HDN Mentoring 2017-2018
Briefing

This document will provide:

- Introduction to HDN
- HDN Mentoring objectives & framework
- Mentoring roles & expectations
- Matching process
- Time commitment & practicalities
- Benefits of mentoring
- Development tools used as part of the programme
- PPI/DISC – Psychometric tool
- What support is available

Introduction to
Housing Diversity Network (HDN)

HDN – Your Network to Diversity

Our expertise in diversity develops your organisation's effectiveness.
Supporting you to:

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

We have over 80 Members across England mainly Housing Associations, some ALMO's and local authorities.

Over 200 organisations access out train and consultancy services

We enable organisations to:

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

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Mentoring Programmes

Training & Consultancy

Conferences & Events

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Benefits of Membership

- Places on our CIPD Award Winning Staff Mentoring Programme

- Access to on-line Resources

- Monthly e-briefing

- Free advice and help line

- Strategic regional networking events

- Reductions on our Board Mentoring Programme, Training and Consultancy & DNA (Diversity Network Accreditation)

Future Plans

- Online Self Assessment Tool (Launched for members from July 2017)

- Work with NHF Young Leaders Programme to increase diversity in leadership

- Developing services to increase diversity on Boards

- High level national Conference and Celebration event – '15 Years Young'

- Launching our new Branding and Strategy

What people say about our services

Board Mentoring – *"The programme is visionary and mentoring should become part of the basic support for all board members…"*

David Orr, **Chief Executive National Housing Federation**

"Extremely positive experience. It helped me to achieve what I wanted through the restructure at work and has given me the confidence to look more positively at work and life."

Staff Mentoring participant

"…likely to deliver impressive behavioural change…the deal for organisations is brilliant…"

CIPD Awards Judges about our Staff Mentoring

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HDN Mentoring outcomes & framework

Overall Learning Outcomes to be achieved:

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

Overall Skills Development:

- Interpersonal skills
- Team work skills
- Listening and communication skills
- Feedback & initiative skills
- Presentation skills
- Influencing skills
- Personal reflection skills

Overall Framework includes:

- A ten month programme that starts in September, finishing in July
- A briefing of content/structure/roles/ tools/ skills at the start for all
- Five one-to-one sessions with an external mentor/mentee
- Four professional development classes. These sessions combine discussion & reflection based learning along with expert speakers from housing and other related sectors. Mentees are required to attend them. Mentors can choose to attend any.
- A national celebration conference at the end of the programme for all mentees, mentors & supporters
- An evaluation and overall feedback opportunity at the end of the programme
- On-going support during the programme

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HDN Mentoring outcomes & framework

Example time table you can refer too. Local class sessions are confirmed at the start

Sept – Oct	Nov	Dec	Jan	Feb
Mentee and mentor briefing sessions and mentor's training

Matching

First 1-2-1 Session with mentee | Mentoring class 1 | Second 1-2-1 Session with mentee | Mentoring class 2 | Third 1-2-1 Session with mentee |

Mar	Apr	May	June	July
Mentoring Class 3	Fourth 1-2-1 Session with mentee	Mentoring class 4	Final 1-2-1 Session with mentee	Mentoring conference

HDN issue final evaluation survey |

Mentoring roles & expectations
Exercise – what makes a good mentee/mentor

Try this yourself, and decide what are the things that you would most like from your mentee to make the relationship successful?

A mentor is a:

Role Model

- Provides a 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

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What makes a great mentor?

