusive leadership
- Develop change programmes
- Stay compliant
- Showcase and share good practice
- Learn from a wide network of professionals and specialists

Mentoring Programme Outcomes

Programme Learning Outcomes:

- Increase self-awareness
- Improve confidence
- Expand networks
- Explore career aspirations and options
- Increase awareness of wider sector issues
- Enhance understanding of Unconscious Bias, Diversity and Inclusion

Additional Skills Development:

- Confidence building
- Team work
- Listening and communication
- Strategic thinking
- Presentation skills
- Influencing and assertiveness
- Personal reflection ...

Our model and approach

- Each mentee is matched with an ‘off-line’ mentor
- 5 one-to-one sessions to be scheduled from October to July
- Mentees and mentors have an opportunity to network with people from outside of own organisation
- 4 professional development classes for mentees, combining skills-based learning with expert speakers from housing and other related sectors
- Mentors invited to facilitate/attend development classes
- National Celebration Day in June 2019

Your thoughts

- What is mentoring?
- What skills and attributes are required of the mentor?

Their thoughts

(from last year's groups)

Mentoring is:

- A structured conversation
- Guidance
- Questions to challenge
- Sharing experience
- Mutual development
- Coaching
- Suggestions and advice
- A sounding board
- A critical friend

Skills and attributes:

- Genuine interest
- Open and honest
- Listening
- Respectful communication
- Enthusiasm
- Approachable
- Ability to put mentee at ease
- Prepared
- Patient

A mentor is a:

Role Model

- Provides good example
- Demonstrates best practice
- Listens to and empathises with concerns
- Critical friend – tells the ‘uncomfortable’ truths

Supporter

- Shares sector knowledge and business information
- Encourages use of resources and contacts
- Encourages stepping out of the comfort zone
- Gives support when mistakes are made
- Recognises and celebrates achievements
- Provides regular, constructive feedback

Guide

- Guides towards solution
- Explores different perspectives
- Helps to develop connections
- Shares views on how to succeed
- Helps identify the mentee’s personal style and behaviours to maintain or improve

“My role is to ask BDQs to have the conversations that will bring about positive change”

David Clutterbuck

Stages of mentoring

Stage 1: Starting out

- Prepare to build the relationship
- Establish trust and rapport
- Power of self-disclosure
- Agree a 'contract' and confidentiality
- Agree note-taking
- Use Personal Development Log to help

Stage 2: Getting established

- Allow mentee to 'tell their story'
- Discuss strengths and weaknesses, experiences, knowledge and skills, and their work context and other aspects which may affect self development
- Focus on learning and growth
- Recognise progress

Stage 3: Developing independence

- Encourage the mentee to reflect, to see things differently, identify potential changes
- Play devil's advocate - confront, stimulate and challenging the mentee to consider options
- Help devise a plan of action and encourage innovation and creativity

Stage 4: Closing

- Acknowledge progress and achievements
- Encourage mentee to continue their development – lifelong learning
- Agree what, if anything, happens next

Note-taking – encourage mentee to take own notes and tell them what/how you will be capturing the conversation

High quality mentoring conversations

- **Goal** – where do you want to be?
- **Reality** – where are you now?
- **Options** – how could you get there?
- **Will** – what will you commit to doing?



Incisive questions

What do you mean by ... ?

Could you give me an example?

What might you be assuming here that's blocking your thinking?

If you were to what might happen?

In what way are you being held back?

What specifically led you to conclude that?

If you weren't to hold back, what would you do?

What if you were to try that?

What might happen?

When you say 'they' or 'everyone', who exactly do you mean?

If you trusted your wisdom/heart/best friend ... what would you do?

