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Online Capacity Building Program



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Erasmus+ Key Actions 2: Strategic Partnerships
PR4. Online Capacity Building Program
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This publication was authored collectively by the members of the RestART partnership.

Consortium Partners



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Welcome!

Welcome to the Online Mentor Training Program!

This program is for women and non-binary entrepreneurs restarting their businesses or activities in the arts and creative industries, after facing serious challenges and setbacks.

This program aims to provide skills and tools necessary to assess, strategise and act upon long-term success in restarting entrepreneurs.

This program comprises two online courses: The first is dedicated to enhancing the comprehension of various mentorship stages, while the second emphasises skill development.

We welcome you to the Course 1.



Understanding and Building Relationship between Mentors and Mentees



About Course 1

In this course:

- You will become aware of what mentoring, and what a mentoring relationship entails.
- You will learn about the process of building the relationship between mentors and mentees, a process that has different phases: preparation, negotiation, growth and closure.
- You will learn about each of these four different phases of building a mentoring relationship through readings, hands-on exercises, case studies, videos, articles and quizzes, to ensure an active learning process, at your own pace.

This course aims to develop your mentoring skills.

Course 1

Understanding and Building Relationship between Mentors and Mentees

Modules

Module 1: Preparation

Module 2: Negotiation

Module 3: Growth

Module 4 : Closure and Ethics

Learning outcomes

- Define mentoring
- Identify and explain the four different mentoring phases
- Gain awareness of conflicts and ethical issues in the mentoring relationship
- Gain knowledge of different mentoring tools

Course 1

Understanding and Building Relationship between Mentors and Mentees

Language

English

Schedule

Flexible, self-paced learning

Estimated completion time

1 week (at 1.5 to 2 hours per day)
or 10 hours

Materials needed

- Computer, laptop or mobile phone (or any other electronic equipment)
- Internet connection
- Internet browser and PDF reader
- Notebook (digital or paper)
- Sticky notes

Why should I take this course?

- Develop your **mentoring skills**
- Become a skilled **change-maker in the arts and creative industries**
- Contribute to **empowering** women and non-binary entrepreneurs to restart their businesses or activities
- Personal **growth**

Course Developers

This course was prepared by the project consortium:

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01

Understanding and Building Relationship between Mentors and Mentees

Module 1: Preparation

Module 2: Negotiation

Module 3: Growth

Module 4: Closure & Ethical Conduct

MODULE 1

PREPARATION



Aim: This module focuses on equipping mentors with essential knowledge and skills to establish strong foundations for their mentoring journey. Through a series of learning materials and practical exercises, participants will delve into key aspects of mentorship, relationship building, and trust establishment.

Content: The module comprises various components, including readings, case studies, discussions, videos, and additional resources.



Approximate Time: 115 minutes (that doesn't include reading of additional materials)

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01 About Mentoring



ABOUT MENTORING

What is Mentoring?



Mentoring is a practice wherein a mentor extends support to one or more mentees, playing a crucial role in their growth and success.

It is widely acknowledged that mentees can achieve their goals more efficiently when they receive guidance and encouragement from individuals who have traversed similar paths before them.

By leveraging the life strategies imparted by their mentors, mentees can navigate challenges and seize opportunities with greater confidence and efficacy.

Most importantly, the efficacy of mentoring lies in its **reciprocal nature**, wherein both mentor and mentee gain benefits and values from the experience for their personal and professional development.

Netzwerk Berliner Kinderpatenschaften. (2018, May 4). Rhodes, Jean Keynote European Mentoring Summit 2018 [Video]. YouTube. <https://www.youtube.com/watch?v=iENBSb3ge5k>

4 Phases in Mentoring

As you can see, the modules of this course are designed following the 4 phases of mentoring: **preparation, negotiation, growth and closure**. Before continuing your journey as a mentor, let's better understand what these 4 phases entail.

PHASE 1: Preparation

This phase involves setting the foundation for the mentoring relationship. The key focus is building rapport, establishing trust, and exchanging background information to align the mentor's expertise and the mentee's needs.

PHASE 2: Negotiation

This phase focuses on aligning expectations and reaching agreements between the mentor and mentee. The goal is to find common ground, address potential conflicts or concerns, and establish mutual respect and understanding.

PHASE 3: Growth

The phase is the core of the mentorship. It facilitates learning, fosters skill development, and promotes personal and professional growth. As a mentor, you can use your expertise and experience to encourage and empower your mentee to enhance their skills and knowledge.

PHASE 4: Closure

This phase concludes the mentoring relationship, emphasising reflection, evaluation, and transition. Mentors and mentees reflect on their experiences, assess progress, and celebrate achievements. You are encouraged to share the lessons learned, future goals, and strategies for maintaining growth.



The 2 Common Types of Mentoring

There are several key types of mentoring, each with its unique benefits. However, the two most common ones are:

Individual mentoring:

It is the traditional type of mentoring, wherein someone more experienced in an area of interest can also be regarded as a role model (mentor) who guides and advises someone with less experience (mentee).

Group mentoring:

A mentor can also guide multiple mentees as a cohesive group, fostering an environment where mentees can also derive mutual benefits from one another. Mentoring a group requires skills different from mentoring an individual. As a mentor, you need to keep that in mind.



Case Study

About Mentoring

Power your future

Accenture's Student Leadership Mentoring Program offers students the opportunity to be paired with an experienced Accenture mentor. Through virtual learning calls, students receive one-on-one support to develop soft and professional skills. The program also provides exposure to Accenture and its culture, allowing students to make meaningful connections and attend a two-day Student Leadership Summit to further deepen their knowledge and network.

Link for Reference:

<https://www.accenture.com/us-en/careers/local/accenture-student-leadership-program>



Suggested Reading

The Handbook of Mentoring at Work: Theory, Research, and Practice"

This book provides a broad theoretical overview, empirical research and practice of mentoring in the workplace. It covers a wide range of topics, including the different types of mentoring (formal, informal, virtual), the effectiveness of mentoring, mentoring processes and strategies for implementing effective mentoring programs. It is an authoritative text in the field of organisational mentoring and can be useful to those who wish to deepen their understanding of the practice and learn how to implement it successfully in business contexts.

Link

<https://us.sagepub.com/en-us/nam/the-handbook-of-mentoring-at-work/book227688>





Topic Discussion

About Mentoring

What do you see as the benefits of the reciprocal nature of mentoring?

What disadvantages or points of interest do you think there are?

Activity: *Three-step interview*

Purpose: *Share experiences about mentoring*

Participants: *Two or four*

Time: *60- 90 minutes*

The 3 steps:

1. Person A interviews Person B, and Person C interviews Person D.
2. Then the roles are reversed (Person B interviews Person A, Person D interviews Person C)
3. Then the duo or foursome sit together and tell each other what they said and learned from it.

Discussion/evaluation

Use the 3 steps for the following topics to discuss your experiences with:

- Situations where you had or needed a mentor
- Situations in which you were a mentor to someone or supported someone

What were the effects of mentoring in your experience for the mentor or mentee?



Collaboration Activity 1

Introduction and preparation phase

About mentoring

Case-Study Exercise

Participants: 1-4

Time: 60- 90 minutes

Situation:

A mentee, Jane, is a nascent entrepreneur in the design industry. She is enthusiastic but feels overwhelmed with the amount of work and unclear about her career progression. Jane has approached you for guidance on how to manage her workload and develop a clear career path.

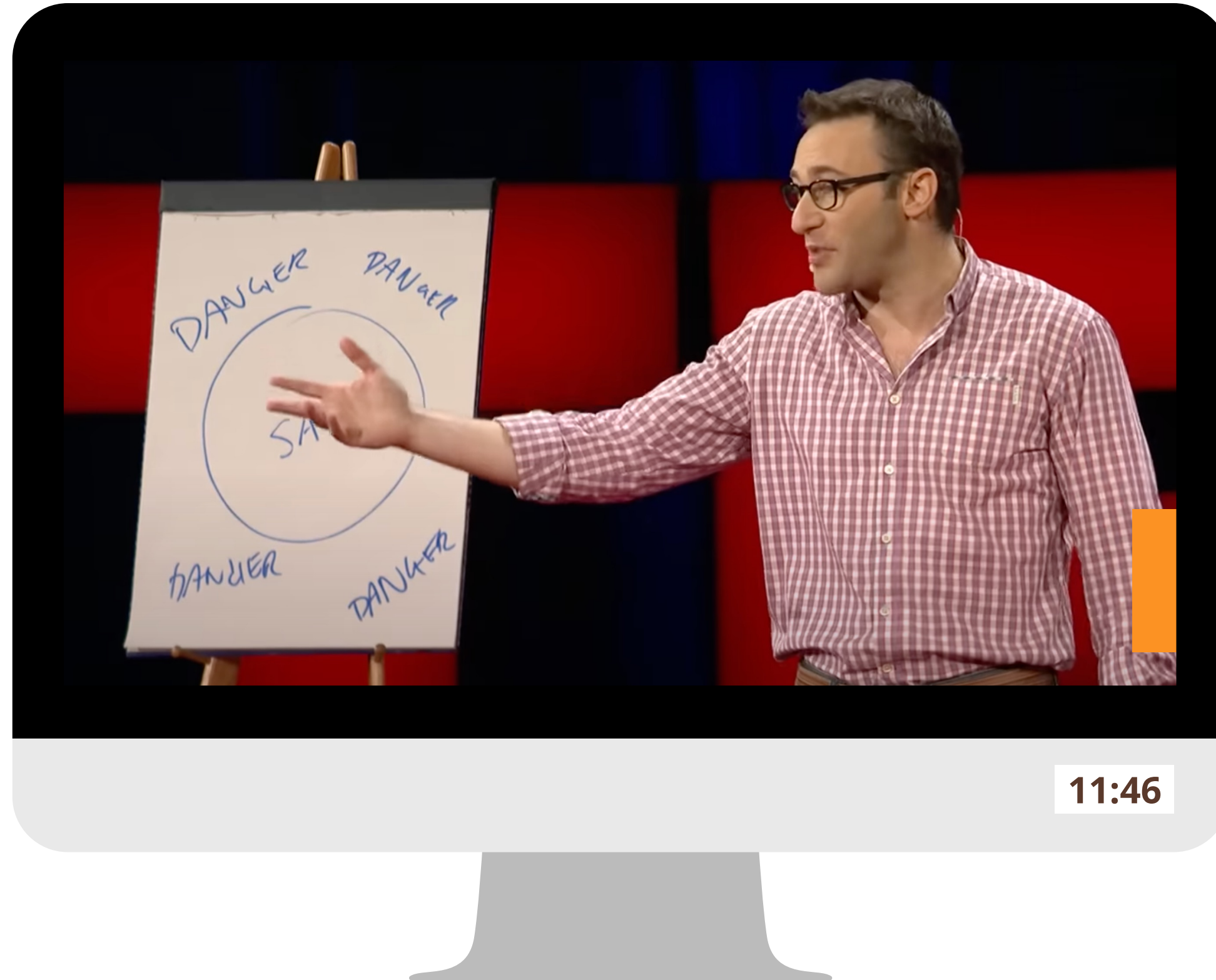
Question to solve:

How can you help Jane prioritise her tasks effectively and develop a roadmap for her career development?

