

2022-23



**SMP** 2022  
2023

Staff Mentoring Programme



# GUIDANCE AND PERSONAL DEVELOPMENT LOG - MENTORS

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HDN is a training, consultancy and research social enterprise, established in 2002, providing services to the civil society, state, and private sectors throughout the UK.

HDN believes that through its work covering all aspects of equality, diversity and inclusion, it has a crucial role to play in ensuring that housing organisations reflect the communities that they serve. This includes seniority in decision-making and governance.

HDN Mentoring provides organisations with:

- A value for money approach to supporting and investing in their workforce
- An opportunity to reduce inequality and maximize the benefits of diversity
- An opportunity for staff to reach their potential and increase their contribution in the workplace

Through our flexible yet structured mentoring programmes, discussion and reflection is encouraged on further personal and professional development. This can include identifying personal goals and overcoming internal or external barriers to progression alongside building on experience and skills and widening networks.

The Staff Mentoring Programme (SMP) in particular provides housing practitioners with one-to-one mentoring sessions with an experienced housing professional from outside of their own organisation.

#### Staff Mentoring Programme Aims:

- Increase your self-awareness
- Improve your confidence
- Expand your networks
- Enhance your understanding of unconscious bias, diversity and inclusion
  - Explore your career aspirations and options
  - Increase your awareness of wider sector issues

# INTRODUCTION

# WELCOME TO THE WORLD OF HDN STAFF MENTORING!



**Shuang Qi**  
Programmes Administrator

The SMP supports participants to maximise their potential, increase their contribution and confidence at work and manage change in unprecedented times.

The 2022-23 programme will continue with some virtual delivery, as well as introduce new ways to add value to the programme.



**Moreen Pascal**  
Programmes Manager

## 22-23 Curriculum Summary

- We will continue delivering the 4 accredited mentoring workshops virtually (using Zoom) and will work hard to make sessions participative, interactive and thought-provoking. Mentee attendance at these organised events form part of assessing whether a mentee has completed the programme
- Mentors and mentees will have free access to HDN's full webinar calendar which cover all aspects of EDI to place more emphasis on Well-Being Management, Anti-Racism and Diversity Awareness;
- We will offer national workshops on topics of popular interest e.g. Assertive Behaviour in the Workplace, Being Authentic and Introduction to Strengthscope (our new psychometric profiling tool);
- We will offer regional face to face networking opportunities
- We will encourage pre- and post-workshop mentee learning activity to support online workshops



**Ruth Gray**  
Mentoring Programmes Coordinator

This Guidance and Personal Development Log (PDL) has been created for your use and to help you get the most from the programme.

- There will be more curated information/reading lists on key models & concepts referred to in workshops
- We will encourage mentees to develop their presentation skills during group sessions
- We will facilitate use of offline networking and social and digital media tools e.g. LinkedIn and Pushfar

## Charter Institute of Housing Membership

We are delighted to confirm that in collaboration with the CIH (the professional body for those who work in the housing sector) we will continue to offer discounted CIH membership to programme mentees.

## Strengthscope® & PUSHfar

We are excited to announce our investment in “Strengthscope”, a world leading personal development tool for mentees’ benefit during and post SMP. The Briefing and Workshop 1 will provide more detailed information and guidance about how and when you will use it.

For another year, mentees and mentors will also have use of a digital platform “PushFar” to help schedule, track and record 1 to 1s. The platform also offers the opportunity to build connections and network with others across the programme, regardless of region and much more. Please see page 10 for details.

On behalf of the wider SMP delivery team, I wish you every success on your mentoring journey!

**Moreen Pascal,**  
Programmes Manager



Each and every one of  
us can be a mentor  
or a mentee



## WHAT IS MENTORING AND HOW DOES MENTORING WORK?

- Mentoring is a concept to support professional development.
- It can be used to enhance performance, knowledge and skills.
- Mentoring usually involves pairing of an employee with someone who is senior or more experienced.
- The mentor is not normally the employee's line manager.

Formal mentoring programmes are commonly used to assist members to develop and maximise their potential within the organisation.

HDN Mentoring blends one-to-one mentoring with group sessions, allowing mentees and mentors to develop additional networks and share learning more widely.