The Thinking Environment

1. **Attention** – listen actively with respect, interest and fascination
2. **Incisive Questions** – remove assumptions that limit ideas
3. **Equality** – treat each other as thinking peers
4. **Appreciation** – practise a 5:1 ratio of praise to criticism
5. **Ease** – offer freedom from rush or urgency
6. **Encouragement** – move beyond competition
7. **Feelings** – allow sufficient emotional release
8. **Information** – provide a full and accurate picture of reality
9. **Place** – create a suitable physical environment that shows you value the person
10. **Diversity** – embrace and enjoy differences

Adapted from “Time to Think” by Nancy Kline

Tools and practicalities

- PDL – Personal Development Log provided to all mentees and mentors to record meeting notes, actions, achievements and reflections
- PPI – DISC based psychometric tool, providing reports and charts for discussion, self-awareness and development
- CV
- STARS – framework to record achievements
- Locus of Control – how do I manage myself/who manages me?
- Circle of Influence – what can I control or influence?

Resources on HDN website in mentor section. You can access by registering on:

<https://www.housingdiversitynetwork.co.uk/join-us/registration>

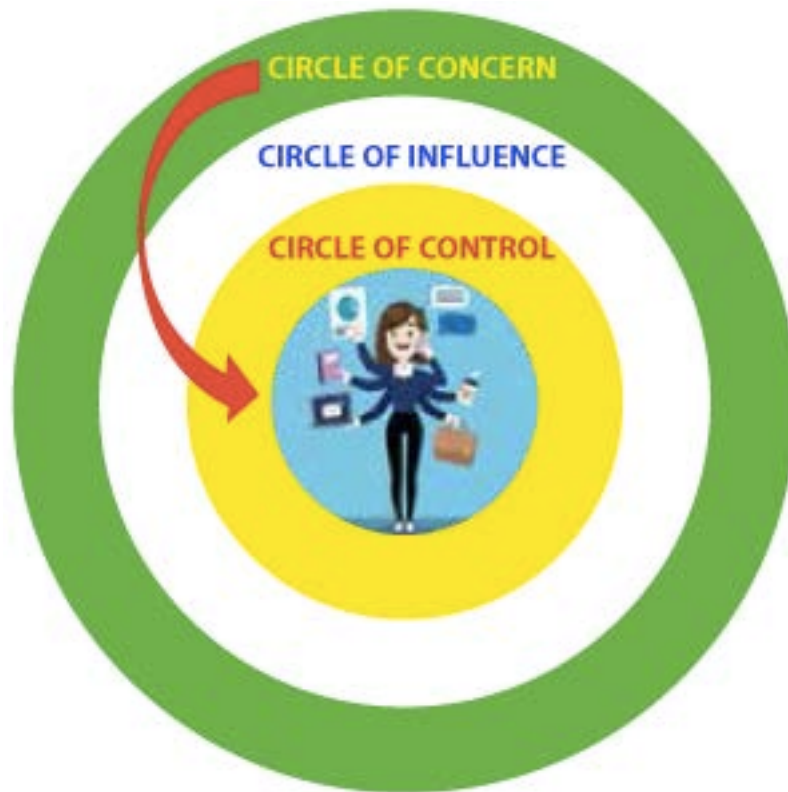
Locus of Control

External Locus
of control

Internal Locus
of control



Circle of Influence



Which elements of:

- Your job
- Your development
- Your life

do you control or influence?

Introducing PPI

- PPI is a work based personality profiling tool, developed from the original work of Dr. William Moulton Marston
- Both mentees *and* mentors can complete PPI
- Insight for personal reflection and development during the programme
- Personality profiling tools do not measure or predict skills and abilities
- People can develop and use all styles
- Report is confidential

Personality Performance Indicator (PPI)



The questionnaire:

- Completed online via a link
- 24 questions - 5-7 minutes to complete
- There are no right and wrong answers

The report:

- Is approx. 10 pages long
- Measures Dominance, Influence, Steadiness, Compliance
- Profile charts available which will need an explanation from your local mentoring coordinator or HDN

Understanding the results:

- Class 2 provides more information, explanation and support
- Opportunity to share and ask questions
- Confidential – it is up to the mentee who they share it with
- To be used as a platform for development

Final thoughts and questions?

Sue Waterall

HDN Mentoring Associate (North West)

07939 629781

suew@housingdiversitynetwork.co.uk