- Demonstrating commitment to the mentee by prioritising, preparing & focusing in meetings
- Asks questions
- Brings out creativity
- Allows silence
- Manages time well
- Gives ideas
- Shows empathy
- Challenges perceptions
- Creates space
- Non judgemental
- Helps me think differently
- Makes me challenge myself
- Gives me time to reflect
- Uses different techniques
- Interested
- Adapts style/approach
- Gives me time to reflect

Some Key Skills

- Open powerful questions
- Active listening
- Use of silence
- Feedback- holding up the mirror
- Building on strengths
- Building rapport
- Challenge and support
- Solution focussed
- Self awareness and reflection

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Phases of the mentoring relationship

Stage 1: Starting out

- Create an alliance
- Prepare for the relationship
- Establish trust and rapport – values
- Power of self-disclosure
- Agree a contract & boundaries & ground rules
- Use the Personal Development Log

Stage 2: Getting established

- Allow mentee to 'tell their story'
- Discuss strengths and weaknesses, experiences, knowledge and skills, and the organisational context within which they work and any other aspects which may affect self development
- Start to focus on learning and growth
- Record any progress

Stage 3: Developing independence

- Facilitate deeper learning by encouraging the mentee to reflect, to see things differently, identify potential changes
- Mentor becomes devil's advocate - confronting, stimulating and challenging the mentee to look at options and choose the best for them.
- Helping to devise a detailed plan of action and encourage innovation and creativity

Stage 4: Ending

- Acknowledge progress and achievements
- Encourage mentee to continue their development – lifelong learning
- Good practice suggests that a mentoring relationship is set up for a finite period
- Agree with your mentee what (if anything) happens next – contact by email, catch up for coffee later in the year?

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A useful structure to conduct high quality conversations

Goal – what would you like to achieve?

Reality - where are you now?

Options – what could you do?

Will – what will you commit to?

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Using effective questioning to set goals

Constructing, 'powerful' questions

Less Powerful Questions ← → **More Powerful Questions**

Yes/no Which Who When Where What How Why* What If

'Why' can be a very powerful part of the question, however it often causes people to be defensive and encourages justification over exploration, it is better to use, 'what' or 'how'

i.e. *'Why are you demotivated at work' vs 'what are the factors that lead to you feeling demotivated'*

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?"
"If you trusted your wisdom/ experience/ expertise/ heart/ intelligence/ best friend … what would you do?"

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Creating the Thinking Environment

1. **Attention** – listening actively with respect, interest and fascination

2. **Incisive Questions** – removing assumptions that limit ideas

3. **Equality** – treating each other as thinking peers

4. **Appreciation** – practising a 5:1 ratio of appreciation to criticism

5. **Ease** – offering freedom from rush or urgency

6. **Encouragement** – moving beyond competition

7. **Feelings** – allowing sufficient emotional release

8. **Information** – providing a full and accurate picture of reality

9. **Place** – creating a suitable physical environment that shows you value the person

10. **Diversity** – embracing differences

Adapted from "Time to Think", Nancy Kline

Building your Capability

S   – Step back
T   – Think
O   – Consider your options
P   – Plan: what will you do?

Matching Process

At HDN we match mentees with mentors personally by reading every single application or CV and not using any software. There are a number of mentors who repeat mentor each year and we get to know so are able to match more effectively.

The criteria we tend to use is:

- Ensure mentees are matched with mentors from a different organisation
- Ensure the objectives of a mentee are matched as closely as possible with the skills and experience of the mentor
- Ensure any mentee special requests e.g. a female only mentor, are met
- Ensure that mentors and mentees are geographically as close as we can make it
- Ensure mentees line manager statement is used for extra information
- Ensure we check length of time at an organisation or in a role or any access requirements, if any of that impacts matching
- Ensure organisations check the matching to identify any conflicts of interest
- Take into account any other information if possible, for example background information from steering groups where they operate

Once the matching is complete HDN send you and your mentee an email with each others applications/CV's, Personal Development Log and a Mentoring Agreement attached for you to use to prepare for and during your first meeting together.

