



Success Works
Working Together

CANDIDATE WORKBOOK

The Success Works Mentoring Program

This workbook is for you to keep and covers
everything you need to know about being a
Candidate in the
Success Works Mentoring Program



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What is mentoring?

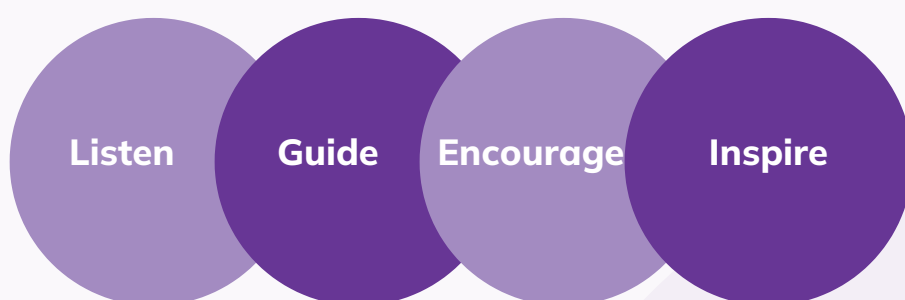
“ Mentoring supports and encourages people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance, and become the person they want to be. ”

The Oxford School of Coaching and Mentoring

A mentoring relationship is...

- An active, learning one.
- A stretching broadening experience for all parties.
- Flexible enough to meet the needs of you and your Mentor.
- Open, but confidential.
- A positive and trusting relationship.

A Mentor will...



Reflection



What might be the benefits for me?

A large, light grey, rounded rectangular area intended for writing reflections on the benefits of the mentoring relationship.

What do I want from the mentoring relationship?

1.

2.

3.

4.

5.

A list of five numbered items (1-5) for reflecting on desired outcomes from the mentoring relationship. The list is set against a light grey background with decorative diamond shapes in orange, teal, and grey.



Reflection

What are my concerns?

An illustration of a woman with dark hair, wearing a pink off-the-shoulder top and a dark blue skirt with a white bag strap. She is positioned on the right side of the page, partially overlapping a large, light gray, rounded rectangular area intended for writing reflections.

[Large gray area for reflection]

How can I make time for this program?



Expectations



What you should not expect as a Candidate

- To be managed.
- To be given answers/solutions.
- To have an easy ride.
- To end the relationship too soon.
- To be told what to do.
- To receive favours.



Your responsibility in the mentoring relationship

- Maintain confidentiality about matters discussed.
- Assume responsibility for your own growth and career development.
- Prepare – do appropriate “homework” for meetings with your Mentor.
- Develop – work to achieve skills, knowledge, and ability.
- Be flexible – listen to your Mentor and consider new options which may be proposed.
- Be receptive to feedback even when it’s not always positive.
- Take initiative – seek your Mentor’s advice when needed.
- Focus on your goals – don’t get lost in the process. If it is not clear, ask your Mentor how the mentoring process leads to your goals.
- Adhere to the program’s values and ethical standards.



What Is important in a mentoring relationship?

Trust

Trust is a two-way street. You and your Mentor should work together to build trust through communicating, being available, predictability, and loyalty.

Respect

Respect is established when you recognise the skills and abilities of your Mentor that you would like to possess and when your Mentor appreciates your success to date and your desire to develop your capabilities, and experience.

Partnership building

You are a partner with your Mentor. See section below for how successful partnerships develop.

Realistic expectations

Your Mentor should encourage you to have realistic expectations of:

- Your capabilities.
- Opportunities in terms of present and potential job opportunities.
- The energies and actions your Mentor will commit to the mentoring relationship.
- What you must demonstrate to earn the your Mentor's support .

