

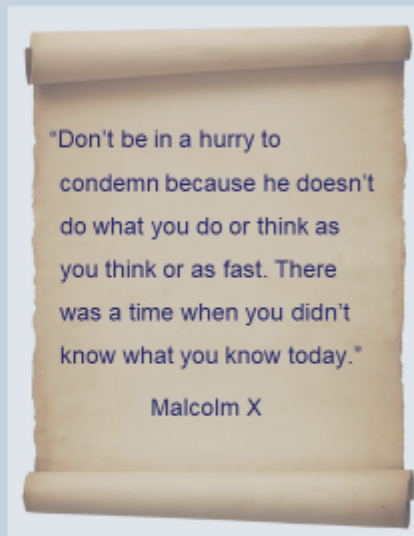


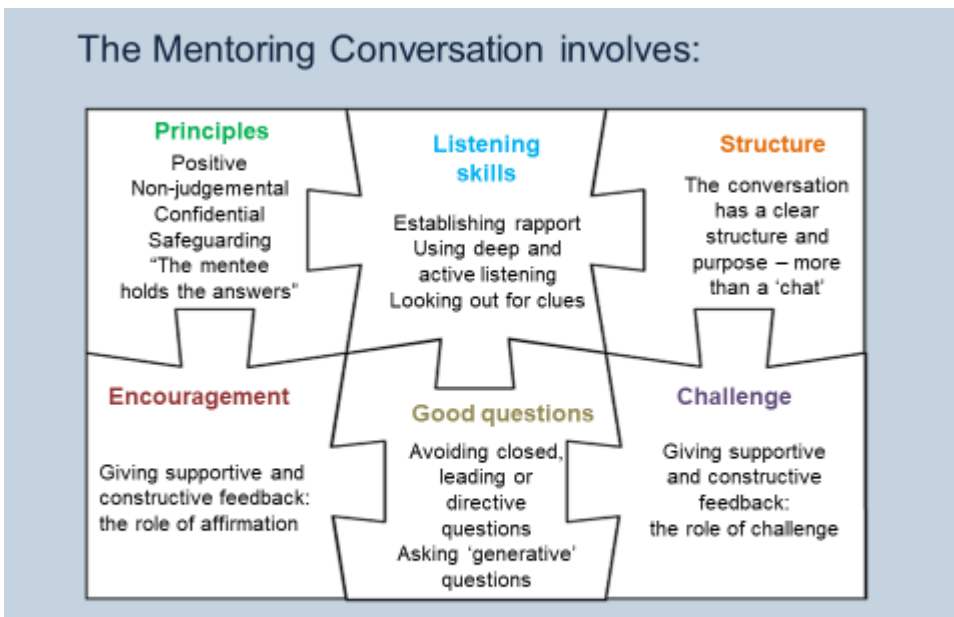
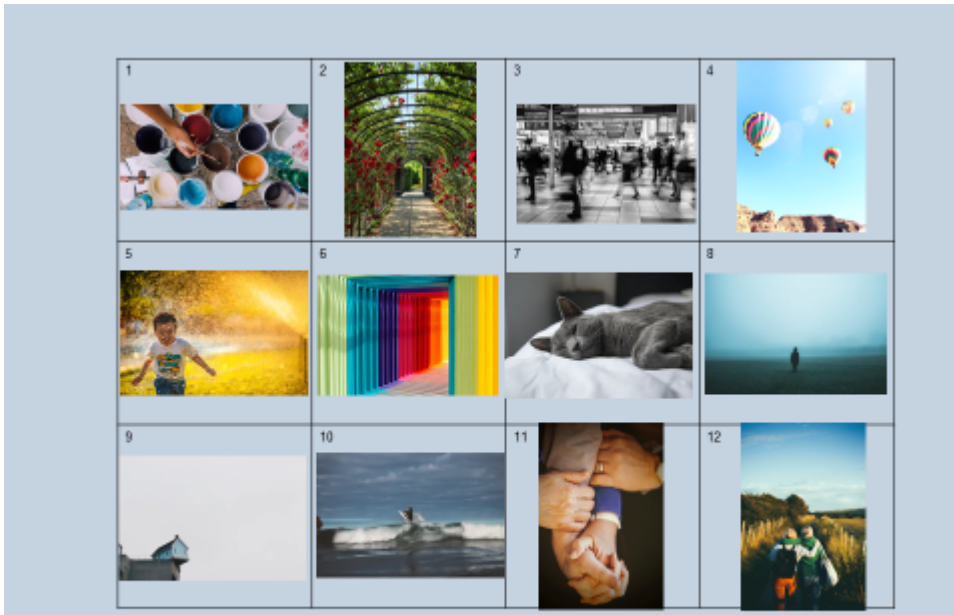
Thrive Mentor Training

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Our group agreement

- Listen to each other
- Be encouraging
- Be non-judgemental
- Be supportive of one another
- Show respect for self and others
- Be open to new learning and thinking
- Maintain confidentiality at all times





We view the mentee positively and wish them well. We are wholly here for them. That means we are not here to judge. Or say what we think is the best thing to do. Or say what we would do. Everything is shared with the mentor in confidence. If anything is going to be shared with other people, this is always explicitly agreed. The exception is when the mentee or someone else's safety is threatened, e.g., if your mentee mentioned intentions to self-harm, or if they mentioned a situation which was unsafe.