Materials to use:

- Jane's job description
- Jane's current task list
- Pen and paper or a digital note-taking app





11:46

About Mentoring

Simon Sinek – Why good leaders make you feel safe

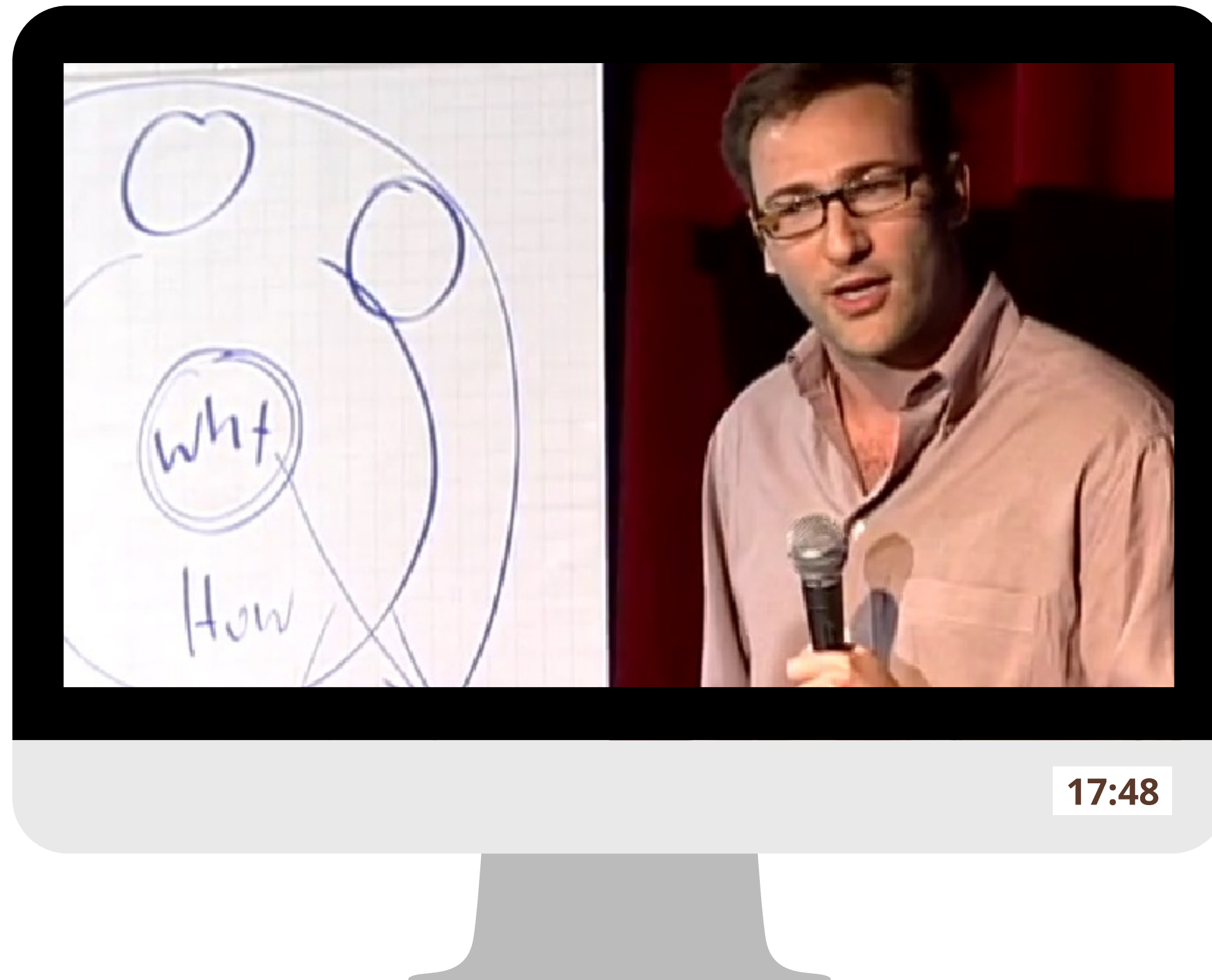
“What makes a great leader? Management theorist Simon Sinek suggests that it's someone who makes their employees feel secure who draws staffers into a circle of trust. But creating trust and safety - especially in an uneven economy - means taking on big responsibility.”

WATCH NOW



Link

https://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe



About Mentoring

Simon Sinek – How great leaders inspire action

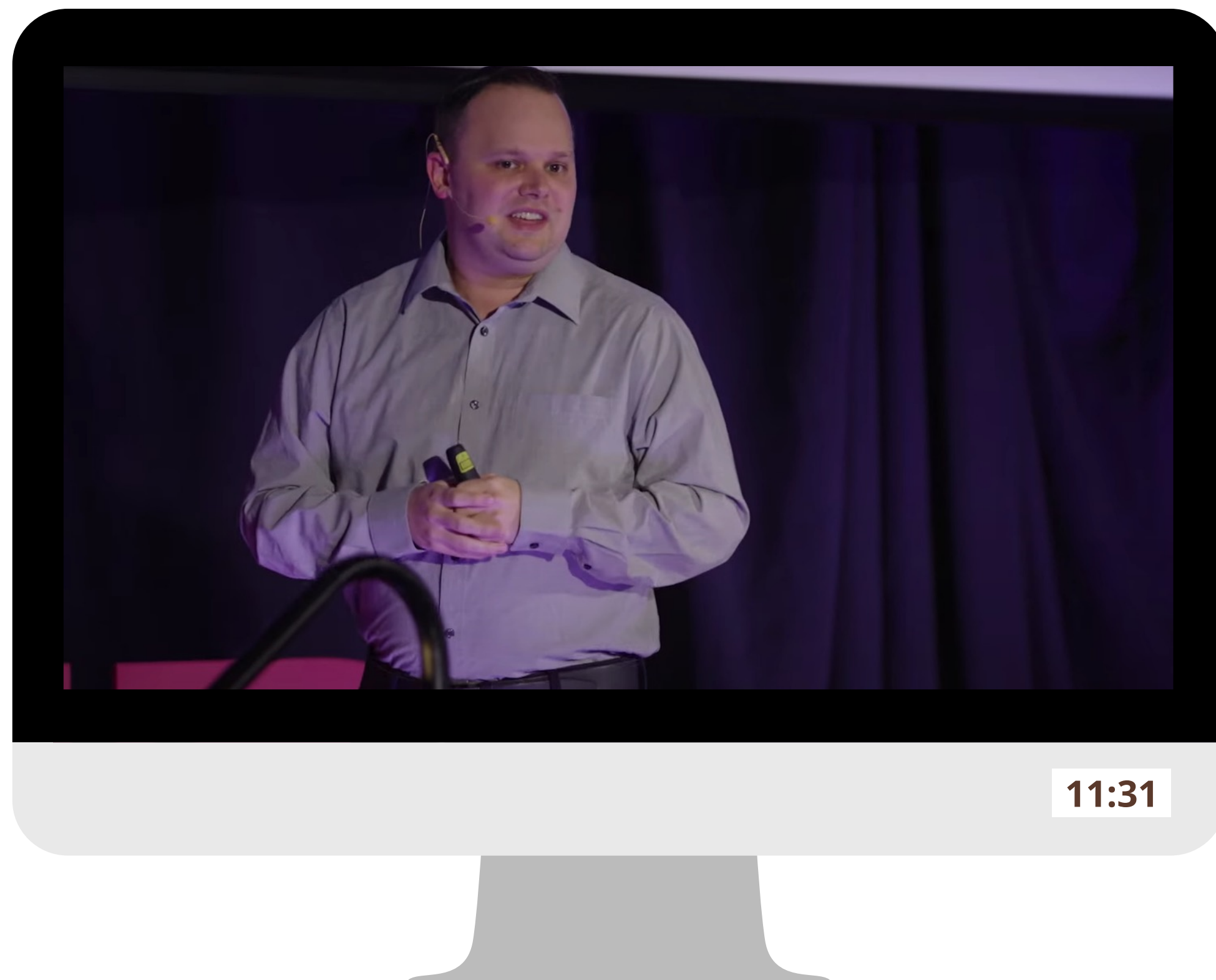
“Simon Sinek has a simple but powerful model for inspirational leadership – starting with a golden circle and the question: “Why?” His examples include Apple, Martin Luther King Jr., and the Wright brothers.”

WATCH NOW



Link

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en



About Mentoring

Ralph Reid – Making a mentor

"Most people think they can't be a mentor, but Ralph Reid isn't buying it. In this fun and interactive talk, he shares stories and insights as to how each one of us benefited from a mentor, and how we in turn can unlock the power of mentorship."

WATCH NOW



Link

<https://www.youtube.com/watch?v=cjm4KErNQml>



About Mentoring

Shirley LIU – Why the Power of Mentoring
can Change the World

“Multi-cultural and an FT500 global executive, Shirley Liu is a passionate advocate for mentoring, psychology, and organisational behaviour in business. Discover her personal story-telling of two mentees’ mirroring lives and the powerful insights it brought on life and social change.”

WATCH NOW



Link

https://www.ted.com/talks/shirley_liu_why_the_power_of_mentoring_can_change_the_world



About Mentoring

Vinnie Malcolm – The Mutual Benefits of Mentorship

“Vinnie Malcolm shares how mentorship played a key role in his career, and why mentorship is critical for young professionals, especially the underserved. He hopes that by creating more mentorship opportunities, we will forge more equitable organizations in the future.”

WATCH NOW



Link

<https://www.youtube.com/watch?v=2lCjjlLK2m8>

02 Building Relationship



BUILDING RELATIONSHIP

To build a good relationship in mentorship, it is important to better understand the specific roles of mentors and mentees.



Mentors play multifaceted roles aimed at supporting the growth, development, and success of their mentees. Some of the specific roles of mentors are, but not limited to:

- Utilise their life and professional experiences to provide guidance and advice to their mentees.
- Serve as a source of encouragement and motivation for their mentees, helping them navigate challenges and pursue their goals.
- Impart valuable knowledge and skills to their mentees, helping them develop professionally and personally.
- Advocate for corporate and social responsibility in their mentees, promoting ethical behaviour and community engagement.

Meanwhile, **Mentees** actively engage in their learning and growth process, leveraging their mentor's support. Some of the specific roles of mentees are, but not limited to:

- Engage in the learning process by asking questions and setting personal learning goals.
- Explore underlying questions and meanings with mentors, not just surface-level topics.
- Build their inner strength through self-reflection, identifying areas for improvement, and working towards self-improvement.
- Aspire to grow and strive to achieve their goals.
- Observe and learn from their mentor's success strategies, incorporating these techniques into their own approaches to achieve success.



Case Study

Building relationships

Airbnb Offsites: A unique team building experience

Airbnb Offsites are team-building events organised by Airbnb for its employees. These events take place in a variety of outdoor locations, such as tree houses, mountain cabins or oceanfront villas.

The goal is to encourage collaboration, foster creativity, and strengthen a sense of belonging and company culture.

The activities offered during Airbnb offsites are varied and engaging, including team games, workshops and cultural experiences.

Link for Reference:

<https://forbes.it/2018/09/07/airbnb-for-work-experiences-aziende-talenti/>



Suggested Reading

Connect: Building Exceptional Relationships
With Family, Friends, and Colleagues



Co-funded by the
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of the European Union



This book emphasises the importance of building relationships in order to improve as a leader or manager.

The text is rich in research-based insights and offers interesting insights into how best to build and maintain lasting relationships.

Link

<https://connectandrelate.com/>



Topic Discussion

Building Relationship

What risks and opportunities do you see when sharing personal experiences?

Activity: *Storytelling*
Purpose: *Trust building*
Participants: *Two or small group*
Time: *60-90 minutes*

Your first creative expression

1. The mentor starts with a story about one of their own first creative expression.
2. Explain how you felt (what happened, who was there, how did they react)

It is important to keep the tone light. If someone doesn't have a story, he or she can have a story about something else

Ask questions: Have you never made or had to make anything creative?

Make sure you don't interrupt the other person while telling the story.

<https://www.storyvalleyacademy.com/teachers>



Collaboration Activity 2

Introduction and preparation phase

Building relationships

Case-Study Exercise

Building Relationships

Participants: *Two or four*

Time: *60- 90 minutes*

Situation:

A new mentorship pairing has just been formed. The mentor is a seasoned professional in the industry, while the mentee is a recent graduate. The mentee feels overwhelmed and is hesitant to ask questions, fearing they might appear incompetent.