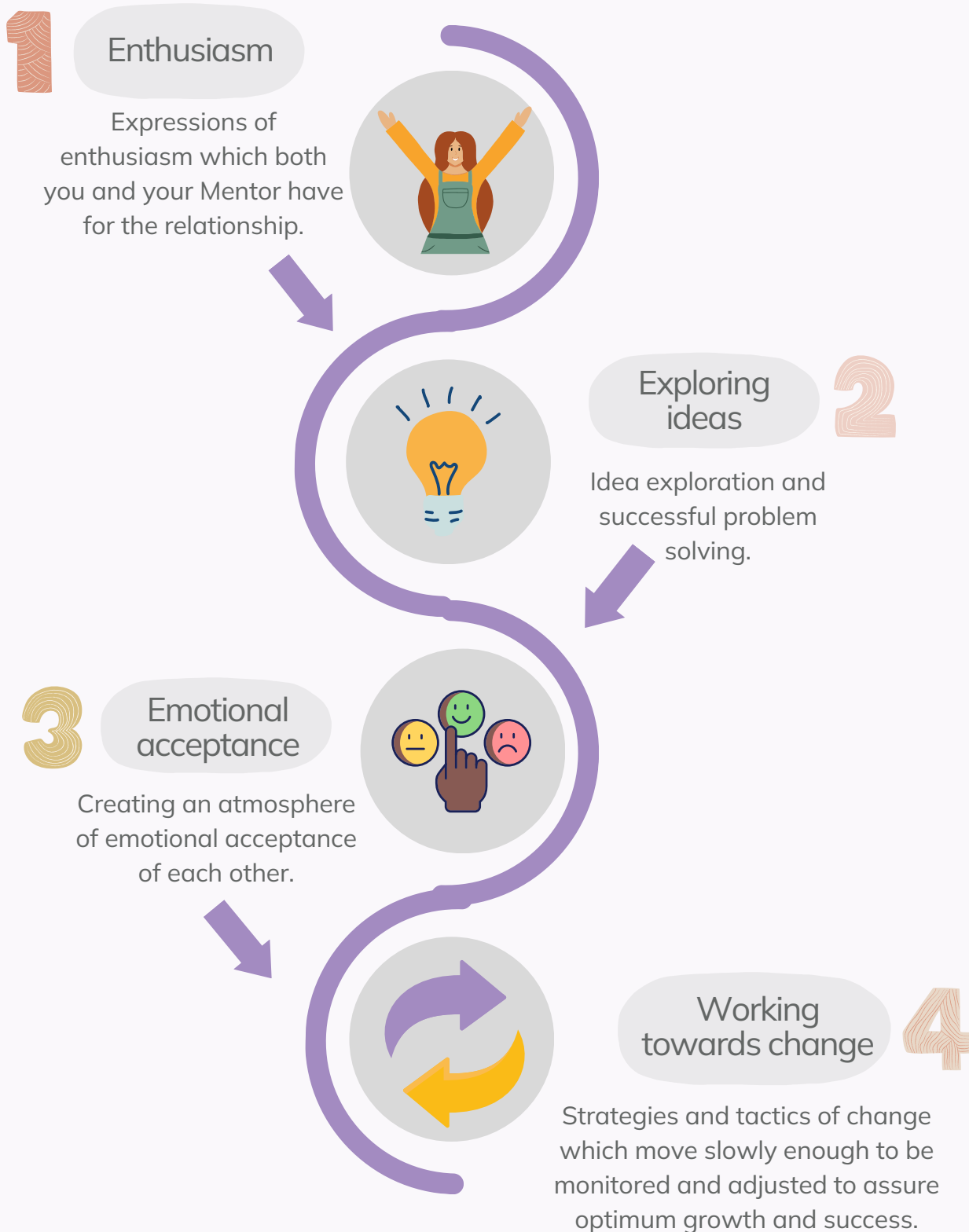
Time

Set aside specific time to meet; do not change times unless absolutely necessary. Meet periodically and at mutually convenient times when you can control interruptions. Frequently "check in" with each other via email, informal phone calls, etc. It's a good idea to schedule even informal activities to assure regular contact.



Partnership building

How successful partnerships develop



Partnership building continued...



Barriers and how to overcome them

Natural barriers that all partnerships face may include miscommunication or uncertainty about each other's expectations.

