



# **Mentoring Handbook**

**How to make the most from working together**

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# Introduction

Welcome to the mentoring journey! This handbook is to provide you with guidance on the mentoring partnership, including what to expect, how to use Cyber Century Mentoring (CCM) resources, and how to make the most of this development opportunity.

Benefits of mentoring include:

- Providing support for individual learning and development
- Increasing an individual's competence and confidence
- Assisted guidance to make significant transitions in knowledge, work or thinking
- A structured, time-bound process with clear roles and goals, which has been mutually agreed upon by the mentor and the mentee.

## Benefits

As a mentee:

Working with a mentor will provide you with time and space to discuss professional challenges and explore potential career directions, without the pressure of fulfilling specific job expectations.

Embarking on the mentoring journey with CCM will give you the opportunity to:

- Gain fresh insight into information and cyber security
- Sound out your ideas with a confidential advisor
- Challenge pre-existing beliefs and ideas
- Leverage somebody else's experience to discuss challenges or skills
- Discuss alternative strategies and how they might be implemented
- Discover networking opportunities and alternative sources of information
- Gain specific insights to improve performance.

## As a mentor:

Knowledge transfer isn't a one-way street. Many mentors report that they learn from their mentee almost as much as the mentee learns from the mentor. Being a mentor:

- Enhances communication and interpersonal skills
- Develops and enhances leadership skills
- Reinforces your own knowledge
- Increases your confidence
- Helps to identify your own goals while assisting the mentee with theirs

## Matching

After identifying yourself to CCM, either as a mentor or as a mentee, you will receive a questionnaire that is appropriate to the role requested. Please complete the questionnaire as comprehensively as you are able to. Your answers will be used to pair you with a suitable mentoring partner.

Once a match has been determined, CCM will contact both parties and connect you via email. CCM cannot guarantee that your mentor/mentee will be in the same region as you, and some mentor/mentee matches may require contact solely through technologies such as phone, email, or video calls.

If you wish to alter your stated goals or preferences any point, simply contact CCM and we will update our records.

## Initial conversation

When CCM connects you with a mentoring partner, the first meeting or conversation should be about making certain that the partnership is going to work. This gives the mentor and mentee a chance to exchange information about career histories and direction, interests, and an overview of each party's mentoring expectations.

Key items to consider include mentoring style, how the mentor's experience relates to the mentee's goals, and how the mentor and mentee's personalities interact.

The ideal mentoring relationship is one of mutual respect and shared responsibility.

# Creating structure

Within the first two mentoring conversations, it is important to set out a formal structure for your partnership. This is called your *Mentoring Agreement*.

Your mentoring agreement should include:

1. Goals
2. Session frequency and duration
3. Between sessions
4. Cancellation
5. Confidentiality
6. Finalisation

## Goals

Goals and expectations should align to the mentee's requirements. Consider the nature of the mentee's outcome objectives, and whether these are short, medium, or long-term goals.

Examples include career progression or promotion, increasing networks, attaining better communication with peers, etc.

Each session should be structured around a smaller goal that is directly linked to the overall goal, with the intent to scaffold the mentee's learning process.

## Session frequency and duration

### Where are we meeting?

As CCM is an international mentoring group which may connect people in different locations, it may not always be practical to meet in person. If there are known difficulties with face-to-face meetings, first agree a mutually convenient way of communication. This could include phone, video-conferencing services like Skype or FaceTime, instant messaging applications, email.

Where face-to-face meetings can be conducted without disadvantage to either party, it is considered best to meet in neutral locations (not the workplace of either party, nor the home of either party). Find somewhere you won't be disturbed, where you can talk without being overheard, and where you feel at ease.

Note: the communication channels you choose should consider accessibility for both partners.

## **When are we meeting?**

Set up a schedule for the twelve-month duration of your partnership that is going to fit with both participants' needs. This will depend on each other's commitments and the types of goals that have been set. Six to eight weeks is generally a good interval between meetings.

## **How long will our meetings be?**

Because a mentoring session is not simply a conversation, but a structured learning process, sessions should last between one to two hours. This should include time to determine an agenda for the next meeting.

The planned duration of each session should consider any responsibilities that may affect how much time either the mentor or the mentee is able to commit.

## **Between sessions**

### **Homework**

The mentor's position is to support, guide and empower the mentee's growth; this may include setting tasks for the mentee to complete. Mentees are expected to invest appropriate amounts of time for the mentoring relationship, including preparatory and follow up work for each session.

### **Contact**

Unless both parties have agreed to it, contact outside of the prescribed mentoring schedule is not expected. Discuss how to handle unexpected contact, including acceptable circumstances and the most appropriate contact method.

## **Cancellation**

Both parties are expected to keep all agreed appointments, but there are times when this won't be possible. Discuss what to do in the event one of you has to cancel.

## **Confidentiality**

CCM requires that mentors and mentees respect the confidentiality of all discussions that take place during their mentoring arrangement. This is important for creating an atmosphere of trust so that both parties can be open and honest within their sessions. Discuss boundaries to confidentiality when setting up your mentoring agreement.

### **Note taking**

Record-keeping is important and can help to create deeper knowledge retention, as well as documenting what has been learned and providing clear evidence of progress. CCM encourages mentees to take notes throughout their mentoring.

It should be noted that some record-keeping methods, such as voice or video recordings, may elicit a range of reactions (both positive and negative). In such instances, mentors who wish to limit record-keeping methods are encouraged to consider any accessibility requirements their mentee may identify, while mentees are encouraged to abide by any requested restrictions.

## Privacy

If there are issues either party prefers not to discuss, this should be established early on. While some people are happy to discuss personal issues that affect their work, others may prefer to keep work and personal issues separate.

## Finalisation

Just like any business project, because mentoring is a structured arrangement with a set goal, it needs to have an end date. Mentoring partnerships with CCM are expected to be a 12-month arrangement. Discuss the minimum/maximum number of sessions within your agreement, keeping in mind the goal and the session frequency.

As you work through the mentoring partnership, the number of sessions needed will become more apparent as progression occurs and objectives become closer.

Your partnership should formally close when:

- The agreed number of sessions have been completed, or
- The mentee has achieved their objective, or
- The mentee is confident that they have the skills to meet their objective without further assistance or input from their mentor.

## When things don't work

Sometimes, things don't go as planned. Circumstances change, which may mean you can no longer commit to an ongoing arrangement. Talking with your mentoring partner openly and honestly about any difficulties you are facing will allow you to either renegotiate your agreement or close your partnership formally.

Not every partnership is going to be a good match. It is important that both parties feel comfortable with their mentoring partner. If you feel the mentoring partnership will not work, and you are not comfortable discussing this with the other party, please contact CCM. We will assess any grievances and, where appropriate, assign new partners to both parties.