## WHY 121 MENTORING?

Having a mentor can be one of the most powerful developmental relationships a person will ever experience. The one-to-one model is the most traditional format and is preferred to maximise this potential



## MENTOR (N). A WISE OR TRUSTED ADVISOR OR GUIDE

Mentors are selected from outside your organisation and will have appropriate experience in relation to your needs. They will have worked in the housing sector and/or related area. They will have mentoring, coaching or similar experience of developing others and be keen to share this with others, developing the knowledge and skills of their mentee along with their own.

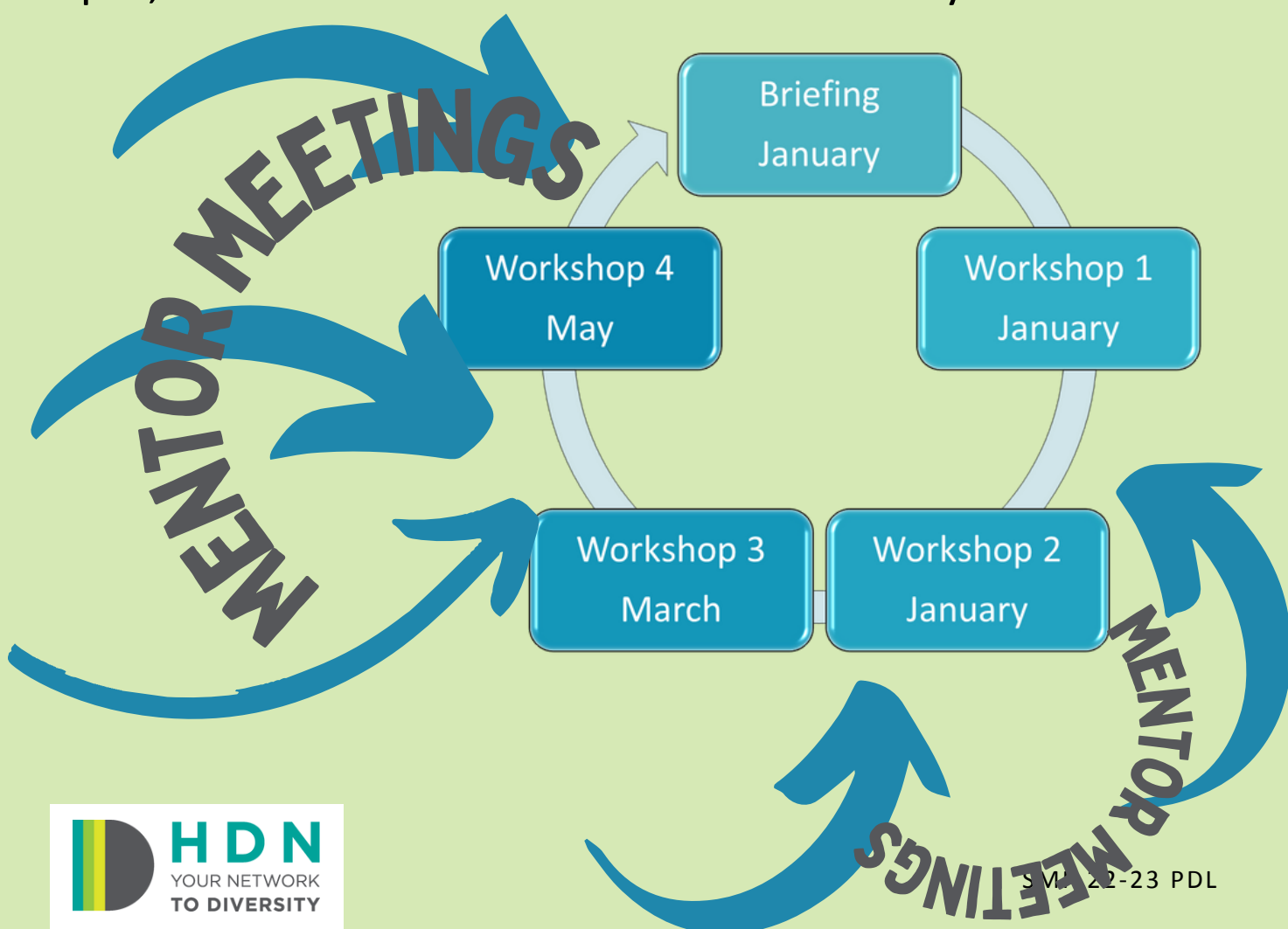


Once matched and briefed, mentors and mentees will arrange mentoring sessions together.. The method of meeting is agreed by mentors and mentees but is likely to include a combination of virtual, remote and face to face communication.

