



MENTOR'S GUIDE

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MENTOR'S GUIDE

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1. INTRODUCTION

Welcome to the PBS Mentoring Programme! As a mentor, you play a vital role in shaping the professional development of your mentee. Your guidance, advice, and support will not only help the individual grow but also contribute to the overall success of PBS by nurturing the talent within our organisation.

This guidebook is designed to provide you with the information and tools needed to make your mentoring relationship effective and fulfilling. Whether you're a seasoned mentor or new to mentoring, this guide will support you in providing valuable insights and building a lasting impact on your mentee's career.

2. THE ROLE OF A MENTOR

As a mentor, you are responsible for providing guidance, support, and feedback to your mentee. Your role is to:

- Share your knowledge, skills, and experiences.
- Help your mentee navigate challenges and overcome obstacles.
- Act as a trusted advisor, offering a sounding board for ideas and solutions.
- Encourage professional growth by setting clear development goals.
- Inspire your mentee to expand their potential and broaden their horizons.

While mentoring, it is essential that you maintain a balance between guiding the mentee and giving them the space to grow and find their own solutions.

3. KEY QUALITIES AND BEHAVIOURS OF AN EFFECTIVE MENTOR

To be an effective mentor, you should possess and demonstrate the following qualities and behaviours:

Key Qualities:

- **Experience & Expertise:** You should have a solid understanding of the industry and PBS's operations, allowing you to offer meaningful guidance.
- **Patience:** Mentoring requires patience as mentees progress at their own pace. Allow them to learn, grow, and make mistakes while providing support.
- **Empathy:** A good mentor understands the mentee's personal and professional challenges and demonstrates a genuine interest in their growth.
- **Open-mindedness:** You should be open to different perspectives and approaches, creating a safe space for open discussion and honest feedback.
- **Commitment:** Mentoring requires dedication. You need to commit to regular meetings, follow-through on actions, and support your mentee's goals.

Key Behaviours:

- **Active Listening:** Listen attentively to your mentee's concerns, goals, and ideas. This shows that you value their input and builds trust.
- **Constructive Feedback:** Provide specific, actionable feedback in a positive manner. Focus on areas for improvement while highlighting strengths.
- **Respectful Communication:** Maintain professional and respectful communication throughout the mentoring process.



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- **Confidentiality:** Always protect the confidentiality of the information shared by your mentee, unless disclosure is agreed upon or required by law.
- **Accountability:** Hold both yourself and your mentee accountable for actions, goals, and progress. Follow through on commitments made during meetings.

4. ESTABLISHING THE MENTORING RELATIONSHIP

At the beginning of the mentoring relationship, you and your mentee should meet to discuss the following:

- **Expectations:** Set clear expectations for the mentoring relationship, including meeting frequency, preferred communication styles, and goals.
- **Personal and Professional Goals:** Work with your mentee to identify their short- and long-term career goals. This will provide direction and purpose for the mentoring process.
- **Action Plan:** Develop a mentoring action plan together, which outlines specific milestones, actions, and timelines. The plan should be flexible and reviewed regularly.
- **Ground Rules:** Agree on ground rules to ensure a productive, respectful, and confidential relationship.

5. SETTING GOALS & EXPECTATIONS

Setting clear goals is one of the most crucial aspects of the mentoring relationship. You should:

- **Help Define Goals:** Work with your mentee to define personal and professional development goals that are realistic, measurable, and aligned with their career aspirations.
- **Break Goals into Actionable Steps:** Ensure that the goals are broken down into smaller, achievable steps with defined timelines.
- **Review and Adjust Goals Regularly:** Goals may need to be adjusted as your mentee progresses. Regularly review progress to ensure the mentoring process remains aligned with their development needs.

6. THE MENTORING PROCESS

The mentoring process typically includes the following stages:

1. Initial Meeting:

- Set the tone for the relationship.
- Discuss the mentee's background, goals, and expectations.
- Establish communication preferences and frequency of meetings.

2. Goal Setting:

- Agree on short- and long-term goals.
- Set up a plan with clear milestones and timelines.

3. Regular Meetings:

- Meet regularly to track progress, discuss challenges, and provide feedback.
- Encourage self-reflection and the development of new skills.

4. Feedback and Reflection:

- Provide constructive feedback and acknowledge achievements.
- Encourage your mentee to self-reflect and evaluate their progress.



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5. Conclusion:

- Review overall progress and evaluate the success of the mentoring relationship.
- Discuss next steps for the mentee's continued growth and development.

