



HDN Mentoring

PERSONAL DEVELOPMENT LOG

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About HDN Mentoring

Thank you for participating in HDN Mentoring. We hope you find this Personal Development Log useful and that it helps you to get the most from the programme.

HDN is a social enterprise that supports organisations to attract and grow the best talent, deliver appropriate, accessible services and build inclusive communities. HDN Mentoring is designed to provide a comprehensive programme of mentoring support.

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 work place

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

HDN Mentoring will enable you to:

- 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

This guidance document is designed to provide you with an overview of the structure of HDN Mentoring, and space to plan sessions/work and reflect on your development.

HDN Mentoring gives housing practitioners a great opportunity for one-to-one mentoring sessions with an experienced housing professional from outside of their own organisation, over the course of ten months. Participants will also attend four 'Mentoring Classes/Group sessions'. These sessions are facilitated by HDN Co-ordinators as well as other experienced professionals. They provide a great opportunity to learn from and network with other housing practitioners in your region.

Participation in HDN Mentoring is open to all and a membership benefit for HDN members.

HDN Mentoring Programmes

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.

HDN mentors are all EXTERNAL to their mentee's organisation.

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 within agreed time scales. The method of meeting should be agreed by mentors and mentees but is likely to include a combination of face to face and remote communication to avoid unnecessary travel. Any additional email or phone support is to be agreed by mentors and mentee within the mentoring contract provided separately.

What is One-to-One Mentoring?

Having a mentor can be one of the most powerful developmental relationships a person will ever experience. Mentoring can help anybody, who has a change/development to make in his or her life, whoever or wherever they are. Mentoring taps a basic instinct most people share – the desire to pass on their learning, to help other people develop and fulfil their potential.

Mentor (n). A wise or trusted advisor or guide

- 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 should not be the employees' line manager.

What should a mentee expect from their mentor?

In effective mentoring relationships, **a mentor is expected to offer:**

- **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.
- **Rapport** – the relationship between mentee and mentor doesn't have to be the greatest friendship ever. But your mentor does need to offer respect, trust and a degree of liking. It's hard to be fully open with someone you don't feel comfortable with.
- **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** – while mentors may not have experienced exactly the issues that a mentee faces, mentors should demonstrate an interest in them and their development and a willingness to understand things from the mentees point of view.
- **Constructive challenge/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.
- **Sharing experience** – the mentor will use his or her 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 about their experience is something many mentors find difficult, but you should be aware that the important outcome is that the mentee finds a route forward that they feel comfortable with.
- **Help in understanding how organisations work** – your mentor will not be from your organisation. His/her knowledge and experience will provide different perspectives to help you overcome challenges and grasp opportunities.
- **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. A mentor can be an important gateway to these, either making introductions or helping identify and contact people, who will be helpful to career development. 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.
- **Sounding board** – whenever the mentee needs to make a difficult decision, or rehearse a difficult conversation, the mentor can help think it through.
- **Listening** – sometimes mentors help just by being there, when the mentee needs someone to talk to, who isn't directly involved in the issue.

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. The **mentee is expected to:**

- Show 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.
- Recognise that the mentor's time and energy are given freely and are a valuable resource that should not be wasted.
- Prepare thoroughly for mentoring sessions to make best use of the mentoring sessions and follow up on agreed actions.
- Be prepared to lead the mentoring sessions.
- Be prepared to challenge the mentor constructively – they shouldn't take everything for granted.
- Be open to feedback to enhance self-awareness and learning.
- Make time for reflection to learn, plan and manage development.
- Listen to the mentor's views, but make their own mind up about what to do.
- 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).
- Take responsibility for getting the most from the relationship.

Mentoring Classes or Workshops

Mentoring classes provide an opportunity to develop self-awareness, key skills and build contact networks with other people in housing.

The content of the Mentoring Classes has been developed in response to suggestions from mentees, mentors and employers. They are delivered by HDN Mentoring Coordinators as well as experienced professionals, including HDN mentors and specialist external speakers.

Class sizes vary depending on the demand within each region and there will be opportunities to break into smaller groups for some activities. Mentees should attend all four Mentoring Classes, but if this conflicts with another appointment or holiday for example, please inform your regional coordinator or HDN and your mentor.

In the following pages of your Personal Development Log there are areas to help you prepare for sessions and to review any learning. Mentoring Classes run separately from the one-to-one sessions, but can be combined where relevant.