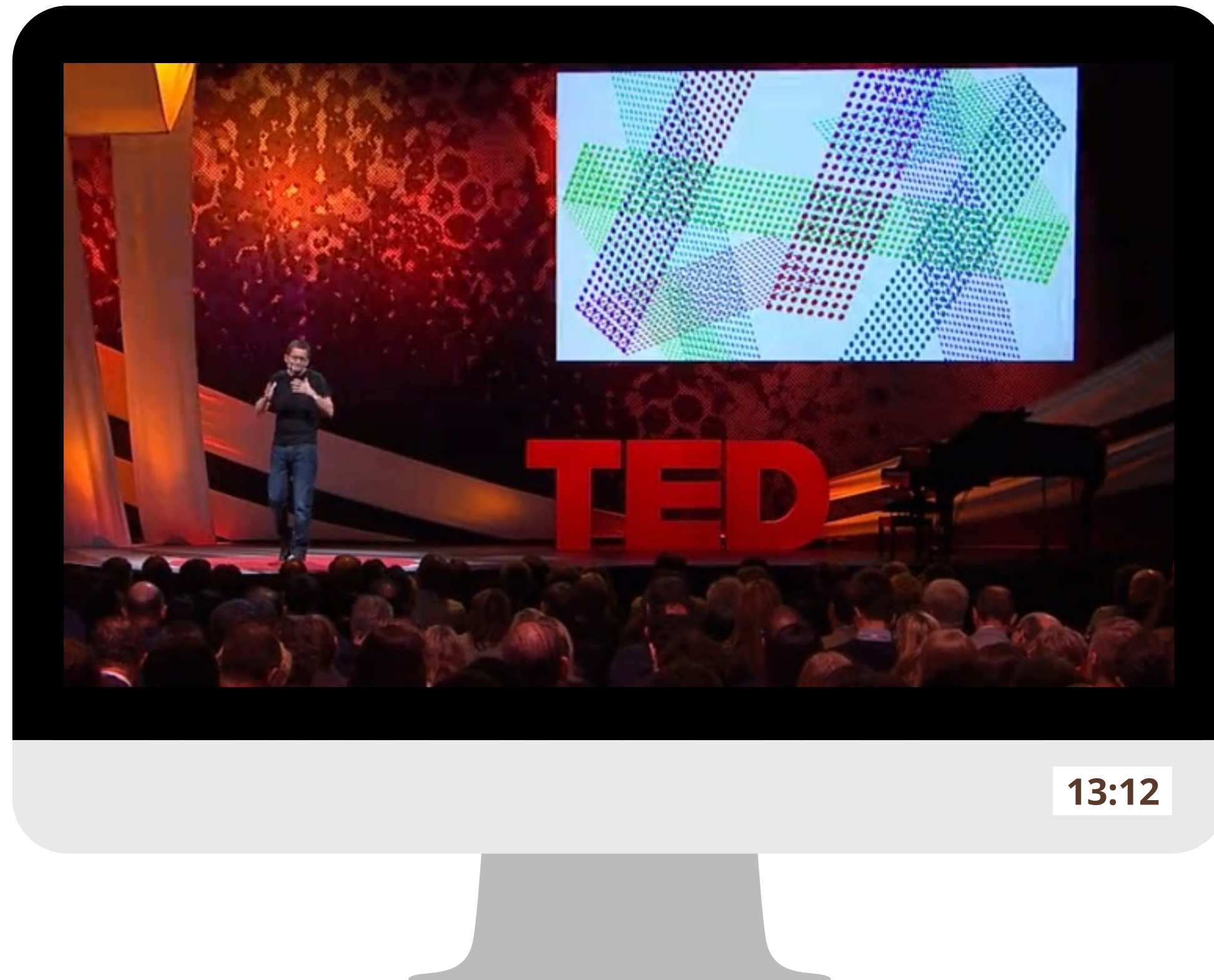
Question to solve:

How can the mentor build trust and create an environment where the mentee feels comfortable sharing their concerns and asking questions?

Materials to use:

- Notebooks and pens
- Role-play scenario cards
- Feedback forms





Building Relationships

Jim Hemerling – 5 ways to lead in an era of constant change

“Organisational change expert Jim Hemerling thinks adapting your business in today's constantly-evolving world can be invigorating instead of exhausting. He outlines five imperatives centered around putting people first, for turning company reorganisation into an empowering, energising task for all.”

WATCH NOW 

Link
https://www.ted.com/talks/jim_hemerling_5_ways_to_lead_in_an_era_of_constant_change?language=en

03 Building Trust



BUILDING TRUST

It is essential to establish a relationship of trust with the mentee.
The trust helps the mentee feel comfortable sharing thoughts, emotions, and personal challenges.
Here are some strategies you can do with your mentees to build a sense of trust with one another:

Active Listening

Practice active listening.
This shows that you
value their input and
are genuinely
interested in their
growth.

Personal Experiences

Share relevant anecdotes,
experiences, and
lessons from your journey
to illustrate
concepts and provide
practical insights.

Offer Guidance, Not Solutions

Instead of providing all
the answers,
guide the mentee to
explore potential
solutions on their own.

How to build relationship and trust?

We have several great tools in the Toolkit that can help you start building relationships and trust with your mentee. Here are some of them:

1) Life Story Sharing

It is a powerful tool for building empathy, understanding, and a sense of community among mentors and mentees through sharing stories of their lives.

As part of this activity, you and your mentee will get the chance to share a brief summary of your personal and professional experiences. Try to focus on significant events, milestones, or experiences that have had an impact on who you are today. This activity can help you both learn how to be vulnerable and create a safe environment where you can show respect and support for one another.



2) Strengths Exchange

It is a valuable tool to deepen the relationship between you and your mentee by exploring each other's strengths, setting mutual goals, and aligning aspirations.

You start by independently exploring your strengths, top skills, and areas of expertise and identifying areas that can be aligned. You will then continue by discussing and making an action plan on how these strengths can be combined to achieve the mentorship goals.

The success of this exercise lies in open communication, active participation, and a willingness to learn and grow together. Through this process, you can better understand each other's abilities and create a foundation for a strong and impactful relationship.



Case Study

Building Trust

Building Trust, Leading with Courage

Starbucks, the global coffee chain, has introduced a mentoring program aimed at fostering trust among team members. The program emphasizes that trust is the foundation of business, both in interactions between colleagues and in relationships with customers and the communities they serve. It stresses the importance of striving to be the best version of oneself in order to create a sense of belonging and human connection. It is also mentioned that organisational changes are aimed at strengthening trust within the company.

Link for Reference:

<https://stories.starbucks.com/stories/2016/message-from-howard-schultz-the-best-version-of-ourselves/>



Suggested Reading

Building trust in construction partnering projects: An exploratory case study

The article examines the development of trust in inter-organisational relationships in collaborative projects in the construction sector, focusing on a railway project in the Netherlands. The authors analyse how factors such as risk, control and performance influence trust between client and contractor during the project.

Link

<https://www.sciencedirect.com/science/article/pii/S1478409210000841>





Topic Discussion

Building Trust

To gain confidence, the mentor can use certain strategies.
What should a mentor ***not*** do?

Activity: *Ask each other special questions*

Purpose: *Building Trust*

Participants: *Mentor with mentee or group of mentees*

Time : *60- 90 minutes*

This exercise is called Heart to Heart Lifestyle. You ask funny, profound and creative questions when getting to know each other

Put the questions on separate cards and take one in turn.

These are some examples:

- What was your favourite subject at school?
- What are the 3 words that best describe you?
- What does your last sent message say?
- What's your guilty pleasure?
- What have you learned from your favourite grandmother, or grandfather or other family member?
- Who encouraged you to do something with creativity?
- Have you ever been laughed at or disapproved of something you have made?



Collaboration Activity 3

Introduction and preparation phase

Building trust

Case-Study Exercise

Building Trust

Participants: *Two or four*

Time: *60- 90 minutes*

Situation:

Maria, a new mentee, feels overwhelmed and hesitant to share her struggles with her mentor, John, due to fear of judgment. She often nods in agreement during their sessions but leaves feeling unheard and unsupported.

Question to solve:

How can John create a safe and open environment where Maria feels comfortable sharing her true concerns and challenges?

Materials to use:

- Flip chart or whiteboard
- Markers
- Notepads and pens





Building Trust

Frances Frei – How to build (and rebuild) trust

"In an eye-opening talk, Harvard Business School professor Frances Frei gives a crash course in trust: how to build it, maintain it, and rebuild it - something she worked on during a recent stint at Uber. "If we can learn to trust one another more, we can have unprecedented human progress," Frei says."

WATCH NOW



Link

https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust



This online course has been designed following the RestART Europe's **Mentor's Toolkit**.

Deepen your knowledge and enhance your practical skills by combining this course with RestART Europe's **Mentor's Toolkit**.

The Toolkit is composed of a collection of instruments and best practices that will help you strengthen your skills and capacities as a mentor.

The Toolkit provides us with the right means to impact and support your mentoring journey.





01

Understanding and Building Relationship between Mentors and Mentees

Module 1: Preparation

Module 2: Negotiation

Module 3: Growth

Module 4: Closure & Ethical Conduct



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MODULE 2

NEGOTIATION



Aim: This module empowers mentors to establish relationship with their mentees. Through prepared materials, mentors will learn how to define relationships, discuss expectations, and formulate effective negotiation strategies to achieve mutually beneficial outcomes.

Content: The module comprises various components, including readings, case studies, discussions, videos, and additional resources.



Approximate Time: 83 minutes (that doesn't include reading of additional materials)

01

Define Relationship.....5

02

Discuss Expectations.....16

03

Define Strategy.....27

01 Define Relationship



DEFINE RELATIONSHIP

Defining the relationship lays the foundation for a productive, respectful, and mutually beneficial mentorship. It allows both mentor and mentee to understand their roles and commit to the mentoring relationship's success.

We have discussed the specific roles of a mentor and a mentee in the previous module. Now, let us dive deeper into how you can better define your roles as a mentor together with your mentee.

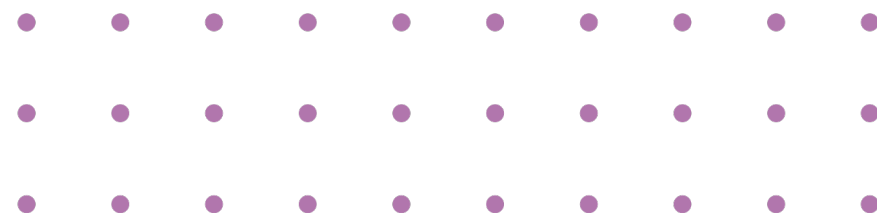


Defining a relationship involves, but not limited to, the following:

- Clarifying roles
- Setting boundaries, and
- Aligning goals.

A strategy for **clarifying roles** is to set an initial meeting with your mentee to discuss what each expects from the other and outline the respective contributions they will make towards achieving the mentee's goals.

You can use the **Roles of A Mentor/ Mentee tool** and **4CS of the Mentoring Framework** in [the Toolkit](#) to empower yourself to facilitate the discussion.



Liu, S. (n.d.). *Why the Power of Mentoring can Change the World* [Video]. TED Talks.
https://www.ted.com/talks/shirley_liu_why_the_power_of_mentoring_can_change_the_world

Would you like to know more about what it means to be a mentor?

A mentor is a (life) experience expert and a role model.

Using your wealth of knowledge and personal experiences, you can support your mentees by encouraging and motivating them and nurturing their growth.

Your role as a mentor extends beyond mere guidance; you strive to unlock the full potential of your mentees, focusing on their strengths and empowering them to flourish.

Through this dynamic relationship, you play a pivotal role in shaping the future success of your mentees.



A mentor can assume various roles throughout the mentoring journey, including:

- **Role model:** The mentor is close to the mentee, someone who is a few steps further from where the mentee also wants to arrive.
- **Confidant:** The mentor is a discussion partner who supports the mentee in sharing a story.
- **Coach:** The mentor gives advice and tips based on their own experiences and insight.
- **Talent developer:** The mentor recognises strengths and talents.
- **Responsibility:** As a mentor, you are responsible for monitoring the process so that the meetings achieve their goals.



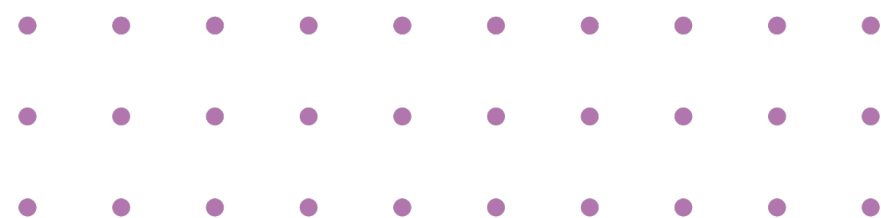
Roles of a Mentor

Let's take a closer look at several important roles a mentor can play in a mentorship journey.