# STAFF MENTORING PROGRAMME TIMETABLE

The structure below is for guidance only, the exact workshop dates will be released before the start of the programme.

Best practice would suggest that workshops and one-to-one sessions are held alternately to allow mentees to reflect on, discuss and consolidate their learning. For our winter cohort, we recommend January, February, March, April, June or similar - what works best for you.



# MENTORING PROGRAMME OUTCOMES AND SKILLS

## Overall Learning Outcomes to be achieved

- Increase your self awareness
- Improve your confidence
- Expand your networks
- Enhance your understanding of unconscious bias, diversity and inclusion
- Explore your career aspirations and options
- Increase your understanding of wider sector issue.

## General Skills Development

- Interpersonal skills
- Teamwork skills
- Listening and communication skills
- Feedback skills
- Presentation skills
- Influencing skills

The programme has really erased a lot of the self doubt I had when I came back to work after having my kids. It's given me the fire again knowing I can progress and that this isn't it for me, so I'm really excited about the future!

Mentee, 21-22



# MENTORING WORKSHOPS ARE CPD ACCREDITED



Since the 2018 programme, mentoring workshops have been accredited by the Continuous Professional Development Certification Service. In the 2022-23 programme, these sessions will take the form of 2.5hour Zoom meetings. As before they will provide an opportunity to develop self-awareness, key skills and build contacts in housing.

Workshop content is developed by our coordinator and from mentee, mentor and employer feedback. Due to the shorter virtual delivery format, there will be more emphasis on mentee pre-webinar preparation and reading. The sessions will be facilitated by HDN Mentoring Programme Coordinator, including HDN mentors and specialist external speakers.

There will be opportunities to break into smaller groups for some activities. Mentees should attend all four group sessions, but if this conflicts with another appointment or holiday for example, please inform the Mentoring Programmes Coordinator, employer representative and your mentor as soon as possible or you will be considered absent.

## ACCREDITATIONS

WORKSHOP 1	"GETTING TO KNOW YOU"
WORKSHOP 2	"UNDERSTANDING YOUR ENVIRONMENT"
WORKSHOP 3	"CHALLENGES & OPPORTUNITIES"
WORKSHOP 3	"MOVING FORWARD"

# MAKING THE MOST OF **PUSH**far

An important key to mentees' success on the SMP is their capacity and willingness to engage with all that the programme has to offer.

Over the course of the last 2 programme years, we at HDN have been introducing and refining our use of software and other digital technology to facilitate regular and clear communication with and between mentees, mentors, coordinators and the rest of the SMP delivery team.

## WHAT IS PUSHFAR?

PushFar is a world-leading mentoring software and technology company. As well as running an open mentoring platform, where anyone can sign up free to find a mentor, we have licenced to use their platform and technology, to support and add value to HDN's Staff Mentoring Programme including digital registration, technology assisted "matching" and having access to a whole host of career progression tools and techniques.

PushFar takes organising and structuring your 1 to 1 mentoring relationship to the next level...

Give yourself time to play with and learn about the platform...

## USE PUSHFAR TO:

- **Schedule your meetings**
- **Join in on a forum and chat to other mentees and mentors**
- **Add your goals and how you are working towards them**
- **Add you achievements and celebrate them**
- **See details of our courses and events**
- **See the resources from each session**



It is best practice with mentoring for mentor meetings and agendas to be scheduled and led by the MENTEE.