Activities that can help you overcome these barriers include:



Maintain communication

Fix "obvious" problems



Forecast how decisions could affect goals

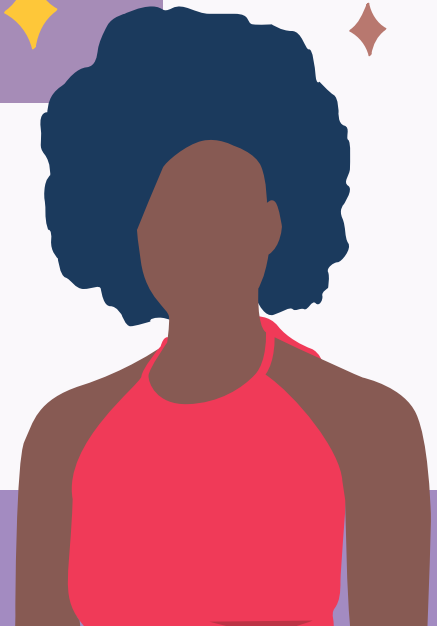
Frequent discussion of progress



Monitor changes



If you and your Mentor are running into challenges that you cannot resolve, contact the Success Works team and we will be happy to help.



Reflection



Contributing to a positive mentoring relationship

How will I prepare for mentoring meetings to ensure that there is plenty to discuss?

How can I ensure that I develop clear realistic expectations of my Mentor?



Empty rectangular box for reflection notes.

Empty rectangular box for reflection notes.



How can I be proactive and follow through on agreed actions?



Reflection



Contributing to a positive mentoring relationship

How will I develop the confidence to share difficult issues and areas of concern?



Why is it important to act on feedback given by my Mentor and be prepared to give him/her feedback if necessary?

A large, empty, light purple rounded rectangular box intended for the user to write their reflection on the question above. To the right of the box are two overlapping speech bubble icons, one light yellow and one light purple.

I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou



Phases in the mentoring relationship





Phase 1 Starting

Goals

- Define the scope of the relationship.
- Determine broad goals.
- Clarify roles.
- Agree logistics – when, where, and how you'll have conversations.
- Both state commitment to the relationship.



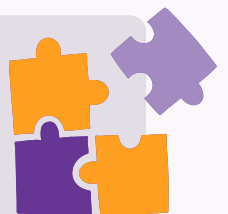
Skills

- Building rapport and trust.
- Reflective listening.
- Questioning.



Strategies

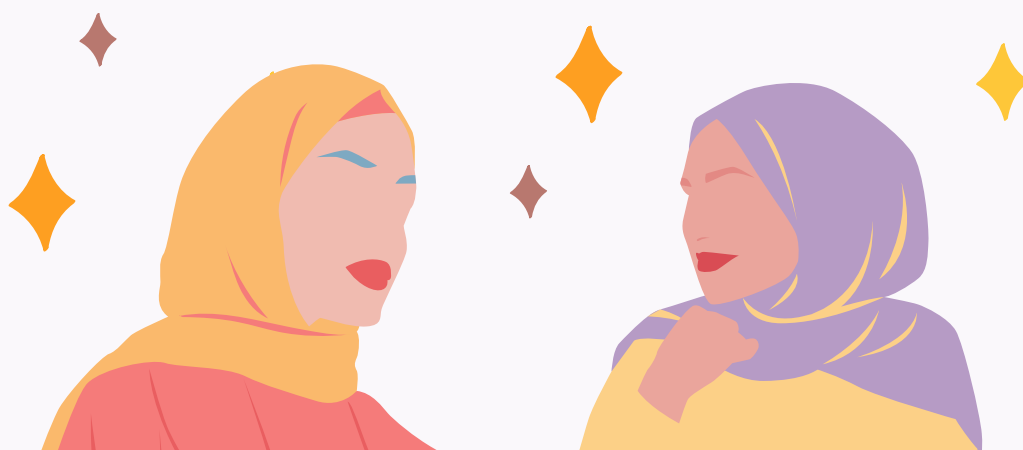
- Provide some personal background.
- Discuss goals and expectations of mentoring.
- Review mentoring roles, responsibilities, guidelines, or code.
- Agree on meeting frequency, duration, and schedule.