Cultivating a Positive Mentor-Mentee Dynamic

Like every type of relationship, mentorship requires a nurturing connection, certain behaviours and attitudes are essential from both sides, some of them are:

- Offer **autonomy** to the mentee.
- Practice and exhibit **empathy**.
- **Share** personal insights and experiences appropriately.
- Know when to step back and give the mentee **space to grow**.
- **Be present** and available as needed.
- Exercise **patience** throughout the mentoring journey.
- Maintain **perseverance**, even when progress seems slow.



Case Study

Define relationship

Patagonia's Culture

Patagonia, a company known for its commitment to sustainability and innovation, promotes internal employee relations through various initiatives and company practices. In fact, Patagonia promotes a corporate culture based on the values of community, social responsibility and sustainability. This inclusive culture fosters a sense of belonging among employees, encouraging them to collaborate and support each other.

Link for Reference:

<https://eu.patagonia.com/be/en/culture.html>



Suggested Reading

Defining Attributes and Metrics of Effective Research Mentoring Relationships



The article explores the importance of mentoring in the training of researchers and the impact of mentoring relationships on the engagement and persistence of emerging researchers from diverse populations. Key attributes of effective mentoring relationships are proposed, and metrics are provided to measure their effectiveness in the reading article/book here.

Link

<https://link.springer.com/article/10.1007/s10461-016-1384-z>



Topic Discussion

Define Relationship

What suits you: immediately make strict agreements and clear goals or a spontaneous first conversation?

Activity: *Roleplay*

Purpose: *Discuss goals*

Participants: *Two/ small group*

Time: *90 – 120 minutes*

Role Play:

1. Outline the situation and role. The starting situation is a first meeting between mentor and mentee.
One person takes on the role of making strict agreements and setting goals. The other wants to let everything take its course and let the conversation proceed spontaneously.
2. Both choose one of the roles.
3. The players play the situation.

In a group: the spectators observe and analyse the progress of the game.

In a duo: evaluate the conversation together.



Collaboration Activity 4

Negotiation

Define relationships

Case-Study Exercise

Define Relationship

Participants: *Two or four*

Time: *60- 90 minutes*

Situation:

Sophia, a young professional in her second year at a marketing firm, is eager to advance her career. She has been paired with David, a senior marketing executive with 20 years of experience, as her mentor. This is their first formal meeting. Sophia is excited but also nervous, unsure of what to expect. David, on the other hand, wants to establish a productive and respectful relationship but is unsure how to set the right tone and define the parameters of their mentorship.

Question to solve:

How should David and Sophia define their mentor-mentee relationship to lay a strong foundation for a productive, respectful, and mutually beneficial mentorship?

Materials to use:

- Notepads and pens for participants
- Role-playing scripts (optional)





Define Relationship

Kenneth Ortiz – How to be a Great Mentor

„Everybody agrees that mentorship is critical to the success of corporate companies and organisations, yet few discuss what should be done to improve their mentorship process. Kenneth Ortiz shares his thoughts and wisdom on what is needed to develop successful mentor relationships to raise up the next level of leaders around us.“

WATCH NOW



Link

https://www.ted.com/talks/kenneth_ortiz_how_to_be_a_great_mentor?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare

14:34

02 Discuss Expectations



DISCUSS EXPECTATIONS

Setting clear expectations is not only beneficial but essential in mentorship. It is about understanding the journey ahead and the roles both mentor and mentee will play.

Why do Expectations Matter?

Just as in life, mentorship expectations help both parties aim for specific outcomes and measure progress.

Having clear expectations can lead to:

- Enhance the clarity and focus of the mentorship.
- Foster mutual understanding and respect.
- Prevent misunderstandings and set the stage for achieving goals.

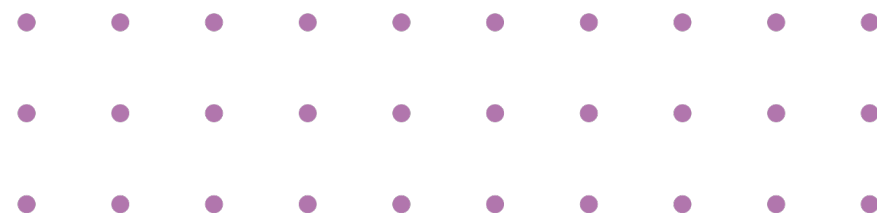
To establish and share the expectations with your mentee, you can use the following methods:

• Articulating Expectations through Creative Expression:

One method of exploring and sharing expectations is through creative outlets, such as art. This symbolic representation can reveal the internal landscape of an individual's hopes and anticipations.

• Sharing Expectations via Storytelling:

Storytelling is a powerful means of expressing and connecting expectations. It provides a platform for mentees to share their narratives, weaving in their aspirations and anticipated outcomes from the mentorship.



Bell, C. R., & Goldsmith, M. (2013). Managers as mentors: Building partnerships for learning. Berrett-Koehler Publishers.

Julia, C. (1992). The Artist's Way: A Spiritual Path to Higher Creativity

Expectations: Negotiation

Negotiating expectations is about finding common ground for the mentorship relationship to flourish.

Both mentors and mentees should enter negotiations with an open mind, ready to explore and establish common goals.

Applying the following principles, mentors and mentees can effectively negotiate expectations:

- **Separate People from the Problem:**

Focus on the issues rather than personal emotions or relationships.

- **Focus on Interests, Not Positions:**

Instead of rigidly adhering to specific positions, identify the underlying interests and needs that drive those positions.

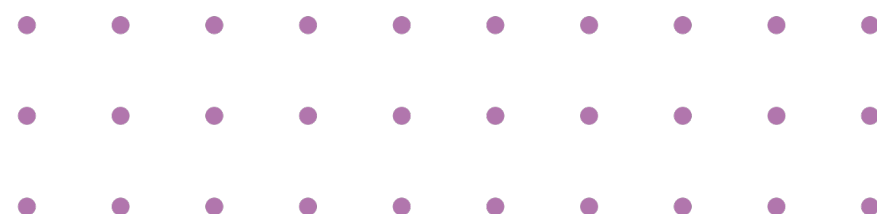
- **Generate Options for Mutual Gain:**

Encouraging brainstorming and exploring various alternatives helps uncover potential solutions.

- **Insist on Using Objective Criteria:**

Instead of relying solely on subjective opinions, use objective criteria or standards as benchmarks for evaluating proposed solutions.

You can use the **Negotiation Approaches, The Expectations Art Gallery, and Expectations Negotiation Simulation tools** in [the Toolkit](#) to help you better define the expectations with your mentee.



Case Study

Discuss Expectations

Mentoring – a pathway to a stronger, more inclusive culture

Ernst & Young (EY) offers a formal mentoring program to its employees to support professional growth and development. Before entering into mentoring relationships, participants attend orientation sessions where expectations are discussed. Mentors are encouraged to provide guidance, feedback, and networking opportunities to their mentees, while mentees are expected to take initiative, seek feedback, and set goals for their development. By aligning expectations between mentors and mentees, EY ensures that mentoring relationships are mutually beneficial and contribute to employee success and retention.

Link for Reference:

https://www.ey.com/en_us/esg-in-real-estate-hospitality-and-construction/mentoring-a-pathway-to-a-stronger-more-inclusive-culture



Suggested Reading

Sub/versing Mentoring Expectations: Duration, Discernment, Diffraction



This article delves into the nuanced aspects of mentoring relationships, challenging traditional notions of duration, discernment, and diffraction. By exploring how mentors and mentees navigate expectations over time, the article sheds light on the dynamic nature of mentorship and the importance of adaptability and flexibility in mentoring practices.

Link

[https://scholarscompass.vcu.edu/cgi/viewcontent.cgi?article=1540
&context=jstae](https://scholarscompass.vcu.edu/cgi/viewcontent.cgi?article=1540&context=jstae)



Topic Discussion

Discuss Expectations

Think about what you can do
if the other person's
expectations do not match
yours, and discuss this with
each other.

Activity: *Artwork about expectations*

Purpose: *Explore expectations*

Participants: *Two/ small group*

Time: *60- 90 minutes*

Artwork

Prepare some creative materials, such as paper, markers, paint, clay, and magazines.

With this material, both create a conceptual work of art that represents your expectations.

You only get **10 minutes** for this.

The other person must look for the link between your conceptual artwork and the expectation of mentoring.

In a group, everyone creates a work of art and works in pairs to look for the link.



Collaboration Activity 5

Negotiation

Discuss Expectations

Case-Study Exercise

Discuss Expectation

Participants: *Two or four*

Time: *60- 90 minutes*

Situation:

Maria, a new employee, has been assigned to John, an experienced mentor. Maria is eager to learn and advance quickly. However, after a few weeks, Maria feels that the mentoring sessions are not structured and she is unsure about what is expected from her. John notices Maria's growing frustration and wants to address it in their next session.

Question to solve:

How can John set clear expectations and establish a more structured mentoring relationship with Maria?

Materials to use:

- Case study handout
- Whiteboard or flip chart
- Markers
- Notepads for mentors to jot down thoughts





Discuss Expectations

Nedra Glover Tawwab – Your 3-step guide
to setting better boundaries at work

„Here are a few strategies from relationship therapist and author
Nedra Glover Tawwab that can help you feel more empowered
and less overwhelmed, both on and off the job.“

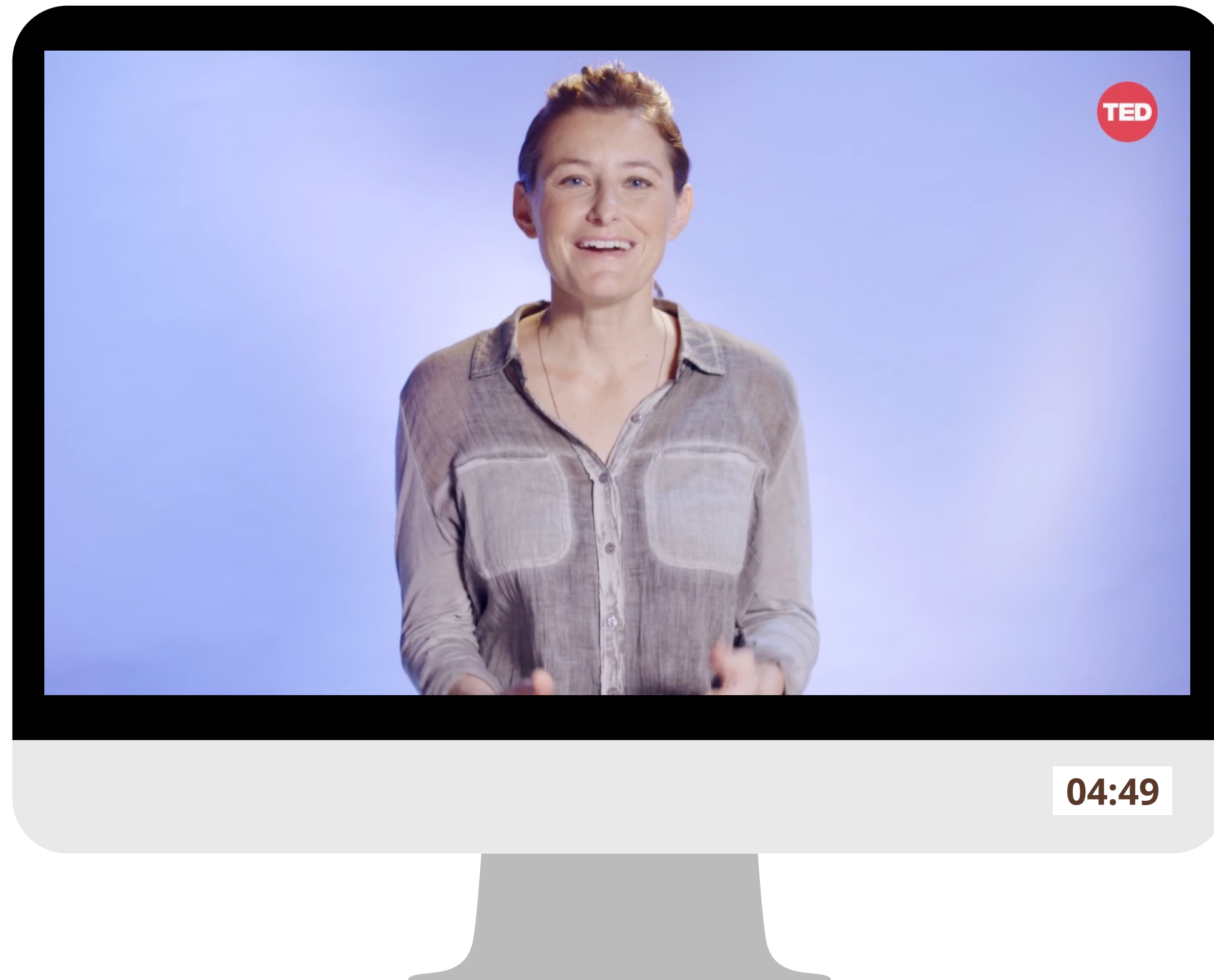
WATCH NOW



Link

https://www.ted.com/talks/nedra_glover_tawwab_your_3_step_guide_to_setting_better_boundaries_at_work?utm_campaign=teds_pread&utm_medium=referral&utm_source=tedcomshare