# WHAT SHOULD A MENTEE EXPECT FROM THEIR MENTOR?

In the Staff Mentoring Programme, a mentor is expected to offer:

**5**

## **5 ONE-TO-ONE MEETINGS**

during the programme to address individual objectives



## **COMMITMENT**

the mentor shall show commitment to the mentee by giving the mentoring sessions an appropriate level of priority.



## **CONFIDENTIALITY**

what is said between mentor and mentee is fully confidential, except in very special circumstances that may be defined by the programme or by law.



## **EMPATHY**

mentors should demonstrate an interest in them and their development and a willingness to understand things from the mentees point of view



## **CHALLENGING/STRETCHING**

the mentor will, when appropriate, push the mentee to think deeper, address uncomfortable issues and set higher personal ambitions.



## **SUMMARISING & REFLECTING**

the mentor will typically use skills including listening, empathy, summarising and reflecting to facilitate the mentee's tentative exploration of difficult areas.



## **HELP IN BUILDING NETWORKS**

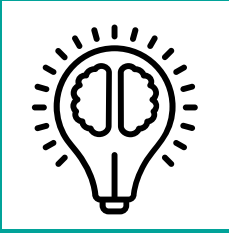
whether the mentee is trying to get on the career ladder, to move up it, or simply wants to be more effective where they are, they need a variety of sources of help.



## **SOUNDING BOARD**

whenever the mentee needs to make a difficult decision, or rehearse a difficult conversation, the mentor can help think it through.

# ADDITIONALLY...



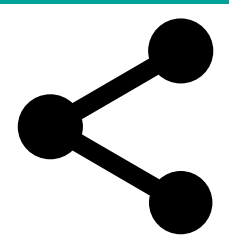
## HELP IN UNDERSTANDING HOW ORGANISATIONS WORK

your mentor will not be from your organisation. Their knowledge and experience will provide different perspectives to help you overcome challenges and grasp opportunities.



## LISTENING

sometimes mentors help just by being there, when the mentee needs someone to talk to, who isn't directly involved in the issue. You often know the answer to your problem yourself, you just need to talk it out.



## SHARING EXPERIENCE

the mentor will use their own experience to provide guidance and advice; equally, however, they will be conscious that what was right for them, may not be the best solution for the mentee. Holding back on talking too much about their experience is something mentors may find difficult, but you should be aware that the important outcome is that you, the mentee finds a route forward that you feel comfortable with.

Where appropriate, the mentor should encourage the mentee to seek additional advice and assistance outside the mentoring relationship, from specialist advisors, for example where the mentee's personal circumstances are impacting on their work situation

SMP 22-23 PDL

# WHAT SHOULD A MENTOR EXPECT FROM THEIR MENTEE?

The mentor deserves the mentee's respect and consideration, and both will be needed if the relationship is to work well.



## PREPARE

thoroughly for mentoring sessions to make best use of the mentoring sessions and follow up on agreed actions.



## COMMITMENT

to the mentor by giving the mentoring sessions priority over other urgent matters, and not, for example, change or cancel meetings at the last minute.



## LEAD

Be prepared to lead the mentoring sessions. This is your programme and relationship - take the lead!



## OPEN

Be open to feedback to enhance self-awareness and learning.



## CHALLENGE

Be prepared to challenge the mentor constructively – they shouldn't take everything for granted.



## REFLECTING

Make time for reflection to learn, plan and manage development.



## RECOGNISE

that the mentor's time and energy are given freely and are a valuable resource that should not be wasted.



## LISTEN

to the mentor's views but make their own mind up about what to do.

