

2023-24



# Mentor Skills Session

# Resources

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# WHAT GREAT LISTENERS ACTUALLY DO

JACK ZENGER, JOSEPH FOLKMAN

**1** ASK QUESTIONS THAT PROMOTE DISCOVERY and INSIGHT

TWO WAY DIALOG

CONSTRUCTIVE

GOOD LISTENER IS NOT A SPONGE THAT ABSORBS BUT A TRAMPOLINE TO BOUNCE IDEAS OFF!

**2** INTERACTIONS THAT BUILD SELF ESTEEM

↓

CREATE A SAFE ENVIRONMENT

TO OPENLY DISCUSS ISSUES/ DIFFERENCES

**3** A CO-OPERATIVE CONVERSATION

FEEDBACK FLOWS IN BOTH DIRECTIONS

CHALLENGE/ DISAGREE WITHOUT MAKING OTHER PERSON DEFENSIVE

**4** MAKE SUGGESTIONS SKILLFULLY

↓

THAT OPEN UP ALTERNATIVE PATHS

## LEVELS OF LISTENING

- 1** CREATE A SAFE ENVIRONMENT TO DISCUSS
- 2** CLEAR AWAY DISTRACTIONS AND MAKE EYE CONTACT
- 3** UNDERSTAND THE SUBSTANCE ASK QUESTIONS, CONFIRM
- 4** OBSERVE NON-VERBAL CLUES  
↳ 80% OF COMMUNICATION
- 5** UNDERSTAND EMOTIONS & FEELINGS ABOUT TOPIC  
↳ EMPATHIZE
- 6** HELP OTHER PERSON TO SEE ISSUE IN DIFFERENT LIGHT

The mentoring relationship, which is private and confidential, can help you stand back and take a deeper look at your goals and areas for development. We will focus on what is most important and meaningful to you as a whole person, particularly now when work and home are inextricably linked.

**Find a quiet time for reflection before completing the matrix below and send it to me before we meet, so that we can have a conversation to bring it to life.**

In describing 'How will I know this has been achieved? The future evidence?' imagine how you might feel, how things might look, or how others might see you.

This is personal, so it is OK if you don't have 3 areas where you want to develop, or if there are more than 3.



*How Tim Hughes starts his mentoring relationship*

What I want to develop	Why?	How will I know if this has been achieved? The future evidence?

# GROW



G

What is their **GOAL**?  
What do they want to  
improve?

R

What is the **REALITY**?  
What is their current situation?

O

What are their **OPTIONS**?  
Think of your questions:  
how, what, where, when and  
why

W

What is the **WAY**  
**FORWARD**?  
What **WILL** they do?



GROW is a model to think through where we are and what we need to do to reach our goals.

You can work through the following questions and use the goal setting techniques in your Personal Development Log.

We have left you space to make notes:



## Goal

- What is your goal or aim?
- What is the first step you would like to take?
- How will this move you forward?
- How much personal control do you have over your goal?
- When do you want to achieve it by?
- Is that challenging, achievable, measurable?

**GROW MODEL**

# Reality



## GROW MODEL

- **What is happening now?**
- What are the current issues?
- What is the effect of that on you or your progression?
- What have you done about this so far?
- What results did that produce?
- How does that make you feel?
- Who else supports you in your development?
- What are the major constraints to finding a way forward?
- What other blockers might there be?



# Options



- **What options do you have?**
- What else could you do?
- What if you had more time/ less time or unlimited finance?
- Who might handle this well? What is it specifically that they do? What might they do that you could do?
- If you could get further advice, who would you go to?
- Have you got another suggestion? (What else .. What else .. What else?)
- What are the benefits and costs/time constraints of each?
- Which option would you like to choose to help you move forward?



# Will



- What are you going to do next?
- Will this progress you towards your goal?
- When are you going to do it?
- What obstacles could you face?
- How will you overcome them?
- Who needs to know? And how will you get their support?
- On a 1-10 scale, how likely are you to carry out this action?

