



**Welcome!**

# **Mentor Briefing 2019-2020**

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**Mentoring Coordinator North West**

# We will cover:

- Introduction to HDN, Sue and each other
- HDN Mentoring model and approach
- The mentoring role and attributes
- High quality mentoring conversations
- Tools and techniques used on the programme
- Time commitment, classes and practicalities
- Questions!

And an opportunity to network – please use it!

# Housing Diversity Network (HDN)



## Supporting our members 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 Bradford



# 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

# 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 2020

# Mentoring Programme Outcomes

## **Learning Outcomes:**

- Increase self-awareness
- Improve confidence
- Expand networks
- Explore career aspirations and options
- Widen sector knowledge
- Gain deeper understanding of EDI

## **Subject areas:**

- Confidence and assertiveness
- Team work
- Listening and communication
- Strategic thinking
- Presentation skills
- Sector knowledge
- Personal resilience
- CVs, Interviews
- Leadership
- Managing change

# Your thoughts

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

# Effective Mentoring

## 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



# Mentor as role model, supporter, guide

- Sets good example
- Demonstrates best practice
- Listens to and empathises with concerns
- 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
- 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
- Critical friend – tells the 'uncomfortable' truths in a fair and constructive way

# Stages of mentoring

## Stage 1: Starting out

- Establish trust and rapport
- Power of self-disclosure
- Allow mentee to 'tell their story'
- Agree groundrules and confidentiality
- Discuss note-taking
- Set clear goals
- Encourage and agree action

## Stage 2: Getting established

- Discuss strengths weaknesses, experiences, knowledge and skills
- Probe work context and other aspects which may affect self development
- Focus on learning and growth
- Recognise progress
- Encourage and agree action

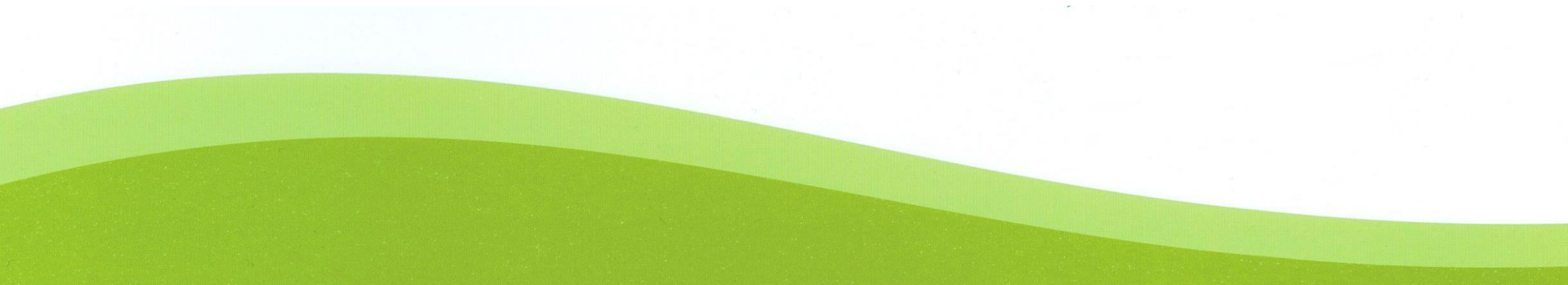
## Stage 3: Developing independence

- Challenge the mentee to reflect, to see things differently, identify potential changes
- Consider options for development and gain agreement
- Encourage innovation and creativity
- Devise a plan of action and next steps

## Stage 4: Moving on

- Acknowledge progress and achievements
- Reflect on goals and discuss future goals
- Encourage mentee to continue their development – lifelong learning
- Agree what, if anything, happens next
- Encourage and agree action