At the heart of all mentoring is the belief that the individual holds their own answers – sometimes this might mean they know where to go to find out their answers, but they hold the key to their next best step. *Mentoring is more than a good conversation.* There is a structure (we'll look at this later). There is a purpose for holding the conversation and the mentoring needs to effectively address this purpose, and a mentor may use a variety of tools and techniques.

Part of the difference is that the mentor will be using honed *listening skills*. Building a good rapport and ensuring the mentee trusts you. We will look at listening skills in more detail in a moment. *Questions* are the mentor's most powerful tool, and we will look at this in a moment. A good mentor will *encourage and challenge* their mentee. We will give helpful feedback and inquire about strengths and achievements, and help build self-praise. We will also challenge when a mentee appears to have a blind spot, or be basing thinking on assumptions. We might ask for rationale, or evidence. We might reflect back the mentee's words to 'hold up a mirror'.

Mentoring skills

We learn much better when we work things out for ourselves



Make sure you aren't directing the conversation



Good questions are very powerful.

Important questions...

One of the hardest things people find getting started in mentoring is sitting on your hands when the answer seems obvious. You know how everyone else's problems are easier to solve than yours? You will sometimes feel that you hold the answer and you will sometimes feel it is your duty to wrap it up and give it as a lovely piece of advice – but that isn't mentoring. We really do better when we work things out for ourselves, the mentor helps us to do that.

And we have to try not to hide that lovely gift inside a question, e.g. have you tried the amazing and delicious chocolate flavour?

Similarly, when we summarise what we feel we have heard, we need to be careful not to steer the conversation. Tempting to use paraphrasing, summary etc to steer the conversation based on our own view or goal but (what we think they need to figure out) that will cloud the mentees view or goal (what they actually need to figure out), and that is what needs to be our focus.

Mentoring skills: active listening



- Stop talking!
- Open posture
- Being attentive
- Reflecting
- Looking for clues
- Suspending judgement
- Responding (nodding, saying "yes", without interrupting)
- Make sure you're not steering

"Are you really listening, or are you waiting to speak?"



Put up your hand if you have ever been in a conversation and felt the other person wasn't really listening to you?

A mentor really has to listen! And want to listen!

This includes listening to all of the mentee with all of yourself.

If the mentee says they are happy, but they don't appear happy.

If the mentee repeats a word or phrase, or uses emotive language.

Using silence, pauses and affirmative noises to enable the mentee to talk.

Paraphrasing (repeating the gist), summarising (key points in brief) and reflecting back what you have heard helps the mentee clarify their thinking. Sometimes simply repeating a phrase will enable the mentee to re-think.

Mentoring skills: the power of good questions

- **Avoid** closed and leading questions

When that happened did you feel threatened?

Have you tried X, Y, Z?

- **Instead**, use open and 'generative' questions

How did you feel when that happened?

What have you tried?

...and 'probing' questions

Can you tell me some more about...

What else might you need to think about?



Input (10 mins) Slides 7-9

Mention: It's hard to resist giving advice. Easy to dress up advice as a question: have you thought of? And it's tempting to use paraphrasing, summary etc to steer

A closed question can usually only be answered with a yes or no, or a single word – 'this or that' – it doesn't enable the mentee, or the conversation, to open up.

A leading question is one where you are hoping (sometimes subconsciously) to end up at a particular answer. This means it will come from you, not the speaker.

An open question, often starts with a 'how' or a 'what'. It opens up a broader response, and conversation.

Generative questions are open-ended and challenging which may have multiple answers and lines of inquiry. They might build on previous experience and understanding, open up areas for exploration, and possibilities for ideas or action.. 'What if...' 'what can..'

A framework: **GROW**

GOAL (what do you really want to achieve?)

REALITY (what are the factors you need to take into account?)

OPTIONS (what choices and options are there?)

WILL/ **W**AY FORWARD
(what's your plan?)



Input (10 mins) Slides 7-9

GROW is used in coaching, it's a transferable model that can be used in many different settings. It can be useful for structuring a mentoring conversation as well. Don't feel that you have to stick rigidly to it, which will make your conversations feel unnatural (and you).

Have a look at the handout – have a read through. You can see the sorts of questions you might ask. We're not suggesting you try and ask ALL of them. That will be too overwhelming for your mentee (and will mean that you're doing more of the talking when it should be the other way round)

Time to give it a go!



30 mins – practice (into 3's) (Slide 10)

Mentoring conversations practice handout – follow instructions (10 mins each) (into 3's)

5 mins – debrief practice session and respond to any outstanding questions and close

Total 1hr 30

Next steps



5 mins

Victor and others to talk to