06:11



Discuss Expectations

LeeAnn Renninger – The secret to giving great feedback

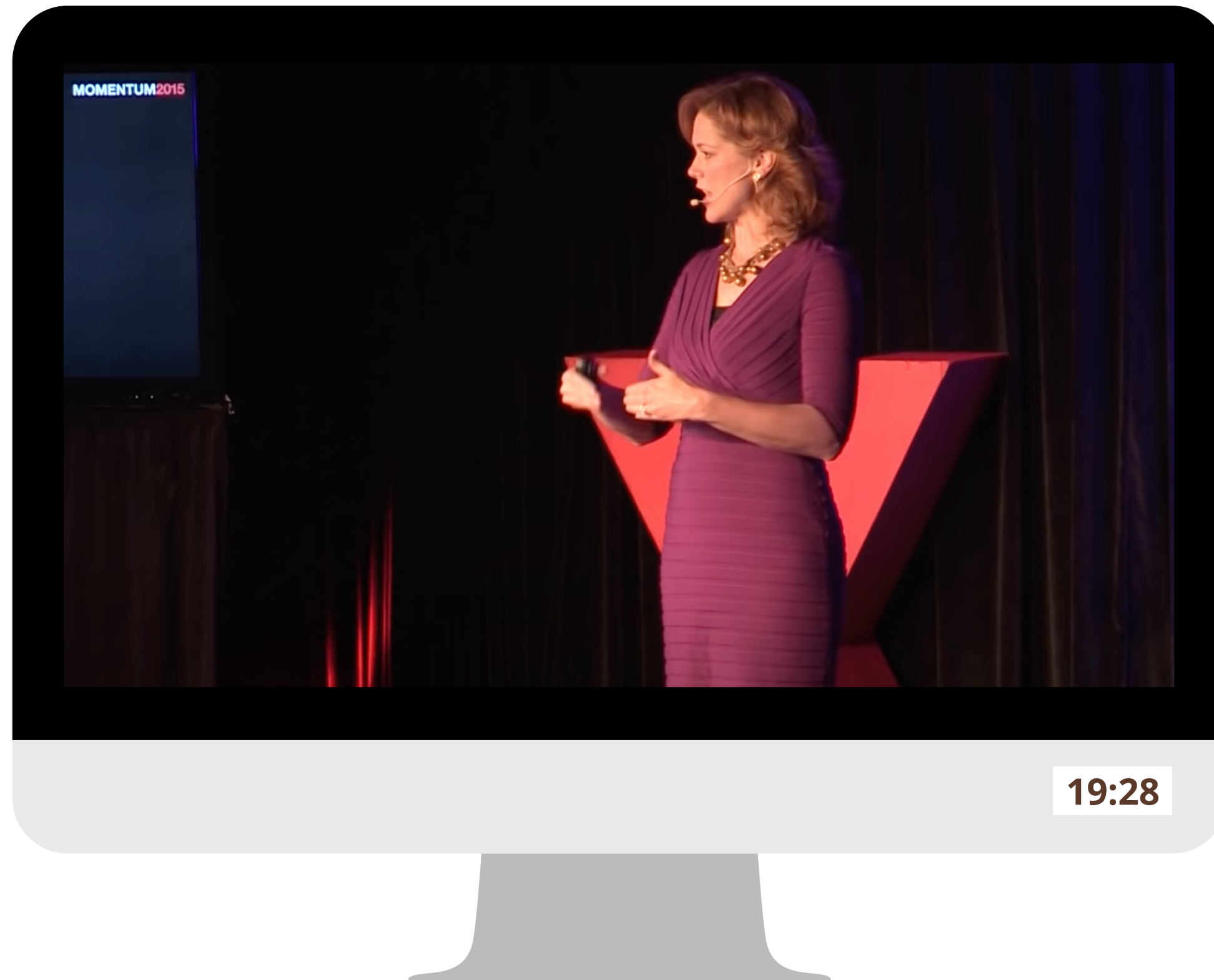
„Humans have been coming up with ways to give constructive criticism for centuries but somehow we're still pretty terrible at it. Cognitive psychologist LeeAnn Renninger shares a scientific method for giving effective feedback.“

WATCH NOW



Link

https://www.ted.com/talks/leeann_renninger_the_secret_to_giving_great_feedback?utm_campaign=tedsbread&utm_medium=referral&utm_source=tedcomshare



Discuss Expectations

Sheila Heen – How to use others' feedback to learn and grow

„Efforts to enhance learning often focus on teaching feedback skills, but Heen suggests a shift in perspective. She emphasizes the importance of receiving feedback, since it is a valuable tool for improving performance and relationships, even if poorly delivered, to drive growth within organisations.“

WATCH NOW 

Link
https://youtu.be/FQNbaKkYk_Q?si=0ebugztdbeg_aMu1

03 Define Strategy



DEFINE STRATEGY

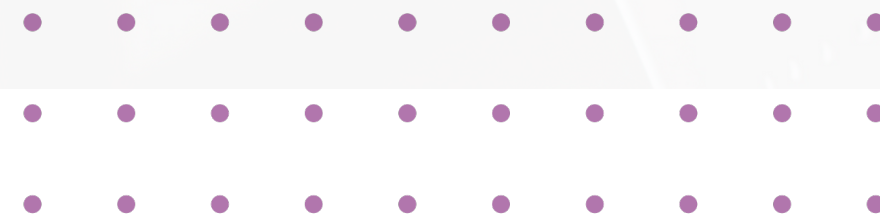
Mentoring is all about working together!

Effective mentoring depends on the mentor and mentee having a great relationship and evolving together over time. It is not only a set of guidelines but rather a dynamic strategy that involves setting goals, providing guidance, and adapting to individual needs.

The goal is to ensure that the mentee grows and develops in a way that feels meaningful to them.



The mentoring strategy is not just about reaching predetermined outcomes but also about nurturing a process-oriented approach in which both mentor and mentee learn, grow, and evolve together.



Key Components of a Mentoring Strategy

- **Establishing Clear Objectives:**

The first step in developing a mentoring strategy is to clarify the mentee's goals and identify specific areas where guidance is needed.

- **Building Trust and Rapport:**

Create an open and trusting environment where the mentee feels comfortable sharing their challenges, aspirations, and concerns.

- **Active Listening:**

Listen attentively to the mentee's thoughts, ideas, and questions.

- **Asking Powerful Questions:**

Mentors can leverage open-ended questions to stimulate mentees' reflection, critical thinking, and self-discovery.

- **Providing Constructive Feedback:**

Feedback should be specific, actionable, and focused on behaviours rather than personal attributes.

- **Sharing Personal Experiences:**

Share relevant anecdotes, experiences, and lessons from your journey to illustrate concepts and provide practical insights.

- **Encouraging SMART Goals Setting:**

Help the mentee set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and develop action plans to work toward their objectives.

- **Offering Guidance, Not Solutions:**

Rather than dictating solutions, mentors should guide mentees in exploring potential answers independently.

- **Celebrating Achievements:**

Recognising and celebrating each step forward motivates and builds the mentee's confidence.

- **Adapting to Individual Needs:**

Tailor your mentoring approach to suit the mentee's learning style, personality, and specific goals.

Case Study

Define Strategy

Holacracy in Zappos

Zappos is an online shoe retailer known for its distinctive and innovative culture. One of Zappos' most recognised practices is its adoption of a management model called 'Holacracy'. This decentralised organisational model focuses on self-organisation and the distribution of decision-making power to all employees rather than concentrating it on a limited number of managers.

Holacracy transforms Zappos into an organisation without traditional hierarchies, where decisions are made collaboratively through a set of defined roles and structured meetings. Each employee has a specific and autonomous role within the organisation and is empowered to make decisions related to that role. This fosters a more flexible, accountable and dynamic working environment.

Link for Reference:

<https://qz.com/work/1776841/zappos-has-quietly-backed-away-from-holacracy>



Suggested Reading

The Relationship between Employee Commitment to Strategy Implementation and Employee Satisfaction



The article explores the relationship between employee commitment to strategy implementation and employee satisfaction in the mobile telecommunications industry in Nigeria. It focuses on the positive effect that a high level of employee engagement can have on employee satisfaction. The article highlights the importance of engaging employees in the company's strategy to improve their satisfaction and, consequently, the company's overall performance.

Link

<https://trends.fbm.vutbr.cz/index.php/trends/article/view/trends.2018.31.45>



Topic Discussion

Define Strategy

As a mentor, you should be open to the magic of mentoring; how do you feel about that?

Activity: *Positive gossip*

Purpose: *Provide positive feedback*

Participants: *Three/ group of triples*

Time: *120-180 minutes*

Positive Gossip

The purpose of positive gossip is to learn to receive constructive feedback.

1. Form groups of three and think of each person's three strongest points in the way the other collaborates/does their work.
2. Then, two of the three people gossip with each other about the third person's strengths. The third person may only watch, listen and take notes. The roles are switched so that eventually everyone gets a turn.



Collaboration Activity 6

Negotiation

Define Strategy



Define Strategy

Julian Treasure – How to speak so that
people want to listen

„In this useful talk, the sound expert Julian Treasure demonstrates the how-tos of powerful speaking – from some handy vocal exercises to tips on how to speak with empathy. A talk that might help the world sound more beautiful.“

WATCH NOW



Link

https://www.ted.com/talks/julian_treasure_how_to_speak_so_that_people_want_to_listen?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare

09:45

Case-Study Exercise

Define Strategy

Participants: *Two or four*

Time: *90-120 minutes*

Situation:

Sarah is a software engineer with 5 years of experience at a mid-sized tech company. She has recently expressed interest in transitioning to a leadership role within the next 1-2 years. As her mentor, you want to set a strategy to guide her through this career transition effectively.

Question to solve:

How can you support Sarah in achieving her goal, considering her current skills, aspirations, and potential challenges?

Materials to use:

- Self-Assessment Tools
- Case Studies and Examples
- Goal Setting Worksheet





This online course has been designed following the RestART Europe's **Mentor's Toolkit**.

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01

Understanding and Building Relationship between Mentors and Mentees

Module 1: Preparation

Module 2: Negotiation

Module 3: Growth

Module 4: Closure & Ethical Conduct

MODULE 3

GROWTH



01

Working Towards Goals.....5

02

Mentoring Boundaries.....15

Aim: Participants will explore strategies for personal and professional development. The set of exercises will help to work towards goals effectively and establish healthy boundaries in mentorship relationships. This module empowers mentees to embrace growth opportunities and advance their entrepreneurial journey.

Content: The module comprises various components, including readings, case studies, discussions, videos, and additional resources.



Approximate Time: 66 minutes (that doesn't include reading of additional materials)

01 Working Towards Goals



WORKING TOWARDS GOALS

Discuss purpose and meaning with your mentees.

In mentoring, the journey towards achieving goals is just as important as the goals themselves. That is why the **SMART goal-setting framework** is a great tool for mentors to help their mentees create specific and achievable goals.