# ADDITIONALLY...



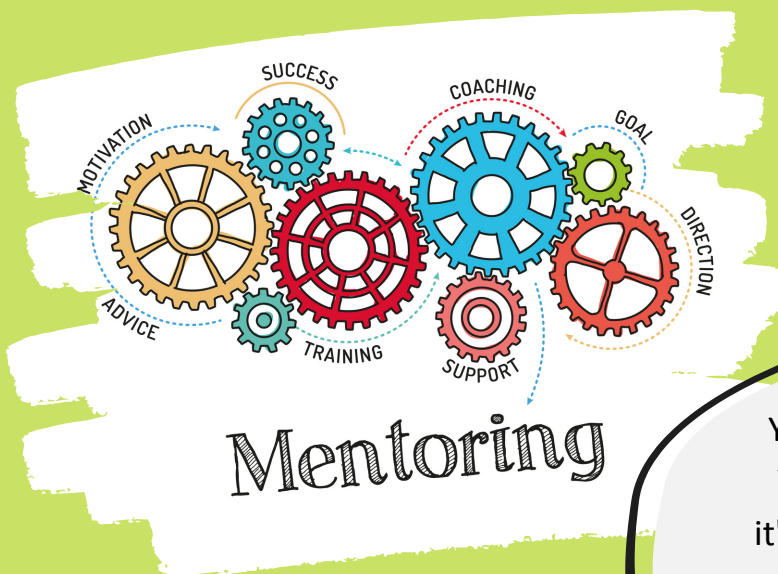
## THIS IS YOUR TIME

Take responsibility for getting the most from the relationship.



## FEEDBACK

Offer the mentor honest feedback about the nature and quality of the help they are receiving (this is especially important if the relationship is not working and needs to be changed, but mentors also need and appreciate positive feedback about what is working).



You get out what you put in.  
We just needed to be brave;  
it's a safe space where you can  
grow. To future mentees - give  
it a go!!"

**Mentee 21-22**



# SETTING GOALS

As we have said before, this is our opportunity and your responsibility to get as much out of the programme as possible. Setting yourself goals can be really helpful to focusing what you want to do.

Here are a few techniques to help:

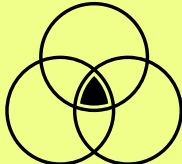
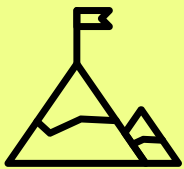
## GOALS SHOULD BE POSITIVE

It helps to focus the mind better to say "I want to be healthy" instead of "I need to stop smoking". Imagining the outcome we want will help us get ready for that being reality.

- Always state your goals in the positive
- Avoid negative words like "stop, don't, lose"



## USE SMART GOALS



## USE THE PRESENT TENSE

Trick your mind a little further by stating your goal in the present tense:

"By Christmas I will have asked my manager about promotion opportunities"

Smart Goals are a great way to set yourself targets:

Let's look at a common goal -

*"I will be more confident"*

### S - Specific

I will to be confident enough to make a presentation.

### M - Measurable

You will make that presentation or not, you can measure that

### A - Achievable

Is it something you can do? Is there an opportunity to do it

### R - Realistic

You are making a presentation to your peers not aiming to have a live TV broadcast.

### T - Timebound

Put a timeline on it, it focusses you and lets you measure it

*"At the AGM, I will be confident enough to make a presentation"*

## BREAKING IT DOWN

### BREAKING IT INTO BITE SIZED STEPS HELPS

You couldn't fit this rock into the jar, but you can fit the pebbles in!



*"At the AGM, I will be confident enough to make a presentation"*

- I will research my topic
- I will create a great presentation
- I will practice in front of the mirror
- I will practice in front of friends and family
- I will try talking in front of other people in other circumstances



## REFLECTION TECHNIQUES

### Grow and Glow

Choose one thing that made you proud, and one thing you would like to do better in the future



### CARL

Content  
Action  
Results  
Learning



### Levels of reflection:

1. Remember it - what did I do?
2. Understand it - What is important about what I did?
3. Apply it - Where could I use this again?
4. Analyze it - Are there any patterns?
5. Evaluate it - How well did you do? What can you do better in future?
6. Extend it - How can I use this knowledge, what more do I need to know?

What have I discovered about myself?