This year's programme is as follows:

Mentoring Class 1 – **“Getting to know you”**

Mentoring Class 2 – **“Understanding your environment”**

Mentoring Class 3 – **“Challenges & opportunities”**

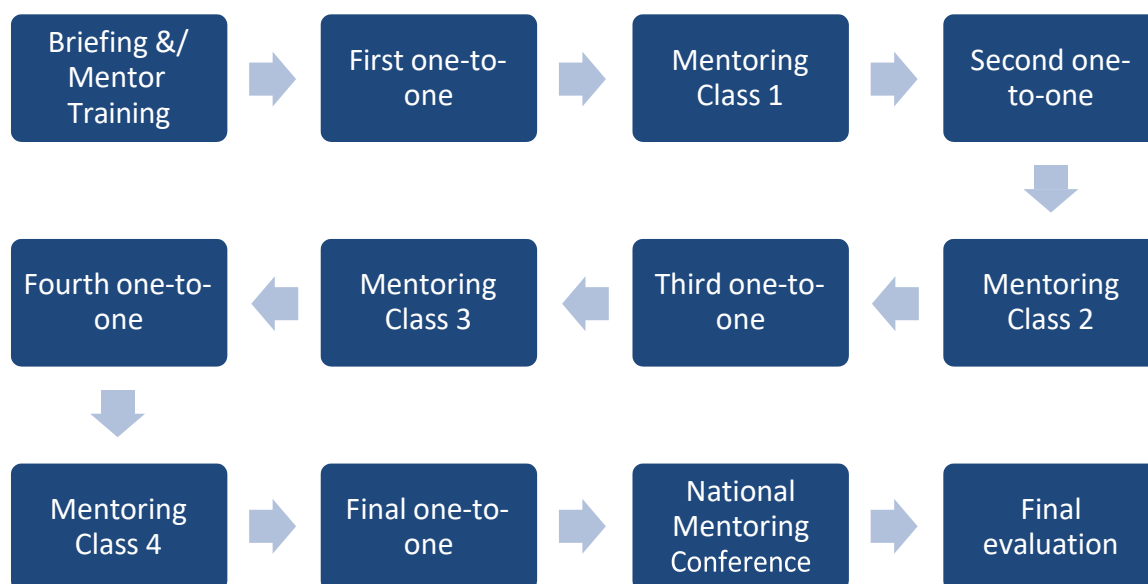
Mentoring Class 4 – **“Moving forward”**

HDN Mentoring Timetable

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

Best practice would suggest that classes and one-to-one sessions are held alternately to allow mentees to reflect on, discuss and consolidate their learning.

Mentoring Programme example structure September 2018 – July 2019



Mentoring Programme Outcomes and Skills

| Overall Learning Outcomes to be achieved |
|---|
| <ul style="list-style-type: none"> • 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 |
| General Skills Development |
| <ul style="list-style-type: none"> • Interpersonal skills • Team work skills • Listening and communication skills • Feedback skills • Presentation skills • Influencing skills |

Who to Contact for Support and Advice

General queries:

Email: Mentoring@housingdiversitynetwork.co.uk

Telephone: 01484 652 606

North East & Yorkshire & Humberside queries:

Camilla Veale

E: camilla@housingdiversitynetwork.co.uk

T: 07791 488 196

North West queries:

Sue Waterall

E: suew@housingdiversitynetwork.co.uk

T: 07939 629 781

East of England & Midlands & South West queries:

Moreen Pascal

E: moreen@housingdiversitynetwork.co.uk

T: 01484 652 606

London & South East queries:

Beverley Ropley-Hylton

E: beverleyr@housingdiversitynetwork.co.uk

T: 07772 356 903

Preparing for your first one-to-one meeting with your mentor

Things to consider for this session:

- **Introductions**
- **Set the ground rules, for example:**
 - 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 – remember to refer to your mentee application form)
 - What will we talk about next time?
 - Note any outcomes from the meeting, actions to be taken and preparation needed for the next one-to-one (You can use the space provided below or the Learning Log on page 19 of this document)
- **Prepare for Mentoring Class One (“Getting to know you”)**
 - What will be your objectives for the first class? & what preparation is needed?