The first meeting

The first meeting is an important meeting where you and your Mentor get to know a bit about each other and negotiate the parameters for working together. It is vital at this stage to communicate to each other clearly and honestly.

- 1 Exchange information about interests, career/job aspirations.
- 2 Discuss each other's expectations about the mentoring relationship. (See Mentoring Checklist below)
- 3 Be as clear and specific as possible. If expectations don't match, negotiate a mutually agreeable plan.
- 4 Discuss and agree on the duration of the relationship and an end date, the frequency and length of meetings, and the meeting location.
- 5 Discuss the issue of confidentiality.
- 6 Begin a plan of action by discussing your goals..



Mentoring checklist

This checklist provides a basic set of questions for you to discuss with your Mentor.

Are we clear about each other's expectations of:

Each other?

The mentoring relationship?

What we hope to learn from each other?

How closely do our expectations match?

How directive or non-directive the mentor should be in each meeting?

What are the core topics we want to discuss?

What, if any, are the limits to the scope of discussion (i.e. what do we talk about)?

Who will take primary responsibility for:

Deciding how often to meet?

Setting the agenda for meetings?

Ensuring that meetings take place?

Organising where to meet and for how long?

Initiating reviews of progress?

How formal/informal do we want our meetings to be?

Have we agreed that openness and trust are essential? How will we ensure that they happen?

Are we both willing to give honest and timely feedback?

What, if any, are the limits to the confidentiality of this relationship?

What are we prepared to tell others:

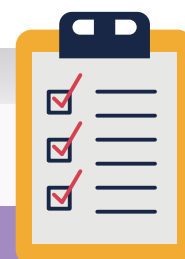
About the relationship?

About our discussions?

Who shall we tell, and how?

Is there a clear distinction between the roles of my Mentor and manager at work?

When and how shall we check if this relationship is 'right' for both of us?





Phase Developing

Goals

- Objectives specified.
- Action plans developed.
- Activities undertaken.
- Regular review of actions and outcomes.



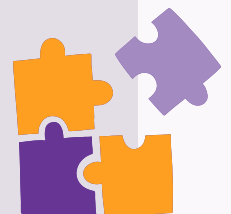
Skills

- Facilitative communication.
- Goals setting and planning.
- Feedback and review.



Strategies

- Discuss your issues, challenges or goals.
- Reflect on my experience.
- Explore options.
- Gather information.
- Access resources.
- Jointly develop plans that I can implement.
- Review actions taken, outcomes achieved and next steps.

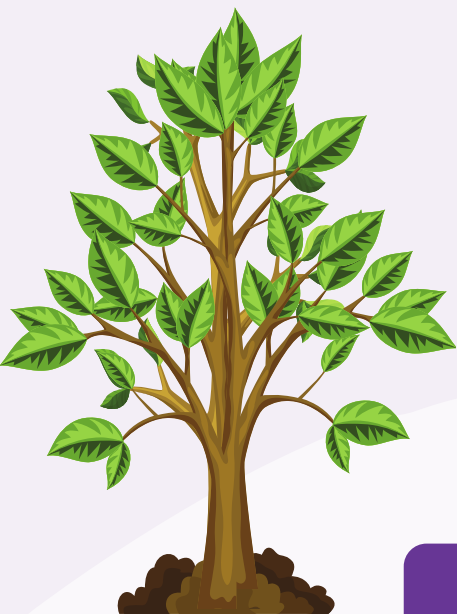


Subsequent meetings

- 1 Agree on the tasks for you to complete by the next meeting and present the results.
- 2 You and your Mentor should then discuss your progress (and include obstacles met in trying to achieve desired goals).
- 3 Your Mentor can then provide feedback and analysis of issues, and offer advice and guidance for future actions.
- 4 You and your Mentor then negotiate the next tasks to be undertaken and decide on the next meeting date.



Phase 3 Parting



Goals

- Review mentoring agreement and identify outcomes.
- Get feedback on the benefits and learnings from the mentoring relationship.
- Closure, celebration.