# PREPARING FOR YOUR FIRST ONE-TO-ONE MEETING WITH YOUR MENTOR

## Things to consider for this session:

- Introductions
- Set the ground rules
- Arranging sessions: Where? When? How long? Communication between meetings
- Confidentiality
- Our relationship: Trust, respect, openness
- Feeding back to each other & Contracting (See Mentoring Contract document)
- Expectations; mentee/mentor expectations, hopes and what is realistically achievable?
- Explore options and goals:
- What are the goals today? (These may change as the programme continues)
- What are my development needs and priorities for the programme (including personal objectives and skills)
- What will we talk about next time?
- Note any outcome from the meeting, actions to be taken and preparation needed for the next one-to-one

## MENTOR MEETING 1

Objectives

Actions needed

Completed by?  
Date

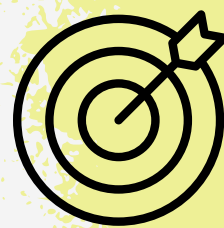
## PREPARING FOR YOUR SECOND ONE-TO-ONE MEETING WITH YOUR MENTOR

### Things to consider for this session:

Looking back:

- How have things been since the last session?
- What have I achieved and learned?
- Review my goals and skills
- How was Mentoring Workshop One for me? What did I learn/reflect on and how can I use the learning? Is any preparation needed for Workshop Two?

**Key objective/focus for this session:**



### REFLECTIONS FROM YOUR SECOND ONE-TO-ONE MEETING WITH YOUR MENTOR

Specific development actions:

- Immediate priorities and development actions
- What more have I learned about my strengths?
- How will I use, develop and share my strengths and what I have learned about myself?

**Expectations or things to consider for the next session:**

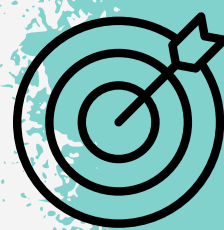
## PREPARING FOR YOUR THIRD ONE-TO-ONE MEETING WITH YOUR MENTOR

### Things to consider for this session:

Looking back:

- How have things been since the last session?
- What have I achieved and learned?
- Review my goals and skills
- How was Mentoring Workshop Two for me?
- What did I learn/reflect on and how can I use the learning?
- Is any preparation needed for Workshop Three?

**Key objective/focus for this session:**



### REFLECTIONS FROM YOUR THIRD ONE-TO-ONE MEETING WITH YOUR MENTOR

Specific development actions:

- Immediate priorities and development actions
- What more have I learned about my strengths?
- How will I use, develop and share my strengths and what I have learned about myself?

**Expectations or things to consider for the next session:**

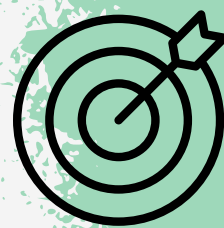
## PREPARING FOR YOUR FOURTH ONE-TO-ONE MEETING WITH YOUR MENTOR

### Things to consider for this session:

Looking back:

- How have things been since the last session?
- What have I achieved and learned?
- Review my goals and skills
- How was Mentoring Workshop Three for me?
- What did I learn/reflect on and how can I use the learning?
- Is any preparation needed for Workshop Four?

Key objective/focus for this session:



### REFLECTIONS FROM YOUR FOURTH ONE-TO-ONE MEETING WITH YOUR MENTOR

Specific development actions:

- Immediate priorities and development actions
- What more have I learned about my strengths?
- How will I use, develop and share my strengths and what I have learned about myself?

Expectations or things to consider for the next session:



# PREPARING FOR YOUR FIFTH AND FINAL ONE-TO-ONE MEETING WITH YOUR MENTOR

## MENTOR MEETING 5

### Things to consider for this session:

#### Looking back:

- How have things been since the last session?
- What have I achieved and learned?
- How have you changed since the start of the programme?
- How far along are you with achieving your goals?

#### Mentoring Workshops:

- What were the highlights from Workshop Four for me?
- What are my key learning points from all the classes and how will I make use of them?
- What barriers have I identified within myself and externally to development?
- What have I learned to help me overcome these barriers?

### Key objective/focus for this session:



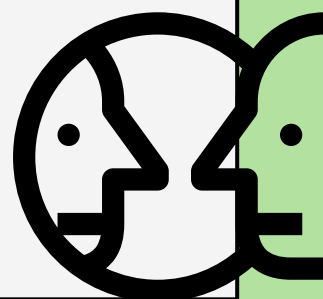
# MENTOR MEETING 5

## REFLECTIONS FROM YOUR FIFTH AND FINAL ONE-TO-ONE MEETING WITH YOUR MENTEE

Use this space to begin noting your achievements and your future actions.