Time commitment and practicalities

Time commitment:
- Mentors provide 5 meetings for 1-2 hours each to their allocated mentee over the duration of the programme
- Mentors have a briefing with HDN in person/by phone/electronically re: the content & structure, to discuss any questions
- Mentors if you have time to attend one or two of the group sessions to support mentees, meet other mentors and facilitate any specific areas you feel comfortable with, we do encourage this

One-to-one meeting practicalities (Also see PDL):
- Introduce yourselves, get to know each other
- Discuss confidentiality (are there any circumstances when confidentiality would need to be breached?)
- Agree dates with your mentee for all 5 if not as many meetings in as advance as possible, then prioritise them
- Ideally position sessions between classes with the first session held before Class 1, if possible
- Choose a location that suits you both
- Ensure environment is conducive to private conversation
- Length of session may be variable, 1-2 hours is usual but you may use more or less depending on both your preferences or availability
- Discuss boundaries, roles, what you want from each other through the process, expectations and objectives for the programme at the start. Be realistic and honest with each other
- Discuss how you will reflect, follow up actions, review and provide feedback and any expectations around this. As this is not an academic course but the one-to-one sessions may result in actions agreed
- Ensure the mentee leads, sets the agenda and makes the most of the sessions. Mentors might encourage, listen, support, guide, question, feedback, help assess options, help action plan but they are not there to make decisions or take the lead for the mentee
- We encourage you to meet in places such as cafes/meeting rooms/in your offices and during working hours if possible
- If you have any questions or concerns speak to your local Mentoring Coordinator or HDN directly.

Organisational and individual benefits of mentoring

For Mentors

- Opportunity to share skills and expertise
- Opportunity to develop coaching, feedback listening and self-reflection skills
- Insight into other organisations
- Learn from their mentee and other mentors or speakers
- Give something back to the sector
- Feel positive about the development of others

For Mentees

- Feel valued and supported by their organisation
- Improve their skills and benefit from experience
- Learn and embed knowledge more quickly
- Improve their confidence and motivation
- Networking opportunities
- Assess their career options & aspirations
- Understand more about themselves and others around them to work more effectively to bring out the best in each other

For the organisation

- Happier, more confident, more successful staff
- Supporting continuous learning
- Sector insight and best practice
- Contributing meaningfully to the Equality and Diversity agenda
- Supporting talent to grow in the sector
- Being part of a CIPD award-winning programme

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Development tools used as part of the programme

- CV – development to record achievements & skills & develop a punchy personal statement

- STARS – framework to record achievements

- PPI – DISC based psychometric tool, providing reports and charts for discussion, self-awareness and development

- Locus of Control – how do I manage myself (see next page)

- Circle of Influence – what can I control or influence?

- PDL – Personal Development Log provided to all mentees and mentors for recording meeting notes, actions, achievements and reflections.

There are tools, handouts and resources available on HDN's website in the mentor section, which you can access by registering on:

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

How do I manage myself?

LOCUS OF CONTROL

External Locus
of control

⟷

Internal Locus
of control

Take little or no responsibility for their behaviour

Blame others for what is wrong in their life

Tend not to do things that will change their life for the better

Emphasis is to avoid coming out of their personal comfort zones

When things go wrong they often do not learn from their mistakes

Tend to rely on other people's approval to make them feel good

Have weak boundaries and strong barriers

Lack the ability to be able to inner reflect

Take responsibility for their actions

Do things that will change their situation for the better

Emphasis is on striving for personal and professional achievement

Work hard to develop their knowledge, skills and abilities

When things go wrong they are inquisitive and try to work out why things turned out the way they did

Tend not to blame others

Have a more participative management style

Tend not to rely on other peoples evaluation for their self-esteem

Strong boundaries and weak barriers in most areas

Have the ability to inner reflect

What is within my Circle of Influence?