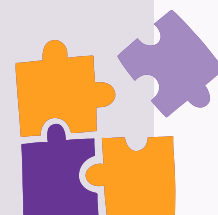
Skills

- Feedback and review.
- Letting go.



Strategies

- Review achievements.
- Recognise each other's contribution.
- A continuing relationship.



The final meeting

It is important to have a process in place for concluding the mentoring relationship. Having worked together 6 months (and beyond) and with the end date approaching, a final meeting should be set.

This meeting marks the formal ending of the relationship and can be used to review the process and outcomes.

You and your Mentor should discuss:

- 1 Were goals initially stated by me achieved?
- 2 Were goals redefined during the mentoring relationship and were these new goals met?
- 3 What other outcomes were achieved during the relationship?
- 4 Were problem-solving skills enhanced?
- 5 What personal gains were made by both of us?
- 6 What aspects of the mentoring relationship did you appreciate?
- 7 What aspects did you find challenging?

Meeting notes

Notes

Lined area for taking meeting notes.

This page is for your notes

My actions

Area for recording action items, featuring a paperclip icon and decorative sparkles.




Developing a successful mentoring relationship


The following sections contain useful information and guides to use at every phase of the mentoring program 1-3 as well as all of your meetings.


What to discuss?

You may initiate a discussion by asking your mentor about her job and her experiences at work.




Sample questions to ask your mentor

- How do you spend your time at work?
 - How do you spend your time outside of work?
 - What do you like most about your job?
 - If you could change anything about your job, what would you change?
 - What skills do you use most in your job?
 - What was the most valuable lesson that a mentor or supervisor taught you?
 - Ask your mentor what they think you should ask them. This may begin a very interesting conversation.
- 



Items to share with your mentor

- Any extracurricular activities, jobs, or hobbies that you have.
 - Any special projects on which you worked or are working.
 - Talk about your career aspirations.
 - Any concerns about work.
- 




Developing a successful mentoring relationship cont...

Agreeing on mentoring goals

The mentoring relationship will work best when you are clear about what you want to achieve as a result. The Well Formed Outcome Framework can give you clarity about the end goal and will also help you know if the relationship has been a success or not.

Your career goals and aspirations

- Where do I want to be in 2 and/or 5 years' time?
 - What are my greatest achievements?
 - What is my picture of success?
 - How clear are my career goals?
 - Leadership aspirations.
 - Work/life balance.
- 

Development goals

- What do I want to improve in the current job?
- What should I do in preparation for future jobs?
- What can I get the most value for guidance, advice, or a sounding board?
- What will make this a satisfying and useful relationship for both of us?
- What expectations do my Mentor and I have of each other for ground rules and verbal contract)?

Developing a successful mentoring relationship cont...

The Well-Formed Outcome Framework

START

These questions will help you to focus on what you specifically want to achieve by the end of the mentoring relationship.



1 What do you want? State your outcome specifically. You can define multiple outcomes by using the word AND. Never, ever, use BUT. Check that your outcome is stated in the positive.



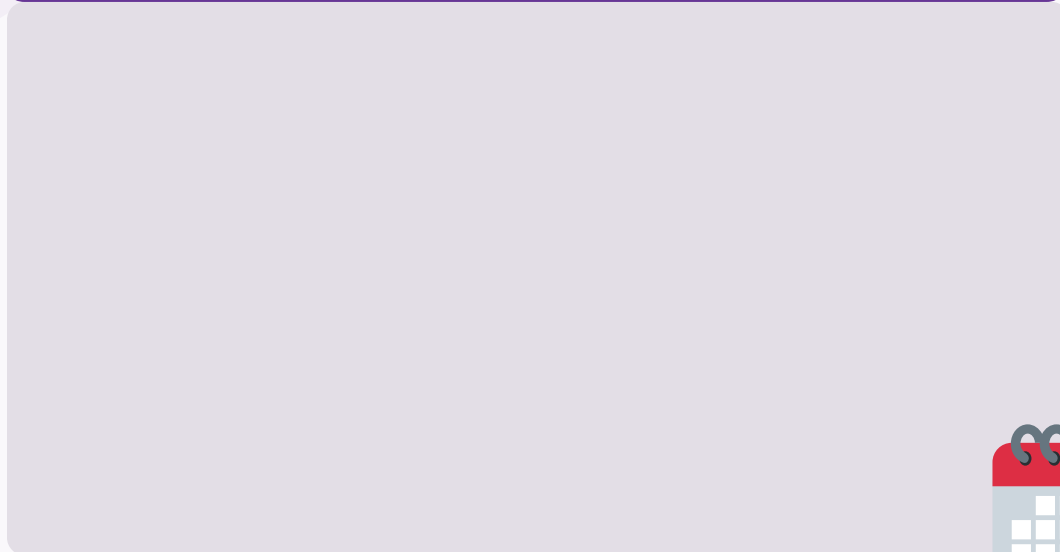
2 Is the achievement of this outcome within your control?
What do you need to achieve it?



