

ISWE Mentoring Programme Guidelines

What is mentoring?

Our two Mentoring Options are:

1. Traditional Mentoring

Traditional mentoring is most often defined as a professional relationship in which an experienced person (the mentor) assists another less experienced person (the mentee) in developing specific skills and knowledge that will enhance the mentee's professional and personal growth. It is all about connecting with someone outside of your direct reporting line, and learning from their experience. It is a mutually beneficial relationship based on trust and support.

How does mentoring differ from other relationships, like the relationship that exists with your line manager/supervisor or external coach?

Traditional Mentoring enables the mentee to follow the path of a more experienced mentor who can offer insight and share their wisdom and experience. They can help open doors to otherwise out of reach opportunities. Mentoring is not about managing performance. It is about more informal, confidential learning conversations.

Coaching is a facilitative process which focuses on achieving specific goals usually within a preferred time period by raising the coachee's awareness and encouraging them to take responsibility for their way forward. The coach helps the coachee develop a positive mindset, impact and presence. Your line manager relationship is usually more of a coaching style relationship and focuses on supporting performance improvement in specific aspects of your role in order to help you to fully perform the requirements of your role.

In summary, mentoring is more about the holistic development of you, the mentee, as opposed to the more role specific, performance focus of coaching and line management. It is primarily driven by your needs and helping you to develop your career.

Benefits of Mentoring

Benefits to the Mentor	Benefits to the Mentee
Further develops leadership skills including providing feedback, communication and interpersonal skills	Provides a 'personalised' development opportunity to address individual learning needs, develop new skills and expertise
Gain fresh perspectives through interaction with mentees	Provides access to independent and objective perspectives
Satisfaction in enhancing skills and helping someone else to grow	Enhances confidence in dealing with challenges and issues
Expand professional development network	Enhance career development opportunities

Staying in touch with emerging issues relevant to early-stage careers	Drives the mentee to set goals and to work towards achieving them
Opportunity to reflect on own practices	Helps to clarify and enhance career direction and advancement
Cement role as subject matter expert and leader	Provides support during times of change and transition
Improve ability to influence others	Provides opportunity to learn from someone more experienced during one-to-one sessions.
Increase awareness of diversity in ways of thinking and working	Share information in a safe and confidential environment
	Increases awareness of diversity in ways of thinking and working

2. Group Mentoring

Group mentoring is a flexible take on traditional mentoring, with all the existing and some added benefits. It can be defined as multiple mentees (up to three) and one mentor working together towards mentee development, learning together and sharing their collective range of perspectives, connections and experiences.

In order to facilitate group mentoring, a group of mentees with similar mentoring objectives will be assigned to a mentor to ultimately meet as a group.

Mentees are responsible for driving the relationship. Each mentee has their own learning and development goals and to help mentees achieve these goals, the mentor will share their experience, their stories and ask questions.

There are many benefits associated with group mentoring:

- Mentees may feel more comfortable in a group setting rather than one-on-one relationships
- Mentees benefit from multiple perspectives at once
- Network building is accelerated
- Mentor communication and influencing skills can be developed in a group setting
- Increases the number of mentees that a single mentor can meet at a time

ISWE Mentoring Programme

ISWE's mentoring programme has been developed to support you in making these valuable connections. The ISWE mentoring team will provide the platform to connect and the training and support you need to ensure you get the most out of mentoring. However, it is ultimately up to you as mentors and mentees to make it work. You will need to invest time and effort to cultivate strong, trusting and mutually beneficial mentoring relationships.

No matter which mentoring stream you choose, the ISWE Mentoring Programme runs annually for a **nine-month period**, and there is a minimum expectation that mentors and mentees will meet **every six weeks for at least one hour (which can be online)**. The duration of the meetings will be dependent on the availability of the mentor with the onus on mentees to schedule meetings.

Entry Criteria for all Streams

- ✓ Applicants must review all programme information and complete the application form fully.
- ✓ Be prepared to attend the mentor/ mentee training session if application is successful.
- ✓ It is recommended that applicants have discussed applying for the programme with their line manager/supervisor.

What makes a good Mentor?

A good mentor is typically someone with strong communication and interpersonal skills. They must be willing and able to listen, guide and educate the mentee, providing them with insight from their own experience. A mentor's role is to offer specific and constructive feedback, challenge, and the benefit of wisdom, as well as being supportive and encouraging. Mentors should have the judgement to understand the parameters of the mentor/mentee relationship, particularly what areas or topics they can provide guidance on and where other expertise may be required. Overall, a mentor should be someone the mentee can look up to, a good role model. A mentor must also be accessible to the mentee.

Your role and responsibilities as a Mentor

- Be willing to participate in the programme and commit to giving time, advice and guidance to the mentee.
- Explore the mentee's skills, aptitudes and aspirations.
- Act as an advisor offering feedback and advice on how to accomplish professional goals.
- Approach each meeting fully prepared.

For more information, please read the Mentor Factsheet.

Mentees - would you benefit from having a mentor?

Mentoring is open to early-stage career economists, who feel that they would benefit from, and are open to, the advice, guidance and wisdom of a more experienced mentor. Perhaps you feel that you are missing certain knowledge, are unsure about where you would like to go next in your career or how to get there? Maybe you feel that you would benefit from broadening your network, or need some broader feedback beyond that which you are getting from your line manager/ supervisor. You should be keen to develop both personally and professionally and be willing to put the time and effort into this development, as it will be up to you to drive the mentoring relationship.

Your role and responsibilities as a Mentee

- Be fully committed to the mentoring relationship. The onus is on you, the mentee, to drive the relationship, set up the meetings, ensure they are productive.

- Take responsibility for your own professional development.
- Be open with your mentor, sharing your situation and goals
- Approach each meeting with your mentor fully prepared.
- Understand that the role of the mentor is to challenge and encourage rather than to provide answers.

For more information, please see Mentee Factsheet.

How the programme works

First, you should consider what you would like to get from the programme.

- What is your objective?
- What would successful participation look like?
- Which stream would best suit you and your development needs?

You will then be required to complete the online application form by the specified closing date. The purpose of this is to help facilitate, in so far as possible, suitable matches between compatible mentors and mentees. Matches will be communicated to successful applicants by email who will then be invited to register for training.

ISWE will also conduct reviews and seek feedback on your experience of the programme at intervals throughout the programme. ISWE will review the programme after each full cycle for review and lessons learned.

If you require any further information, contact iswe@gmail.com.

Acknowledgements

ISWE are grateful to the Central Bank of Ireland for providing support and mentorship materials to the ISWE Mentorship Programme.