Circle of Concern

Circle of Influence

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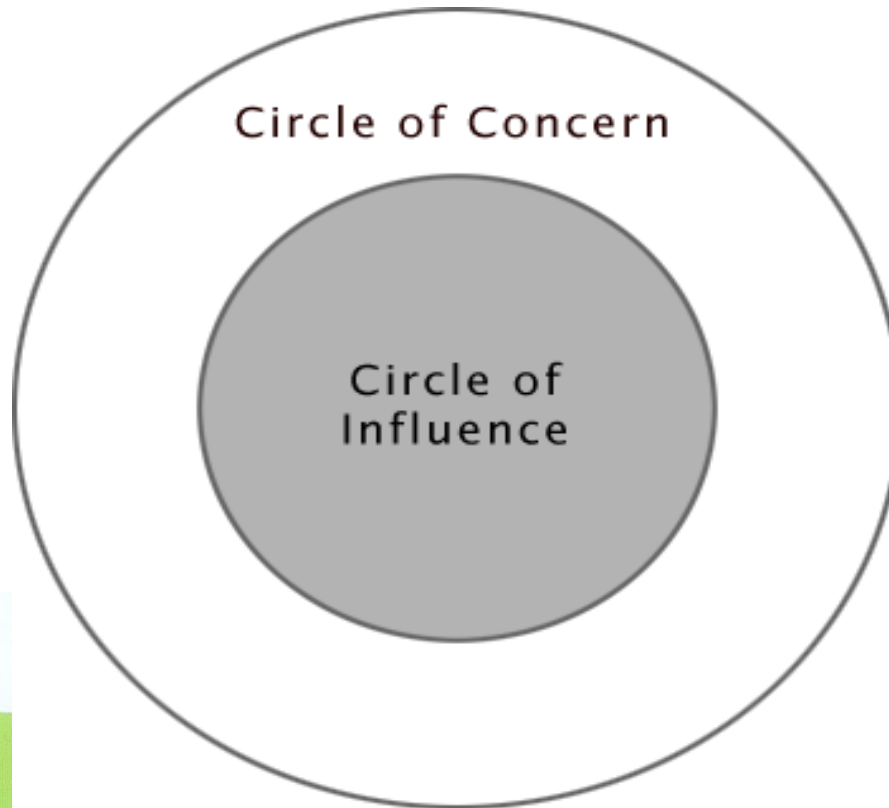
PPI/DISC – Psychometric tool

Developing self awareness – Why do organisations use psychometric profiling and assessment tools?

(HDN provide mentees and mentors the opportunity to complete a psychometric tool near the start of the programme)

- Recruitment
- Talent management
- Personal development/leadership development
- Career development
- Team development
- Coaching
- Mentoring

Introducing PPI
Dr. William Moulton Marston

- PPI is a work based personality profiling tool, developed from the original work of Dr. William Moulton Marston

- Psychometric testing is based on 'Trait Theory' (Eysenck and Cattell).

- People can use their preferred and non preferred styles

- Both mentees *and* mentors can complete PPI

- Insight for personal reflection and development during the programme

- Situational and contextual factors

- Personality profiling tools do not measure or predict skills and abilities

- People can use their preferred and non preferred styles

- Report will be confidential and only shared with your mentor

HDN provide information at the first two group sessions in every region about PPI. So, if you are interested in learning more about it and taking part speak to your local mentoring coordinator, and try to attend the group sessions for the part of the day that it will be covered. If you are unable to attend there is lots of information on the internet about DISC and you can also ask HDN for more.

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Personality Performance Indicator (PPI)

The questionnaire:
- Is online, you can be sent a link for it
- There are 24 questions and it takes about 5-7 minutes to complete
- There are 4 words on each line and you have to choose the one that is most like you and the one that is least like you. This can be difficult to do and you may need a dictionary handy
- Answer quickly and spontaneously
- There are no right and wrong answers
- Be true to yourself

The report:
- Is approx. 10 pages long and there is also a profile chart available which will need an explanation from your local mentoring coordinator or HDN

Understanding and using the results
- Class 2 will provide more information, explanation and support
- Opportunity to share and ask questions
- Do share your report with our mentee or mentor

What support is available?

- HDN – 01484 652 606
- HDN Mentoring Manager – 0774 562 7460
- Your local Mentoring Coordinator (See PDL for details)
- Your own internal mentoring contact (please ask HDN if you're not sure who it is)
- Your own HR/L&D departments
- Your fellow mentors

We hope you have found this document useful and if you would like to see anything added to it please do let us know.

You will also find the following documents on our website or contact us and we can email them for further information:

PDL
Mentoring programme guidance document
Mentoring agreement
Mentoring resources from the group sessions
Mentoring resources for mentors

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