The Well-Formed Outcome Framework continued...

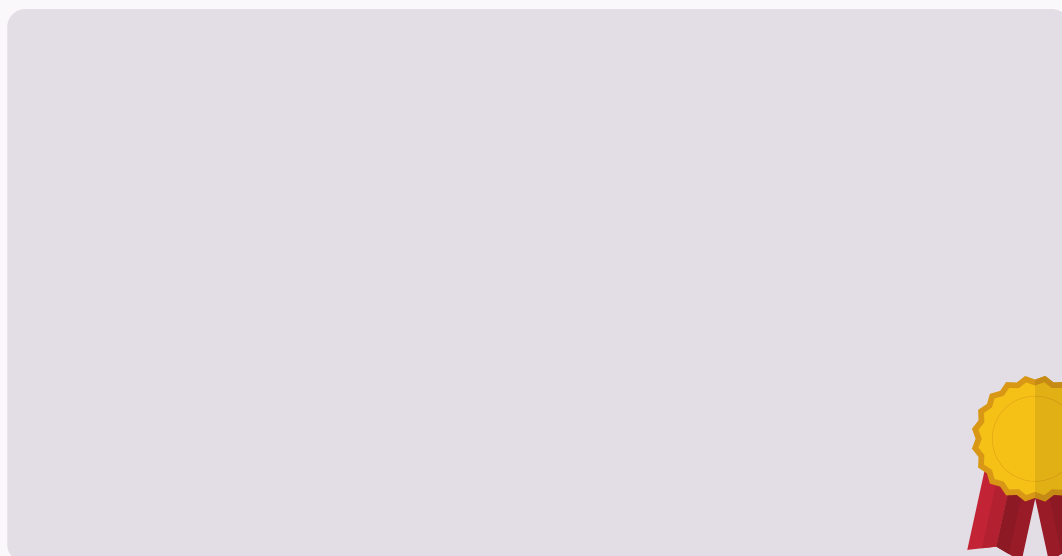
3

When and where do you want this?



4

What will the achievement of this outcome do for you? How will achieving this outcome benefit you?