There is a more complicated technique called the SPACE coaching technique. Here is an article on it, have a look and see if it interests you:

# Confidential

- To gain and maintain trust
- So that personal experiences can be discussed with confidence
- To be respectful
- To keep people safe
- The law and our policy



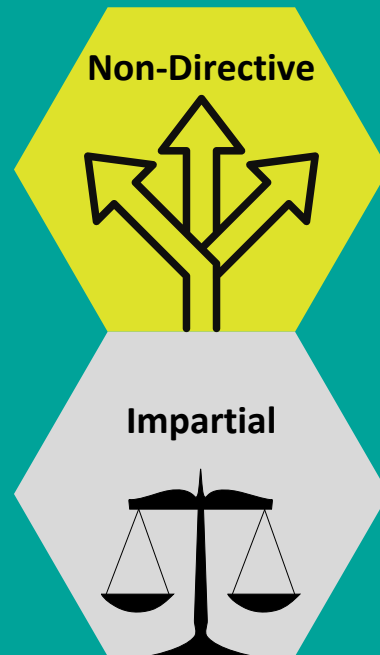
**It is perfectly ok to pass information to us about whether your mentee is attending sessions etc**

Remember, there are times when you may have to break someone's confidentiality. If you are ever in doubt or want some advice, do not hesitate to get in touch



# Impartial & Non directive

- Help to reach decisions by helping them get lots of information
- Don't allow your vested interest or natural biases impact on the way you interact with your mentee
- Don't make decisions for or explicitly advise your mentor

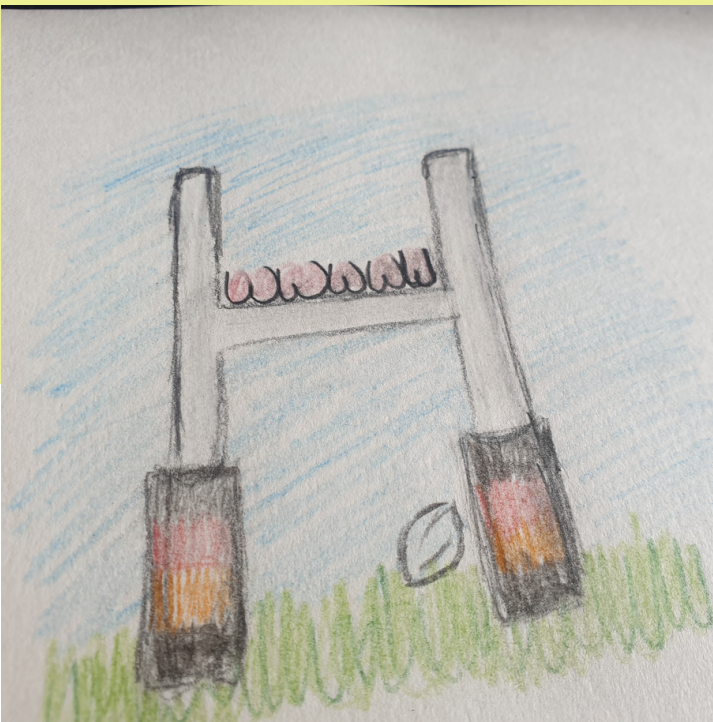


## Empowering



- Helping people to take control over their lives and to make decisions for themselves
- Our support is time-limited
- Independence gives people dignity
- Empowerment takes skill, time, and patience

# QUESTIONING



**H**ow

**W**hat

**W**hen

**W**ho

**W**here

**W**hy

Just a fun way to remember to keep to Open questions - where the mentee has to expand on an answer, can't just answer yes or no.

Remember, they will know themselves much better than they think, so questioning will often lead them to the answer themselves.



We've been encouraging the mentees to start a reflective practice. There are more exercises in the Guidance booklet that you got at the start of the programme, but this is one simple technique to get them started. It can be used in mentoring sessions - some people prefer more of a de-brief than self-reflection.

# REFLECTIONS

**What went well?**

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**What went wrong?**

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**What will I repeat?**

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**What I have learnt?**

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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;**



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## **Address**

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## **Socials**

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