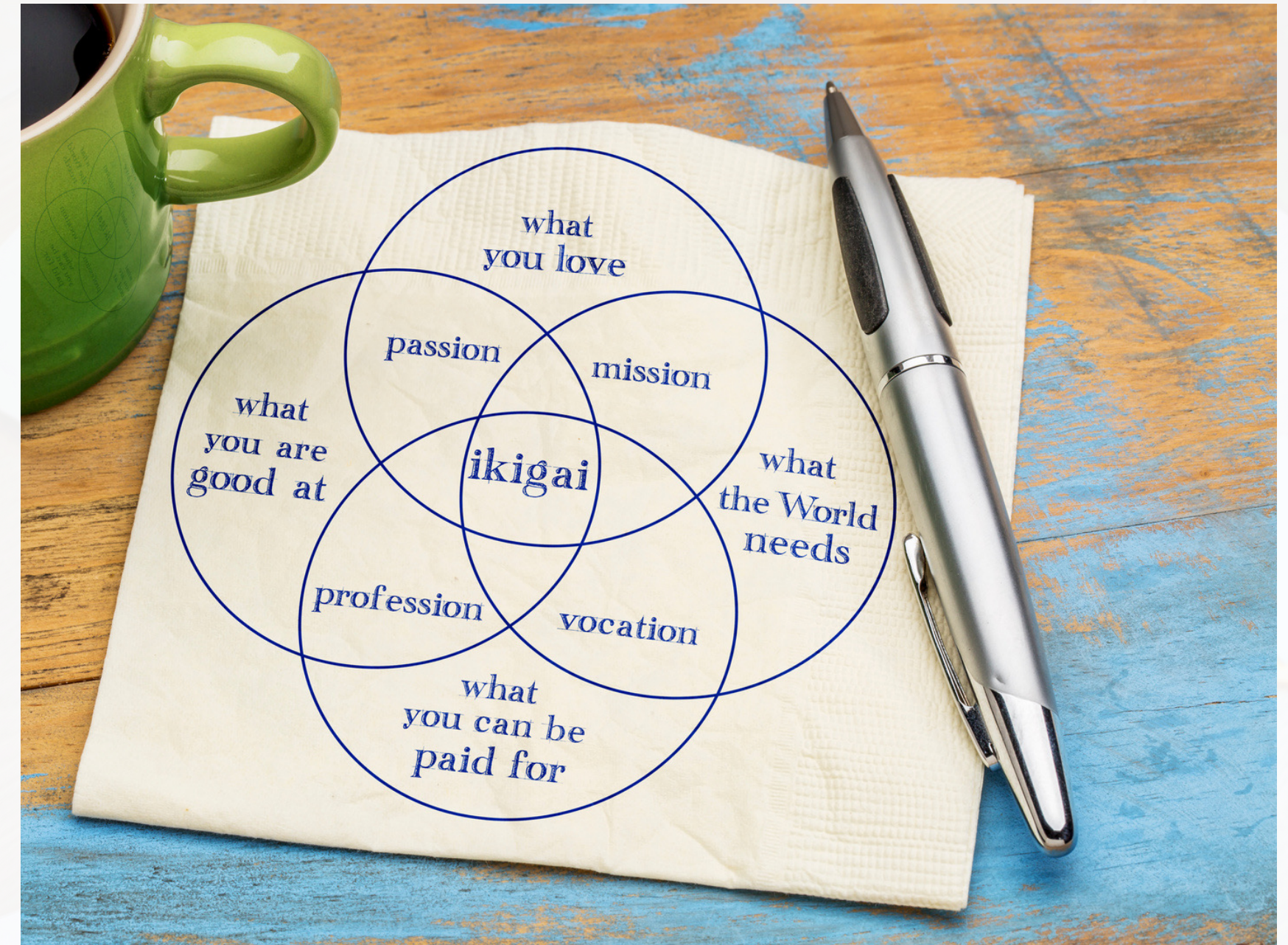
- **Specific:** Goals should be clear and well-defined. Questions such as "What do I want to accomplish?" and "Why is this goal important?" help refine the focus of the goal.
- **Measurable:** Establishing criteria for measuring progress ensures that the mentee can track and recognise when goals are achieved.
- **Achievable:** Goals must be realistic and attainable within the mentee's current context.
- **Relevant:** The goals should align with broader life objectives.
- **Time-bound:** A timeframe creates a sense of urgency and a timeline for achieving goals.



As mentors and mentees, working together to define their goals means that you create a path that leads to achievement, self-discovery, and purpose.

The Japanese concept of Ikigai can serve as a complementary guide, offering depth and richness to the journey of personal and professional development.

Ikigai introduces a layer of introspection and personal fulfilment that brings meaning and satisfaction to life; it is the intersection of the aspects of life: mission, vocation, profession, and passion.



You can use the **Smart Goal Setting, IKIGAI: Finding Purpose in Life and Feed Forward** tools [in the Toolkit](#) to empower your mentee to define and set their goals.

Case Study

Working towards Goals

Google's OKR Approach to Setting Goals

Google is famous for its approach to goal management known as Objectives and Key Results (OKR). With this system, each employee sets his/her/their own goals (Objectives) and key results (Key Results) that measure progress towards those goals. Employees are encouraged to share their OKRs with colleagues, facilitating transparency and collaboration within the organisation.

Link for Reference:

[https://businessmap.io/okr-resources/okr/google-okr#:~:text=So%20let's%20take%20a%20look,\(bottom%2Dup%20approach\).](https://businessmap.io/okr-resources/okr/google-okr#:~:text=So%20let's%20take%20a%20look,(bottom%2Dup%20approach).)



Suggested Reading

Employee involvement in organisations:
Benefits, challenges and implications



The article explores the benefits, challenges and implications of employee involvement in organisations. Benefits such as quality improvement, increased employee engagement and acceptance of decisions through a sense of 'ownership' are discussed. Challenges include resistance to change and the need to manage expectations. Implications relate to organisational culture and performance. The importance of continuous training to develop skills necessary for active employee engagement is emphasised.

Link

<https://goo.su/gNNjjN>



Topic Discussion

Working towards Goals

When determining a goal, people often start with a dream. What are your experiences with your dreams, and have they led to achieving a goal?

Activity: *Observing exercise*

Purpose: *Awareness about goal setting*

Participants: *Mentor with mentee or group of mentees*

Time: *180 minutes*

Observing:

Choose a space with a lot to see. Instruction: "Look and/or walk around this room for 30 seconds. I will ask you questions about this afterwards."

Have the mentee(s) come back after 30 seconds and have them close their eyes and ask a few questions, such as:

- How many things were yellow?
- How many people have you seen wearing sneakers?
- What is the colour of my bag?
- What objects have you seen that are related to a profession?
- What was the most beautiful thing you saw? What was the ugliest?

Have them answer out loud: the answers will vary widely and will often be wrong. Let them open their eyes again and discuss.

Discussion:

- How come you don't know the answers?
- What would have happened if the assignment had been: "How many yellow things do you see in this room?" Then you would have had a goal, and you could have achieved that goal. Maybe you wouldn't have found all the yellow things, but at least a lot more than now.

Conclusion:

If you set a goal in advance, you will achieve much more. A goal provides direction and energy.



Collaboration Activity 7

Growth

Working towards goals

Case-Study Exercise

Working Towards Goals

Participants: *Two or four*

Time: *60- 90 minutes*

Situation:

Sarah is a marketing manager at a digital advertising agency. She has been feeling overwhelmed lately due to the increasing demands of her role, and she's struggling to prioritize tasks effectively. She knows she needs to set clear goals to regain focus and productivity.

Question to solve:

How can Sarah use the SMART goal-setting framework to prioritize tasks, regain focus, and increase productivity in her role as a marketing manager?

Materials to use:

- Pen and paper or digital note-taking device
- SMART goal-setting worksheet or template
- Relevant performance data and task lists (if available)





Working Toward Goals

Keiana Cavé – The Art of Goal Setting

"Keiana Cavé talked about her ideology of not setting SMART goals. She advocates dreaming big to not limit yourself. To change the world, sometimes you have to be unrealistic."

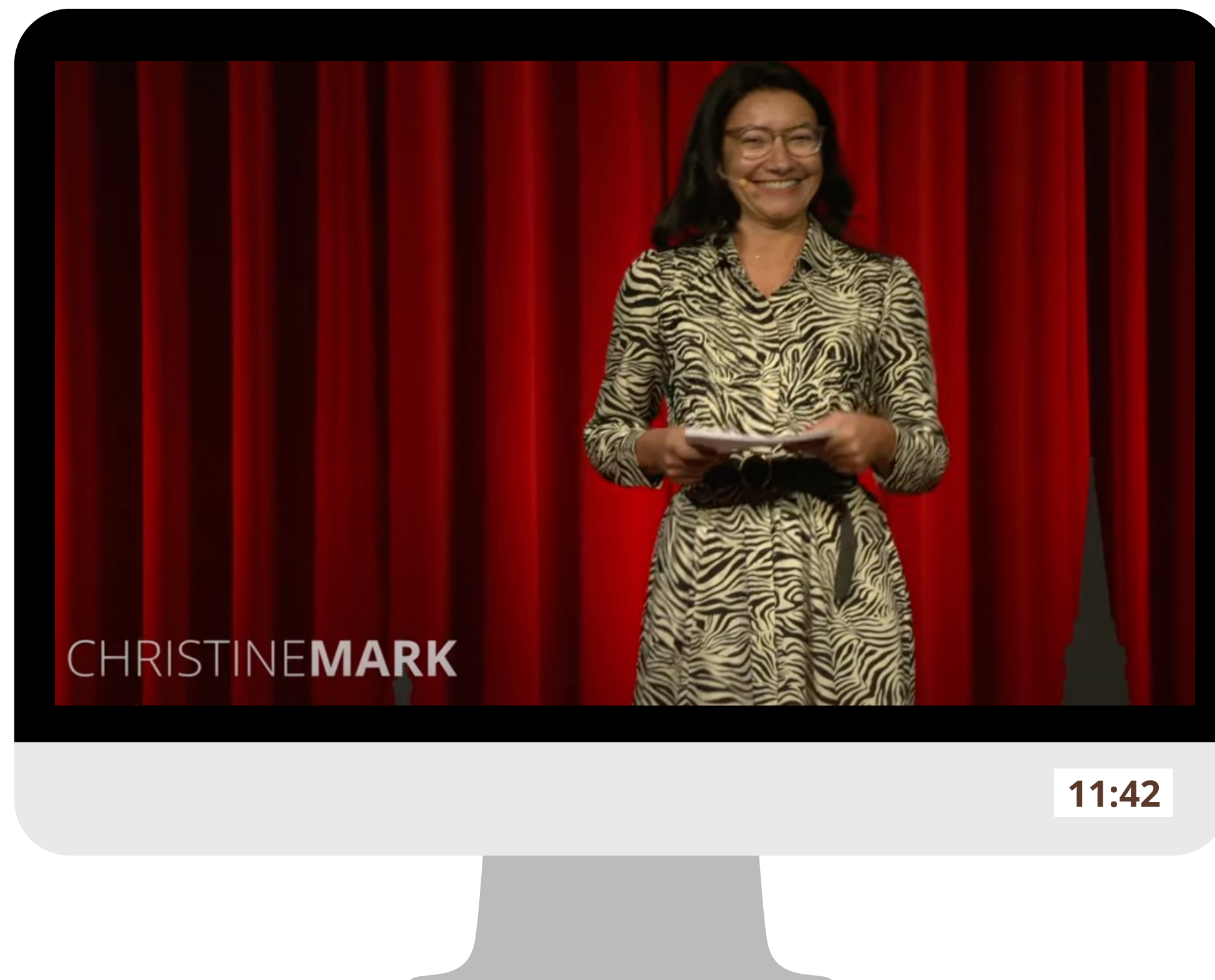
WATCH NOW



Link

https://www.ted.com/talks/keiana_cave_the_art_of_goal_setting

14:57



Working Toward Goals

Christine Mark – Stop Being Realistic: SMART Goals Don't Get us Women Anywhere

"Christine Mark will explain why women should stop being realistic and why they should think big and dream big! Her mission is to inspire and accompany women to create their professional life the way they want it."

WATCH NOW



Link

<https://www.youtube.com/watch?v=LfW69z0p1Do>

02 Mentoring Boundaries



MENTORING BOUNDARIES

Discuss purpose and meaning with your mentees.