7. PROVIDING CONSTRUCTIVE FEEDBACK

Feedback is a crucial aspect of the mentoring process. When giving feedback:

- Be **specific**: Focus on concrete examples of actions or behaviours.
- Be **timely**: Provide feedback as soon as possible after an event or situation.
- Be **positive**: Frame feedback in a way that is constructive, focusing on what can be improved rather than what went wrong.
- Offer **solutions**: When pointing out areas for improvement, also suggest ways to overcome challenges.
- Use the **SBI (Situation-Behaviour-Impact)** model for structured feedback:
 - **Situation**: Describe the context.
 - **Behaviour**: Discuss what the mentee did.
 - **Impact**: Explain the effect of the behaviour.

8. HANDLING CHALLENGES AND DIFFICULT SITUATIONS

During the mentoring process, you may encounter challenges. Here are a few strategies for handling them:

- **If your mentee is disengaged**: Have an open conversation about their commitment to the process. Explore any barriers they may be facing and how you can support them in overcoming them.
- **If goals are unclear**: Help your mentee reassess their goals, ensuring they are specific, achievable, and aligned with their career aspirations.
- **If there are personality clashes**: Encourage open communication. Clarify the mentoring relationship and focus on professional development goals to ensure a positive, respectful dynamic.

9. CONFIDENTIALITY & PROFESSIONALISM

Confidentiality is one of the cornerstones of an effective mentoring relationship. Ensure that:

- All personal and professional discussions are confidential, unless both parties agree otherwise or disclosure is required by law.
- Professional boundaries are maintained. This includes respecting your mentee's personal space, being mindful of the power dynamic, and keeping your interactions focused on their professional growth.
- Trust is nurtured by being consistent, reliable, and ethical in your approach.

10. ENDING THE MENTORING RELATIONSHIP

Mentoring relationships may end for various reasons, such as when the goals have been met or if the mentoring process is no longer productive. Before ending:



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- **Review progress:** Ensure that the goals set at the beginning have been achieved.
- **Provide final feedback:** Offer constructive feedback on the mentoring relationship and any areas that still need attention.
- **Discuss next steps:** Encourage your mentee to continue their personal and professional development beyond the mentoring programme.

11. RESOURCES FOR MENTORS

Websites:

- [Mentorloop](#)
- [International Mentoring Association](#)

12. FREQUENTLY ASKED QUESTIONS

Q: How often should I meet with my mentee?

A: Typically, meetings should occur once a month, but the frequency can be adjusted based on the mentee's needs and goals.

Q: How do I know if I'm getting the most out of the mentoring process?

A: As a mentor, the success of the mentoring process is measured by the progress your mentee makes towards their goals and objectives. Regular reflection on their growth, increased confidence, and engagement in the mentoring process are key indicators that the process is effective. Additionally, consider how aligned the mentee's development is with the goals set at the beginning of the relationship.

Q: How do I set realistic goals for my mentoring relationship?

A: Start by understanding your mentee's career aspirations, strengths, and development needs. Together, break down long-term goals into smaller, achievable objectives with clear timelines. These should be SMART (Specific, Measurable, Achievable, Relevant, and Time-bound). Regularly review these goals and adjust them as necessary to ensure continued progress.

Q: What if my mentoring relationship isn't going as planned?

A: If things aren't progressing as expected, take time to discuss challenges openly with your mentee. Evaluate whether the initial goals need adjustment or whether there are external factors affecting progress. If issues persist, contact the Training & Competency Team for further support, and explore the possibility of reassignment if necessary.

Q: How can I ask for feedback?

A: Feedback is essential for personal growth. Ask your mentee for regular, constructive feedback on your mentoring style and their needs. This can be through informal discussions or structured feedback forms. Encourage openness and ensure that both parties feel comfortable sharing thoughts.

Q: What should I do if I don't feel a connection with my mentee?

A: It is important to be honest and communicate openly with your mentee. A lack of connection may stem from differences in communication styles or expectations. Discuss the issue with your mentee to identify potential solutions. If necessary, involve the Training & Competency Team for guidance or to reassess the mentoring match.



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Q: What happens if I want to terminate the relationship or reassign?

If you feel that the mentoring relationship is no longer effective or that the mentee would benefit from a different mentor, discuss the issue with your mentee first. If needed, involve the Training & Competency Team to facilitate the process of reassigning a mentor or ending the relationship. Both parties should agree that termination is the best option, with constructive feedback provided to support future mentoring matches.

13. FEEDBACK FORM

At the end of the mentoring process, both the mentor and mentee should complete the online feedback form to help improve the mentoring programme.