Reflections from your first one-to-one meeting with your mentor

Personal Objectives

| Objectives | Action/s needed | When to be completed by |
|------------|-----------------|-------------------------|
| | | |
| | | |
| | | |

Mentoring Class One – “Getting to know you”

This session is aimed at getting to know yourself and your colleagues better. It will help you to reflect on your current knowledge, skills, experience and develop your goals for the programme. It will help you to build your understanding of team working and your role in team performance. (PLEASE NOTE – you will receive class agenda before the class)

Class One – Preparation

My objectives for this session:

Any preparation needed:

Class One – Review

What have I learned?

What actions do I need to take and by when?

What else do I need to learn more of and how can I do this?

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 Class One for me? What did I learn/reflect on and how can I use the learning? Is any preparation needed for Class 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:

Mentoring Class Two – “Understand your environment”

This session is focused on you and your work environment, including the wider Housing Sector context. It will help you consider the impact of perceptions and discuss the issues facing you, your organisation and Housing on a wider scale. You will also have the opportunity to reflect on information from class one. (PLEASE NOTE – you will receive class agenda details before the class)

Class Two – Preparation

My objectives for this session:

Any preparation needed:

Class Two – Review

What have I learned?

What actions do I need to take and by when?

What else do I need to learn more of and how can I do this?

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 Class Two for me? What did I learn/reflect on and how can I use the learning? Is any preparation needed for Class 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:

Mentoring Class Three – “Challenges & opportunities”

This session is focused on the challenges and opportunities facing you in your work and beyond, including balancing work, career and other aspects of your life. It will help give you practical ideas and tips to overcome these and make the most of opportunities for change (PLEASE NOTE – you will receive class agenda details before the class)

Class Three – Preparation

My objectives for this session:

Any preparation needed:

Class Three – Review

What have I learned? (How can I apply or use what I have learned so far at work and in my personal life?)

What actions do I need to take and by when? (What personal opportunities/barriers did you discover?)

What else do I need to learn more of and how can I do this?

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 Class Three for me? What did I learn/reflect on and how can I use the learning? Is any preparation needed for Class 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:

Mentoring Class Four – “Moving forward”

This session is focused on the knowledge and skills you need to progress your career in the housing sector and how to prepare for success, and evidence your achievements. You will also have the opportunity to review your learning journey and share the success you have already achieved. (PLEASE NOTE – you will receive class agenda details before the class)

Class Four – Preparation

My objectives for this session:

Any preparation needed:

Class Four – Review

What have I learned? (How can I apply or use what I have learned so far at work and in my personal life?)

What actions do I need to take and by when? (What personal opportunities/barriers did you discover?)

What have been my highlights from all the classes?

Preparing for your fifth 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?
- How have you changed since the start of the programme?
- How far along are you with achieving your goals?

Mentoring Classes:

- What were the highlights from Class 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:

Reflections from your fifth one-to-one meeting (final review)

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

Reflections:

How have you changed since the start of the programme?

How much further along are you with achieving your goals?

Overall what have I learned about my strengths and myself?

How am I addressing any barriers and opportunities I face to my development?

INTO THE FUTURE:

What will you include in the final evaluation about “*what went well*” and “*what could be improved*” regarding:

- HDN Mentoring Programme – overall
- Mentoring Classes
- Your mentor
- Your personal development and your work towards achieving your goals

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 classes. 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 work place to help think about what you'd like to do next or differently in the future.

| Experience | Review | Conclude | Actions |
|----------------------|------------------------------------|-------------------------|-----------------------|
| 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 classes and the end of Programme Conference 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.

Signature: **Date:**

Things to discuss and agree in first meeting

| |
|--|
| What are my expectations of the Mentor/Mentee: |
| What are my boundaries: |
| Communication (how, where and when): |
| Availability, frequency, length of time of meetings: |
| Who will be responsible for scheduling the meetings: |
| How the objectives will be reviewed: |
| When the relationship should be ended: |

Ground rules (confidentiality, openness, truthfulness, etc.):

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

| |
|--|
| What are my expectations of the Mentor/Mentee: |
| What are my boundaries: |
| Communication (how, where and when): |
| Availability, frequency, length of time of meetings: |
| Who will be responsible for scheduling the meetings: |
| How the objectives will be reviewed: |
| When the relationship should be ended: |

Ground rules (confidentiality, openness, truthfulness, etc.):