Setting boundaries in a mentorship is essential for establishing a framework of respect, focus, independence, and professionalism that enables both of you to maximise the benefits of the mentorship experience.

This includes defining topics that are within the scope of discussion, setting limits on the mentor's availability and involvement, and identifying any sensitive or confidential information that should be handled with discretion.

Here are some steps you can follow to set boundaries:

- Reflect on each other's needs
- Identify key areas
- Communicate openly
- Be specific and clear
- Listen actively
- Document the agreements
- Review and adjust as necessary

Tawwab, N. G. (n.d.). Your 3-step guide to setting better boundaries at work [Video]. TED Talks.
https://www.ted.com/talks/nedra_glover_tawwab_your_3_step_guide_to_setting_better_boundaries_at_work?language=en

Case Study

Roles of a mentor

The Intesa Sanpaolo Mentoring Academy

The Intesa Sanpaolo Mentoring Academy is a formal mentoring program set up in 2014 to transfer the knowledge and experience of seniors to juniors, fostering professional growth and the development of interpersonal relationships within the company.

Type of mentoring

- Individual mentoring: a senior mentor accompanies a junior mentee for a defined period of time, offering personalised support and advice.
- Group mentoring: a senior mentor facilitates a group of junior mentees, encouraging the sharing of experiences and mutual growth.

Link for Reference:

<https://group.intesasanpaolo.com/it/sezione-editoriale/eventi-progetti/tutti-i-progetti/educazione/2021/11/yep-young-women-empowerment-program-3-edizione>



Suggested Reading

Workplace mentors: demands and benefits

The article discusses the impact of being a mentor in the workplace, focusing on the demands and benefits for those in this role. Using data from eight mentors involved in a guided learning program in the workplace, the text highlights that, although mentors recognised the effectiveness of mentoring, they experienced considerable demands and challenges.

Link

<https://www.emerald.com/insight/content/doi/10.1108/13665620310468441/full/html>





Topic Discussion

Mentoring Boundaries

Do you experience differences between men and women when it comes to setting boundaries?
What differences do you see?

Activity: *Exercise about boundaries*

Purpose: *Discuss mentoring boundaries*

Participants: *Two*

Time: *60-120 minutes*

Exercise about boundaries :

Together, think of a topic on which you and the mentee disagree.

Take turns using the following sentences about the topic you have agreed on.

- I think that..., my position is that...(give opinion)
- I believe that..., my belief is that... (proclaiming the truth)
- I would like that ..., my wish is that ... (state goal)
- I block by ..., what stops me is (naming my own obstacle)
- What I need is..., my question is..... (express need)
- I think it's important that for me it's all about... (sound criterion)
- I don't know... (revealing inability)

After saying these sentences, discuss the effect on your boundaries.



Collaboration Activity 8

Closure and Ethical Conduct

Evaluate Results

Case-Study Exercise

Mentoring Boundaries

Participants: *Two or four*

Time: *60- 90 minutes*

Situation:

You are a mentor in a professional development program for young entrepreneurs. One of your mentees, Sarah, has been reaching out to you frequently outside of your scheduled mentoring sessions. She sends emails late at night and texts on weekends asking for advice on various business matters, including things that are not directly related to the program. While you want to support Sarah's growth, you also need to establish clear boundaries to maintain a healthy work-life balance and ensure that your time is respected.

Question to solve:

How can you effectively communicate and enforce boundaries with Sarah while still providing valuable support and guidance as her mentor?

Materials to use:

- Communication Guidelines
- Sample Scripts





34:39

Mentoring Boundaries

How to Be a Better Human – How to set boundaries and find peace

"A podcast with Chris Duffy and Nedra Glover Tawwab, the author of the best-selling book Set Boundaries, Find Peace: A Guide to Reclaiming Yourself, about setting boundaries."

WATCH NOW



Link

<https://link.chtbl.com/JktMB60M>



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DOWNLOAD





01

Understanding and Building Relationship between Mentors and Mentees

Module 1: Preparation

Module 2: Negotiation

Module 3: Growth

Module 4: Closure & Ethical Conduct

MODULE 4

CLOSURE & ETHICAL CONDUCT



Aim: Through discussions and practical exercises, mentors will gain insights into assessing the mentoring process outcomes, leveraging empowerment and shared experiences for growth, navigating conflicts of interest, and fostering collaborative relationships built on trust and integrity.

Content: The module comprises various components, including readings, case studies, discussions, videos, and additional resources.



Approximate Reading Time: 90 minutes (that doesn't include reading of additional materials)

01

Evaluate Results.....5

02

Empowerment &
Share Experiences.....14

03

Conflict of Interest.....22

04

Healthy Collaboration.....31

01 Evaluate Results



EVALUATE RESULTS

Evaluation in mentorship is a necessary step to understanding the journey's impact. It involves reflective recognition of the milestones achieved and the challenges faced throughout the various stages of the mentorship. The evaluation can be made for each phase of the mentoring process:

- In the **Preparation Phase**, you can evaluate:
 - The strength of the initial connection and the comfort level in communication.
- In the **Negotiation Phase**, you can evaluate:
 - The goals outlined and the follow-ups conducted, the effectiveness of the mentoring plan and how well it was adapted to address evolving needs.



- In the **Growth Phase**, you can reflect on:
 - The new skills, knowledge, and positive behaviour the mentee has acquired towards their goals and achievements.
- In the **Closure Phase**, you can evaluate:
 - Completion of key projects or steps in the mentee's career progression, the mentorship experience from both perspectives and the final outcomes with the initial objectives set for the relationship.



Another step in evaluating the mentoring process is assessing the skills acquired during the mentoring process. These could include technical skills, soft skills, or other abilities relevant to the mentee's goals. An example of skills could be:

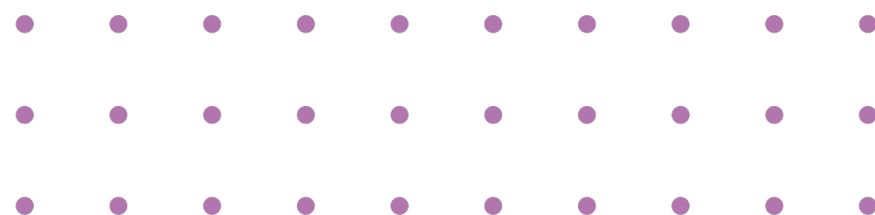
- Building And Nurturing Teams
- Effective Communication
- Innovative Thinking
- Driving Impact
- Taking Initiative
- Encouraging Inclusion And Diversity
- Emotional Intelligence
- Adaptability

You can use the **Evaluation Report, Skills Checklist, and Feedback Session tools** in the Toolkit to evaluate the results.

Finally, concluding with a dedicated feedback session is a great idea to reflect on the mentorship process. You to share and discuss:

- **Achievements:** Celebrating the goals attained and milestones reached.
- **Challenges:** Discuss the obstacles encountered and strategies used to overcome them.
- **Learnings:** Reflecting on the knowledge gained and the insights developed.
- **Growth:** Recognizing the personal and professional advancements.
- **Future Plans:** Looking ahead to see how the mentee will apply what they have learned and set new goals.

The feedback session will be an opportunity to acknowledge the journey, understand its value, and set the direction for the mentee's future endeavours.




Bell, C. R., & Goldsmith, M. (2013). *Managers as mentors: Building partnerships for learning*. Berrett-Koehler Publishers.

Renninger, L. (n.d.). *The secret to giving great feedback* [Video]. TED Talks.
https://www.ted.com/talks/leeann_renninger_the_secret_to_giving_great_feedback?language=en

Case Study

Evaluate Results



Barilla Employee Resource Group (ERG) will promote diversity and inclusion in the company. ERGs are interest groups formed by employees who are committed to creating a more inclusive working environment and valuing diversity. These groups offer employees the opportunity to share their experiences and evaluate the results, promoting open dialogue and a more inclusive corporate culture.

A key element of this process is the organisation of focus groups, which allow employees to come together and discuss relevant issues, both work-related and personal. For example, during the COVID-19 pandemic, focus groups were used to identify employees' needs and provide support during difficult times, such as working from home during school closures.

Link for Reference:

<https://www.barillagroup.com/it/storie-home/storie/alla-scoperta-degli-erg-barilla/>

Suggested Reading

Using Focus Groups for Program Planning and Evaluation

This article examines the use of focus groups to evaluate the results of health-related programs. It focuses on assessing the advantages and disadvantages of using focus groups with school-age children for program planning and evaluation. It also provides guidelines on how to conduct focus groups effectively in order to maximise benefits and obtain meaningful results.

Link

<https://journals.sagepub.com/doi/abs/10.1177/10598405080240020401>





Topic Discussion

Evaluate Results

Looking back, what element of the mentoring process was most meaningful to you?

Activity: *Creative exercise*

Purpose: *Evaluate the impact of mentoring*

Participants: *Two or small group*

Time: *60-120 minutes*

Write a Haiku

- Write a Haiku about the impact of the mentoring process.
- A haiku is a poem of three lines with 5, 7 and 5 syllables. It doesn't have to rhyme.

Tips

- Stick to the 5/7/5 pattern
- Make your haiku as sensory as possible
- Ensure that your English is fluent
- Provide a twist

Example

- Mentor's guidance flows,
- Wisdom shared in whispers soft,
- Paths to growth unfold.



Collaboration Activity 9

Closure and Ethical Conduct

Evaluate results

02 Empowerment & Share Experiences



EMPOWERMENT & SHARE EXPERIENCES

The Power of Empowerment

Empowerment through mentorship is a journey of self-discovery for mentees. It involves inspiring them to realise their potential and see beyond their limitations. The focus is not on providing them with a ready-made solution for success but on equipping them with the tools and confidence to build their own paths. This approach helps them unlock doors to opportunities they may have previously thought were out of reach.

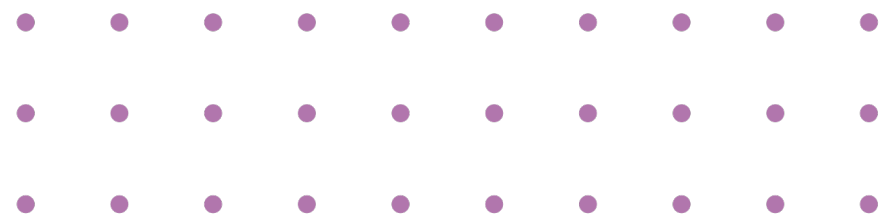
The Significance of Shared Experiences

Sharing experiences is more than just talking about them. It creates a sense of connection and community and fosters a spirit of learning and togetherness where mentors and mentees can celebrate successes and navigate setbacks together. This shared narrative imparts valuable lessons and reinforces that no one is alone on their journey.

Looking Forward

You and your mentees are encouraged to continue sharing stories, seeking empowerment, and approaching future endeavours with a strong foundation for growth and success.

You can use the **Positioning Grid, Empowering Collage, and Reflective Journaling tools** in the Toolkit to facilitate the sharing of journey experiences and seek ways to continue empowering your mentee.



Case Study

Empowerment and Share Experiences

Artist Residency at the MacDowell Colony

The MacDowell Colony, a prestigious artist residency program in New Hampshire, provides artists with uninterrupted time and space to work on creative projects. In addition to individual studio spaces, the residency includes group meals, presentations, and informal gatherings where resident artists share their experiences and collaborate on projects. Through shared meals and conversations, artists exchange ideas, offer feedback, and build community, enriching their artistic practice through collective learning and collaboration.

Link for Reference:

<https://resartis.org/listings/macdowell/>



Suggested Reading

Understanding Leadership And Empowerment In The Workplace



This reading emphasises the importance of employee empowerment in modern organisations, highlighting the role of leaders in motivating and engaging employees. The research examines how a sense of empowerment influences employees' perceptions of their leader. A correlation is found between employees' opinion of the leader and their degree of empowerment, except in the decision-making process.

Link

<https://core.ac.uk/download/pdf/328025281.pdf>



Topic Discussion

Empowerment & Share

Do you think that embracing vulnerability is a source of strength and leads to trust and empowerment?