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PRE-MENTORING PREPARATION

<input type="checkbox"/>	<p>Review the Mentoring Agreement/Contract</p> <ul style="list-style-type: none"> • Ensure mutual understanding of expectations, goals, and roles. • Confirm the timeline and objectives of the mentoring relationship
<input type="checkbox"/>	<p>Understand the Mentee's Development Needs</p> <ul style="list-style-type: none"> • Have a conversation with your mentee about their career aspirations, challenges, and development goals. • Clarify any specific areas the mentee wants to focus on during the mentoring relationship.
<input type="checkbox"/>	<p>Establish Clear Goals and Milestones</p> <ul style="list-style-type: none"> • Set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals with your mentee. • Break down long-term goals into short-term achievable milestones.
<input type="checkbox"/>	<p>Set Up Regular Meeting Schedule</p> <ul style="list-style-type: none"> • Agree on a regular meeting cadence (e.g., monthly, bi-weekly). • Ensure the meetings are scheduled at times convenient for both you and your mentee.
<input type="checkbox"/>	<p>Prepare for the First Meeting</p> <ul style="list-style-type: none"> • Introduce yourself and set a positive tone for the mentoring relationship. • Establish ground rules (e.g., confidentiality, expectations of communication, meeting structure).



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DURING THE MENTORING RELATIONSHIP

<input type="checkbox"/>	<p>Build Trust and Rapport</p> <ul style="list-style-type: none"> • Establish a safe, open environment where your mentee feels comfortable sharing concerns. • Practice active listening, empathy, and respect for your mentee's ideas and opinions.
<input type="checkbox"/>	<p>Offer Constructive Feedback</p> <ul style="list-style-type: none"> • Provide regular feedback on your mentee's progress and performance. • Focus on both strengths and areas for improvement. • Be specific, actionable, and encourage a growth mindset.
<input type="checkbox"/>	<p>Encourage Self-Reflection and Development</p> <ul style="list-style-type: none"> • Encourage your mentee to reflect on their learning, challenges, and progress. • Help them develop a growth mindset and be open to change.
<input type="checkbox"/>	<p>Support Goal Achievement</p> <ul style="list-style-type: none"> • Regularly revisit the goals and milestones set at the beginning of the mentoring relationship. • Track progress and adjust goals or strategies as needed. • Celebrate achievements, no matter how small, to maintain motivation.
<input type="checkbox"/>	<p>Provide Guidance and Career Insights</p> <ul style="list-style-type: none"> • Share your professional experiences, advice, and best practices relevant to your mentee's goals. • Offer career development suggestions, networking opportunities, or skills-building resources.
<input type="checkbox"/>	<p>Maintain Professional Boundaries</p> <ul style="list-style-type: none"> • Ensure that the relationship remains professional and focused on development. • Respect personal boundaries and avoid overstepping into personal matters unless the mentee brings them up.



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REVIEW & REFLECTION

<input type="checkbox"/>	<p>Conduct Regular Reviews of Progress</p> <ul style="list-style-type: none"> • Use the mentoring action plan to assess progress against set goals. • Discuss achievements, challenges, and areas that still need work. • Adjust goals or strategies as necessary based on ongoing feedback.
<input type="checkbox"/>	<p>Request Feedback from the Mentee</p> <ul style="list-style-type: none"> • Ask for feedback on how you're doing as a mentor, including communication style, effectiveness, and areas where you could improve. • Be open to constructive criticism and adjust your approach if needed.
<input type="checkbox"/>	<p>Provide Guidance for Next Steps</p> <ul style="list-style-type: none"> • As the mentoring relationship progresses, help your mentee identify the next steps in their development. • Encourage independence and proactive development beyond the mentoring relationship.

TERMINATION OR REASSIGNMENT

<input type="checkbox"/>	<p>Assess the Success of the Relationship</p> <ul style="list-style-type: none"> • Reflect on whether the goals of the mentoring relationship have been met. • Evaluate whether the mentee has shown growth, development, and increased confidence.
<input type="checkbox"/>	<p>Initiate Closure or Transition</p> <ul style="list-style-type: none"> • If the mentoring relationship is coming to an end, ensure that it is a positive closure, summarising achievements and setting the mentee up for future success. • If a reassignment is needed, help ensure a smooth transition, offering final feedback and suggestions for the next steps.
<input type="checkbox"/>	<p>Provide Final Feedback</p> <ul style="list-style-type: none"> • Give constructive feedback on the mentee's development throughout the process. • Encourage your mentee to continue seeking learning and growth opportunities after the mentorship ends.
<input type="checkbox"/>	<p>Complete Evaluation Form</p> <ul style="list-style-type: none"> • Complete the online Evaluation Feedback Form to help improve the mentoring programme.