

Mentoring & Coaching

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Mission Mentoring

What is Mentoring ?

- *being a 'critical friend'*
- *'to help and support people to manage their own learning in order to maximise their potential, develop their skills, improve their performance and become the person they want to be' (Parsloe and Wray, 2000)*
- *'off line help from one person to another in making significant transitions in knowledge, work or thinking' (Clutterbuck, 2004)*

Mentoring v Coaching ?

- Typically use the same skills and approach
- A Mentor tends to be someone with more experience in a similar field who has suitable mentoring skills
- A Coach tends to be more skilled in specific coaching tools and techniques and does not have to have similar experience

Christian Mentoring

- Biblical Role Models
 - Moses & Joshua
 - Jesus and his Disciples
 - Paul & Timothy
- Uses the same approach and skills
- Applies them within different context

Mentoring within Mission

- Transition Mentoring
 - Starting a New role/location
 - E.G. Orienting Yourself
 - E.G. Becoming a Leader
 - Major Changes
 - Including 'Returning Home'
- Developmental Mentoring
 - Growing in Ministry & Maturity
 - Some Pastoral Support
- Complimentary with
 - Training, Self development, Counselling, Organisational PDP Reviews etc
 - Integration needs thought EG Counselling Referral

Remote Mentoring

- Media
 - Audio or Audio/Video or Messaging over Skype
 - Phone
 - Email
 - Combinations
- Structured Process
 - Matching Mentors to Mentees
 - Introductions
 - Regular 'Sessions' with clear process
- Typical Issues
 - Mentee's sense of Isolation
 - Mentee's concern re security & confidentiality
 - Mentee's commitment
 - Logistics re Time Zones
 - Challenge of Developing Rapport
 - Cross Cultural Issues with Indigenous staff

Mentoring & Life Long Learning

- *'to help and support people to manage their own learning in order to maximise their potential, develop their skills, improve their performance and become the person they want to be'* (Parsloe and Wray, 2000)
- How Mentoring supports life long learning
 - Uses the models of journey and growth
 - Learner centred
 - Typically medium/long term duration & focus
 - Highlights areas for growth
 - Pointer to other learning opportunities

Benefits of being Mentored

- develop your knowledge, skills and capability
- opportunity for a safe space to explore and grow my ministry, character and spiritual formation
- value of talking issues through with a more experienced leader
- developing an on-going relationship so you can journey together
- get an independent view on your situation and your culture
- help develop your network through advice and contacts
- Reduces stress levels & sense of isolation

Benefits of being a Mentor

- developing your skills in mentoring, which will be valuable to you in your role and ministry
- the rewards of seeing your mentee grow in confidence and capability
- being stretched yourself in the process of helping someone, possibly facing unfamiliar challenges
- reflecting on your own learning as you share with your mentee
- developing and modifying your leadership of others as you reflect on your mentee's challenges working with their leaders

Benefits for Organisation

- Develops & benefits both Mentors & Mentees
- Leverages learning, skills & experience in the organisation
- Encourages developmental & life long learning culture
- Reduces stress levels
- Keeps senior people in touch with grassroots

Key Industry Experience (1)

- No Training
 - 30% success rate
 - Success especially reliant on existing skills of Mentors
- Mentor Training
 - 60% success rate
 - Role play useful to experience life as mentee
- Mentor & Mentee Training
 - 90% success rate
 - Mentee training to help them get best of out process
- HR Support Effort (Internal Organisation)
 - 1 day per week for every 20 relationships

Key Industry Experience (2)

- Mentor Selection
 - Not all senior people have right skills for mentoring
 - Mentee involvement improves their commitment to process
- Is it Working ?
 - Should review after first 3 meetings
 - If it is not working, should allow 'no fault' divorce
- Length of Relationship
 - Typically 2-5 years
- Confidentiality
 - Raised as key concern by mentees

Table Discussion

- What *Intentional* Mentoring currently is taking place in our organisations and how effective it is?
- Which 'area(s)' in our organisations would most benefit from mentoring and why ?
- How could we take this forward within our organisations ?

Making Mentoring Effective

- Intentional – planned and purposeful
- Shared Understanding of Approach & Process
- Suitable Skilled & Trained & Supported Mentors
- Prepared & Trained Mentees
- Commitment to Process
 - Voluntary
- Thoughtful Matching Process
- 'Safe Space' & Confidentiality
- Open Feedback
- No Fault 'Divorce'
- Providing Support & co-ordination

Implementing Mentoring

- Get Buy in to Benefits for Organisation & Mentors & Mentees
 - Enlist support of senior Champion(s)
 - Sell the Benefits
- Scope & Plan the Scheme
 - Start with a Focus
 - Carefully select Mentors
 - Train and support Mentors & Mentees
 - Match people carefully and prayerfully
 - Monitor progress, obtain specific feedback
 - Fine tune with feedback
 - Consider External Support for Set Up Phase

Offline v Internal Mentoring

- Offline
 - Someone *outside* the organisation
 - Totally 'safe space'
 - Different 'cultural' perspectives
- Internal
 - Someone *within* the organisation (not line manager)
 - Limited & confused confidentiality
 - Shared 'cultural' perspective
 - Easier to organise & manage

Mission Mentoring



- Check out www.missionmentoring.org
 - A new offline mentoring scheme for emerging mission leaders
 - Resources, e-training and support
 - Encourage people to register as mentors and mentees
- Seek External Support
 - Happy to provide consultancy advice, assistance, training, support. Check out www.CoachU2Excel.co.uk

Recommended Reading

- Coaching & Mentoring by Eric Parsloe and Monika Wray
 - Secular classic defining mentoring and key skills required
- Mentoring: The Promise of Relational Leadership by Walter Wright
 - Christian perspective on Mentoring by a relational leader, grouped by themes