Activity: *Empowerment exercise*

Purpose: *Become a designer of your own life*

Participants: *Mentor with mentee(s)*

Time: *60-120 minutes*

Exercise: The lighthouse

A lighthouse shows us the way and helps you to safely orient where you need to go. Draw a lighthouse. That lighthouse includes 8 questions that can be discussed individually and/or in groups:

- What gives you something to hold on to?
- Who gives you something to hold on to?
- What gives you security?
- Who gives you safety?
- Where do you see light?
- What exactly is it that gives light?
- What is your orientation?
- What in your life is as motionless and stable as a fire peer?



Collaboration Activity 10

Closure and Ethical Conduct
Empowerment & Share

Case-Study Exercise

Empowerment & Share Experiences

Participants: *Two or four*

Time: *60- 90 minutes*

Situation:

You are a mentor to a young professional who recently joined your company. They have shown great potential but are struggling with self-confidence and setting ambitious career goals. You have been mentoring them for the past 6 months, focusing on building their skills and confidence.

Question to solve:

How can you further empower your mentee to set ambitious career goals and achieve them?

Materials to use:

- Whiteboard or flip chart
- Markers
- Sticky notes
- Handouts with goal-setting frameworks (optional)





14:47

Empowerment and Share Experiences

Maureen Devine-Ahl – Why Empowering
Women is Failing Women

„Maureen Devine-Ahl discusses how we need to not just empower
women but we need to prioritise them.“

WATCH NOW



Link

https://youtu.be/nXWeVsz7zyo?si=4lgKEbkI6bAfUew_

03 Conflict of Interest



CONFLICT OF INTEREST

Conflicts of interest happen in mentorship when personal, professional, or financial interests affect the mentor or mentee's dedication to the mentoring relationship's goals. Such conflicts are not necessarily wrong, but they should be handled with care to maintain the integrity of the mentorship.

To manage potential conflicts of interest in this journey, certain measures can be taken:

Identify Potential Conflicts: Outline common scenarios where conflicts of interest might arise in mentorship, like financial benefits, competition, personal relationships, etc.

Open and transparent communication: Establish clear expectations and boundaries with your mentee and discuss any potential or actual conflicts of interest that might arise during the journey.

Seek Feedback and Guidance: If you have doubts or questions about handling a conflict of interest, consult with others. You can also listen to the concerns and opinions of all parties involved, including your mentee, in order to find a mutually acceptable solution.



Avoid or minimise conflicts:

As a mentor, avoid activities or behaviours that might create or worsen conflicts of interest and personal gain. Respect your mentee's privacy, and don't share confidential information.

Review and revise your mentoring relationship:

You should not assume that your mentoring relationship will stay the same throughout its duration. Be prepared to adapt to any changes in your situation, such as your role, responsibilities, or interests.

Terminate or refer your mentorship relationship:

End an unethical, unprofessional, or harmful mentoring relationship. Let your mentee exit if they feel uncomfortable, dissatisfied, or conflicted with your mentoring.



**What are the best ways to manage conflicts of interest as a mentor? (n.d.). <https://www.linkedin.com/advice/0/what-best-ways-manage-conflicts-interest-your>
Ariely, D. (n.d.). Beware conflicts of interest [Video]. TED Talks. https://www.ted.com/talks/dan_ariely_beware_conflicts_of_interest?hasSummary=true*

Case Study

Conflict of Interest

Arts Council England's Mentoring Scheme

Arts Council England administers a mentoring scheme that pairs emerging artists and arts administrators with experienced professionals in the arts sector. To prevent conflicts of interest, the council has developed guidelines for mentors and mentees participating in the scheme. Mentors are selected based on their expertise and track record in the arts, and they are required to disclose any personal or financial relationships with mentees. Mentees are also encouraged to maintain open communication with their mentors and to seek guidance on ethical considerations in mentorship relationships.

Link for Reference:

<https://www.artscouncil.org.uk/media/20030/download?attachment>



Suggested Reading

Best Practices for Mentoring in Arts Entrepreneurship Education: Findings From a Delphi Study



This insightful research delves into the nuanced role of mentoring in arts entrepreneurship education, exploring its effectiveness as a pedagogical approach and its potential conflicts. In particular, it presents the findings of a multiphase Delphi procedure involving eleven established arts entrepreneurship educators.

Link

<https://journals.sagepub.com/doi/abs/10.1177/2515127420964120>



Topic Discussion

Conflicts of interest

Conflicts of interest are almost unavoidable, so they are an essential topic of discussion.

Activity: *Conflict of Interest scenarios*

Purpose: *Discuss conflicts of interest*

Participants: *Mentor with mentee(s)*

Time: *60-90 minutes*

Discuss with your mentee(s) scenarios that represent different conflicts of interest in mentoring relationships. Examples of these scenarios:

- A mentor is also the direct supervisor of the mentee.
- The mentor has a close personal relationship with a family member of the mentee.
- Mentor benefits financially from the decisions or actions of his mentee.
- The mentor competes with his mentee for the same promotion or opportunity.
- The mentor has an interest in promoting his own agenda rather than supporting the mentee's goals.

Discuss these situations with the mentee or divide the group of mentees into small groups and assign each group one or more scenarios to analyse.

Assign each group to discuss the following points:

- Identify the potential conflicts of interest present in the scenario.
- Discuss the implications of these conflicts on the mentoring relationship and mentee development.
- Have them indicate what they would do in such a situation.



Collaboration Activity 11

Closure and Ethical Conduct

Conflict of Interest

Case-Study Exercise

Conflict of Interest

Situation:

You are a mentor in a professional development program for young entrepreneurs. One of your mentees is developing a startup in the same industry where your spouse works. You have a good relationship with your spouse's company, and they are potential customers for your mentee's startup.

Question to solve:

How can you navigate this situation to avoid or minimize conflicts of interest while continuing to provide valuable mentorship to your mentee?

Materials to use:

- Code of Conduct or Ethics Guidelines
- Case Studies and Legal Precedents
- Mentorship Agreement Template





05:20

Conflict of Interest

Conflict of Interest | Concepts Unwrapped

„Conflict of interest arises when we have incentives that conflict with our professional duties and responsibilities in ways that cause harm to others and society. The video introduces the complex ethical topic of Conflict of Interest in an accessible way. „

WATCH NOW



Link

<https://youtu.be/aQpZnIWk9As?si=bWL0xT60osH9dMsm>

04 Healthy Collaboration



HEALTHY COLLABORATION

At the heart of every successful mentorship is the principle of collaboration—not competition or appropriation.

Collaboration is essential for innovation. When mentors and mentees work together, they combine their knowledge, skills, and experiences, resulting in something greater than the sum of its parts. This combination accelerates personal and professional growth and promotes a culture of mutual respect and shared success. Collaboration creates a space where ideas can grow, challenges can be tackled collectively, and achievements can be celebrated together.

Some benefits of collaboration could be:

- Access to Diverse Perspectives
- Knowledge Sharing and Learning Opportunities
- Emotional Support and Motivation
- Expanded Networks and Opportunities
- Growth from both sides

Creating a **collaborative environment** is also important to avoid competition and requires intentional actions and attitudes from both mentors and mentees:

- Embrace open-mindedness
- Encourage teamwork
- Practice empathy



HEALTHY COLLABORATION

In a mentorship relationship, it is important to understand and respect **intellectual property (IP)** since both parties will be working together frequently. It refers to ideas, discoveries, and creative works that deserve recognition and protection.

Misusing someone's IP can cause trust issues, legal problems, and harm professional reputation.

Thus, it is important to:

- Clearly define who owns what
- Give credit where it's due
- Seek permission and negotiate



**Dubey, P. (2023, January 30). The importance of collaboration in the Mentor-Mentee relationship. MentorCruise. <https://mentorcruise.com/blog/the-importance-of-collaboration-in-the-mentor-mentee-relationship-f8fce/>*

The power of collaboration and mentorship - FasterCapital. (n.d.). FasterCapital. <https://fastercapital.com/topics/the-power-of-collaboration-and-mentorship.html>



ALWAYS REMEMBER

As we conclude, it is important to remember that mentorship in artistic careers requires adaptability and sensitivity to each mentee's unique circumstances. **Sometimes, mentees may struggle to apply suggested strategies due to differences in socioeconomic context, network, individual personalities, or neurodivergence.**

In such cases, **mentors should not give up but instead, explore new strategies to achieve common goals.** Recognising these individual differences, offering empathetic support, and engaging in creative problem-solving can lead to more effective and meaningful mentoring relationships.

Case Study

Healthy Collaboration

Googler-to-Googler

Google, known for its innovative approach to workplace culture and employee development, implemented a unique mentoring program called "Googler-to-Googler" (G2G). The program emphasises collaboration and knowledge sharing among employees. The G2G program at Google pairs experienced employees ("Googlers") with newer hires or those seeking guidance. Unlike traditional mentoring programs that may have a hierarchical structure, G2G encourages peer-to-peer learning and collaboration across different teams and departments.

Link for Reference:

<https://www.hci.org/session/googles-g2g-googlers-googlers-program-lesson-community-culture-and-trust>



Suggested Reading

Because No One Gets There Alone: Collaboration as Co-Mentoring

The article 'Because No One Gets There Alone: Collaboration as Co-Mentoring' outlines the importance of collaboration as co-mentoring. The authors explore how to work together towards a common goal and support each other in professional development. They discuss how initial physical proximity fostered interdependence at work, even when geographical distance became an obstacle. Finally, they reflect on the challenges of maintaining intimacy across geographical divides and the idea that intellectual space can replace physical proximity.

Link

https://www.tandfonline.com/doi/pdf/10.1207/s15430421tip3901_6





Topic Discussion

Healthy Collaboration

Discuss examples of ethical collaboration where innovation and creativity are stimulated by diverse perspectives and expertise and how these can reinforce each other.

Activity: *Intellectual Property Case*

Purpose: *Awareness of Intellectual property*

Participants: *Mentor with mentee*

Time: *60-90 minutes*

During the mentoring process, the mentee discusses a smart idea.

The mentor then inspires them to get started with this idea and helps them through their network.

Suppose the mentee will be very successful with this.

Questions to discuss:

- What does this mean for the relationship?
- What risks are there?
- Are there any opportunities for both of you?
- Discuss these topics together.



Collaboration Activity 12

Closure and Ethical Conduct
Healthy Collaboration

Case-Study Exercise

Healty Collaboration

Participants: *Two or four*

Time: *120 minutes*

Situation:

You are a mentor in a technology incubator program, where young entrepreneurs from diverse backgrounds are developing innovative solutions. The program emphasizes collaboration and community over competition, aiming to build a supportive ecosystem where mentorship plays a crucial role. One of your mentees, Juan, has developed a promising AI-driven app for healthcare diagnostics. However, he lacks experience in designing a user-friendly interface, which is crucial for the app's success.

Question to solve:

How can you as a mentor foster a collaborative environment among your mentees to ensure Juan receives the necessary support in designing the user interface for his app, without fostering competition or appropriation of ideas?

Materials to use:

- Slack or another collaborative communication platform
- Zoom or a similar video conferencing tool for virtual meetings
- Google Drive or another cloud storage service for sharing documents and resources





CREATE SOMETHING AWESOME

YOUTUBE SUBSC

02:17

Healthy Collaboration

The 7 Keys to Creative Collaboration

“This video explores the essential elements of successful creative collaboration. From empowering team members to fostering trust and promoting camaraderie, it delves into seven key factors that drive effective teamwork and goal achievement.”

WATCH NOW



Link

https://youtu.be/2DmFFS0dqQc?si=a402ktJfXEgw_HdF



Healthy Collaboration

Dr. Shelle VanEtten de Sánchez – The
power of collaboration

“Dr Shelle Van Etten de Sánchez commits to advancing arts and cultural education through collaborative efforts, community engagement, youth programs, and fostering individual creativity and shares her insights and wisdom in the video.”

WATCH NOW



Link
<https://youtu.be/VmQVNE-MbKI?si=1fAZ8GSLTzehA9qd>



This online course has been designed following RestART Europe's **Mentor's Toolkit**.

Deepen your knowledge and enhance your practical skills by combining this course with RestART Europe's **Mentor's Toolkit**.

The Toolkit is composed of a collection of instruments and best practices that will help you strengthen your skills and capacities as a mentor.

The Toolkit provides us with the right means to impact and support your mentoring journey.