# High quality mentoring conversations



# GROW – a coaching framework

**Goal** - Where do you want to be?



**Reality** - Where are you now?



**Options** – What's possible?



**Will** - What action will you take?

# 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?

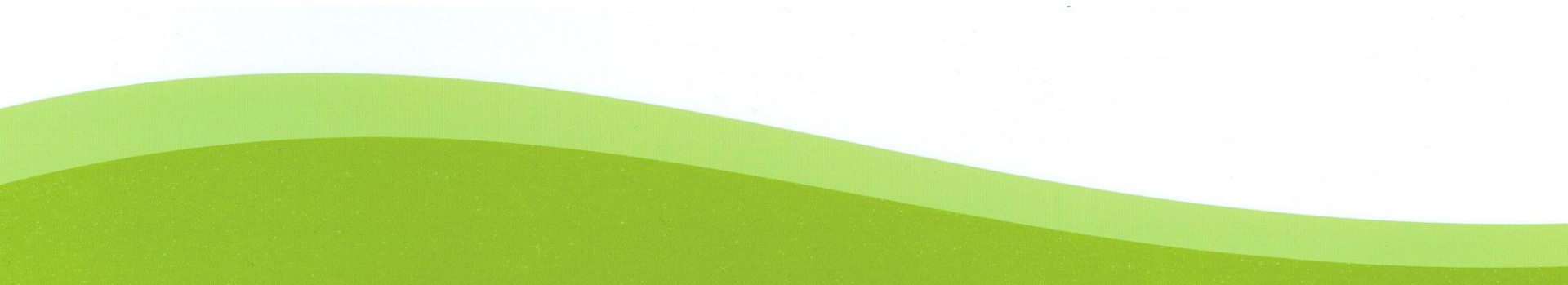
If you trusted your wisdom/heart/best friend ... what would you do?

# 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 & Techniques



# Tools and techniques

- **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** – encourage your mentee to have an up-to-date one
- **STAR/STARR** – framework to record achievements
- **Locus of Control** – how do I manage myself/who manages me?
- **Circle of Influence** – what can I control or influence?

... and many more!

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

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



# Locus of Control

External Locus

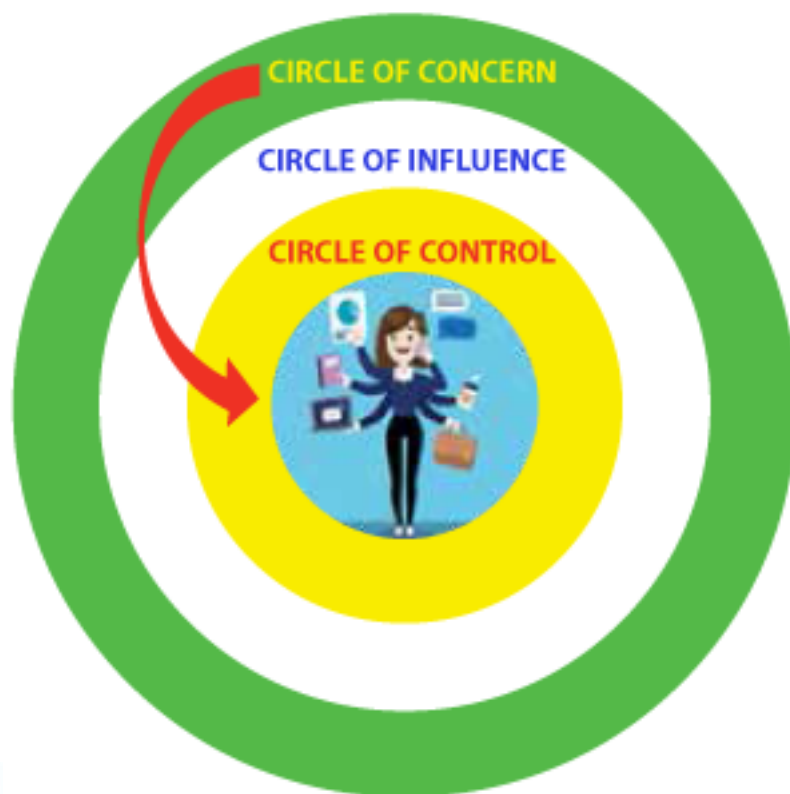
Internal Locus



- Other people make decisions for me
- Other people plan my development
- Other people decide my future

- I make my decisions
- I plan my development
- I decide my future

# Circle of Influence



Which elements of:

- Your job
- Your development
- Your life

do you control or influence?