Refer to your personal goal and skills from the start of the programme, as well as the overall objectives of the programme below:

- Increase your self-awareness
- Improve your confidence
- Expand your networks
- Enhance your understanding of unconscious bias, diversity and inclusion
- Explore your career aspirations and options
- Increase your awareness of wider sector issues



- How have you changed since the start of the programme?
- How much further along are you with achieving your goals?
- Overall, what have you learned about your strengths and yourself?
- How are you addressing any barriers and opportunities you face to your development?

## REFLECTIONS

HAVE YOU ACHIEVED EVERYTHING YOU WANTED TO?

IS THERE ANYTHING OUTSTANDING – IF SO, HOW WILL THIS BE ACHIEVED?

# LEARNING LOG

Please use this Learning Log to record anything you learn during the programme that includes one-to-ones and workshops. However, as you are learning all the time at work and at home you can use this space to reflect on your skills, approach, strengths and the wider workplace to help think about what you'd like to do next or differently in the future.

EXPERIENCE	REVIEW	CONCLUDE	ACTION
What happened	What was the result/impact	What did I learn	What will I do

# HDN MENTORING AGREEMENT

I..... (Mentee) agree:

- To adhere to the group mentoring guidelines in working with my mentoring group.
- To adhere to the one to one mentoring guidelines in working with my Mentor as agreed.
- To commit to attending all 5 mentoring meetings and 4 mentoring workshops and the end of Programme Celebration agreed, for the duration of the Mentoring programme.
- That all discussions will be totally confidential and will not be discussed outside the session, except by mutual agreement.
- The process will operate within a framework of equality and diversity and any unacceptable behaviour should be challenged and managed.
- All levels of contact will be agreed, and any unwanted intrusion will be discussed.
- To demonstrate my commitment to my Mentor and the programme by prioritising mentoring meetings.
- To inform HDN and my Mentor if I miss any mentoring sessions during the course of the programme and am unable to rearrange them for a mutually convenient time.
- To inform HDN and my Mentor ASAP, if I am unable to continue with the mentoring relationship.
- Any difficulties within the mentoring session will be discussed initially by the Mentor and the Mentee. If the problem cannot be resolved, the matter should be discussed with the regional HDN Mentoring Co-ordinator or a member of a Steering Group where they exist.

Signature: ..... Date: .....

# HDN MENTORING AGREEMENT

I..... (Mentor) agree:

- To adhere to the one to one mentoring guidelines in working with my Mentee as agreed.
- To commit myself to attending all 5 mentoring meetings and if possible the end of Programme Conference, for the duration of the Mentoring programme.
- That all discussions will be totally confidential and will not be discussed outside the session, except by mutual agreement.
- The process will operate within a framework of equality and diversity and any unacceptable behaviour should be challenged and managed.
- All levels of contact will be agreed, and any unwanted intrusion will be discussed.
- To demonstrate my commitment to my Mentee and the programme by prioritising mentoring meetings appropriately.
- To inform my Mentee if I miss any mentoring sessions during the course of the programme and am unable to rearrange them for a mutually convenient time.
- To inform HDN and my Mentee ASAP, if I am unable to continue with the mentoring relationship.
- Any difficulties within the mentoring session will be discussed initially by the Mentor and the Mentee. If the problem cannot be resolved, the matter should be discussed with the regional HDN Mentoring Co-ordinator.

Signature: ..... Date: .....



# THINGS TO DISCUSS AND AGREE IN FIRST MEETING



<b>What are my expectations of the Mentor/Mentee:</b>	
<b>What are my boundaries:</b>	
<b>Communication (how, where and when):</b>	
<b>Availability, frequency, length of time of meetings:</b>	
<b>Who will be responsible for scheduling the meetings:</b>	
<b>How the objectives will be reviewed:</b>	
<b>When the relationship should be ended:</b>	
<b>Ground rules (confidentiality, openness, truthfulness, etc.):</b>	

Don't hesitate to get in touch if you want more information or support during your journey:

**General queries to HDN and the Mentoring team;**



**Mentoring@housingdiversitynetwork.co.uk**



**01484 652 606**

**CONTACT**

## **ADDRESS**

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