And how could you expand your zone of control and/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:**

- Approx. 10 pages
- Measures Dominance, Influence, Steadiness, Compliance
- Profile charts

## **Understanding the results:**

- Class 2 provides information and explanation
- 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

# DISC Model

**D** – Dominance

“Results”

**I** - Influence

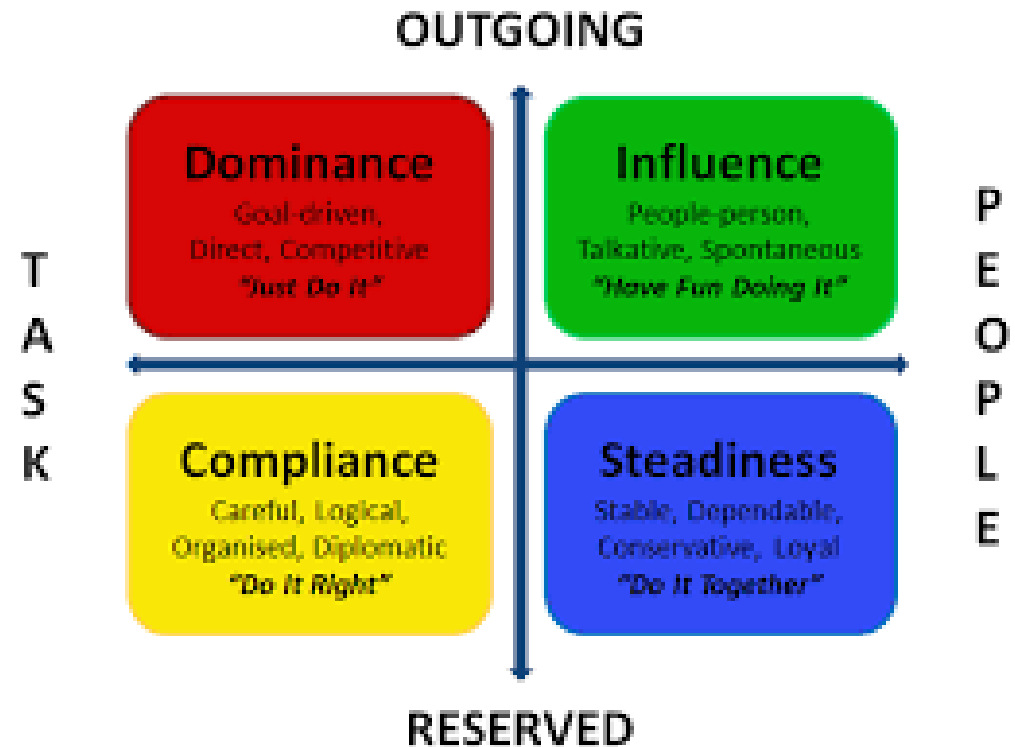
“Enthusiasm”

**S** - Steadiness

“Sincerity”

**C** – Compliance

“Accuracy”



# Class dates and venues

## Group 1 – Merseyside

**Class 1:** Weds 23rd October 2019  
**Magenta Living, Birkenhead**

**Class 2:** Weds 4th December 2019  
**Riverside, Speke**

**Class 3:** Thurs 5th March 2020  
**Regenda, Liverpool**

**Class 4:** Weds 20th May 2020  
**Riverside, Liverpool**

## Group 2 – Manchester

**Class 1:** Tues 22nd October 2019  
**Guinness Partnership, Oldham**

**Class 2:** Weds 11th December 2019  
**Guinness Partnership, Oldham**

**Class 3:** Tues 10th March 2020  
**Mosscafe St Vincent's, Manchester**

**Class 4:** Thurs 14th May 2020  
**Progress Housing, Leyland**