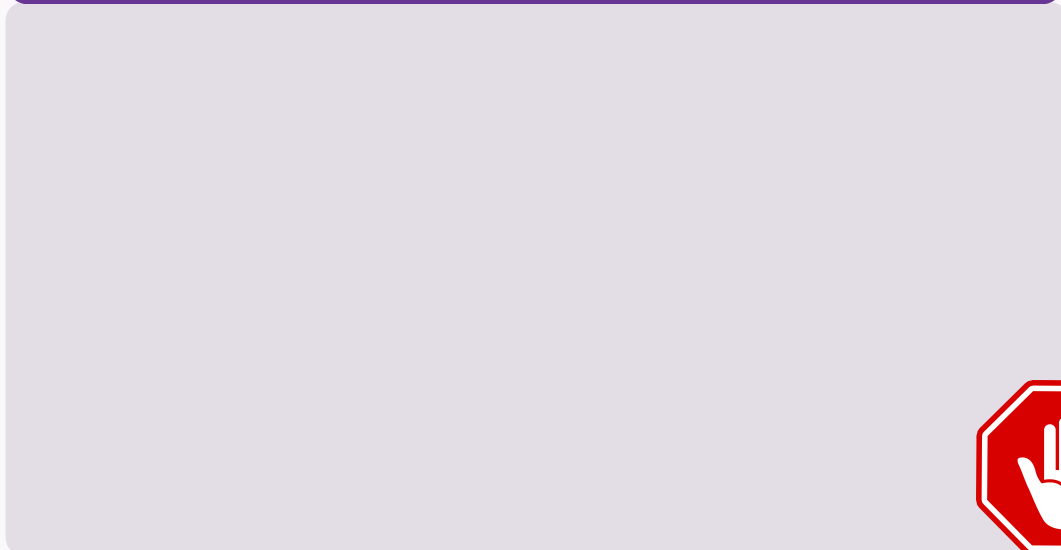


The Well-Formed Outcome Framework continued...



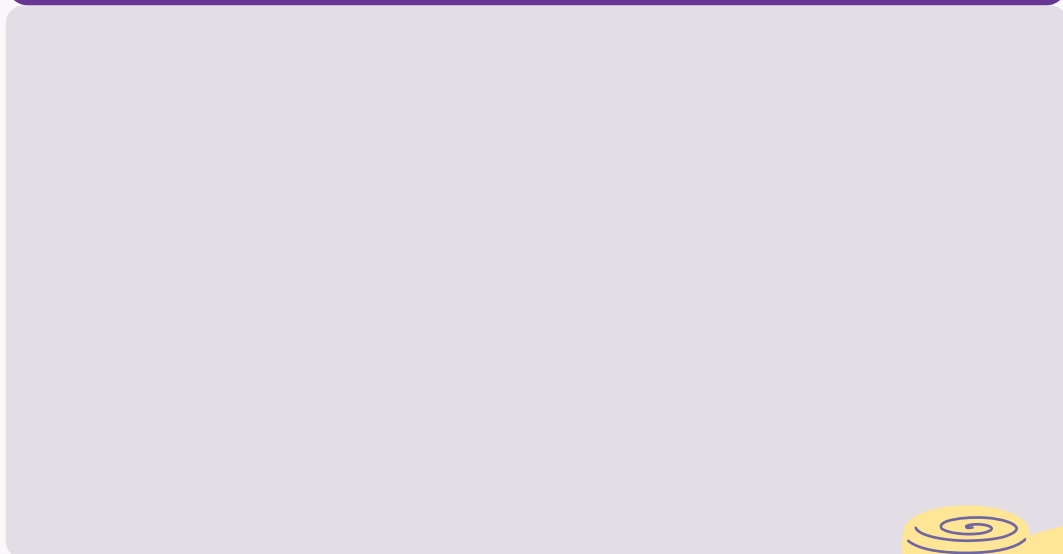
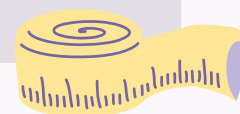
5

What might stop you achieving this outcome? Why have you not already achieved it?
What might be the benefits of not achieving it?

A large, light grey rectangular box with rounded corners, intended for handwritten notes. It is positioned below the question box for step 5.

6

How will you know when you have achieved this outcome? What evidence will you use to let you know that you are achieving this outcome?

A large, light grey rectangular box with rounded corners, intended for handwritten notes. It is positioned below the question box for step 6.

The Well-Formed Outcome Framework continued...



7

How will achieving this affect other areas of your life? Is this outcome acceptable to you and to other people?



8

What is the first action you must take to achieve this outcome?



FINISH



Developing a successful mentoring relationship cont...

Essential communication skills in the mentoring relationship

Questioning and listening skills are important skills needed by you in order to take full advantage of the mentoring relationship. A major part of learning is asking the right question which will bring new information into the conversation.

By asking effective questions, you will:

- Gain fresh insight into your issues.
- Develop different ways of thinking.
- Rise above the day to day problems.
- Look at issues from different perspectives.
- Be able to evaluate options.

Suggested questions



- What would happen if I did...?
- What would happen if I didn't...?
- What wouldn't happen if I did...?
- What wouldn't happen if I didn't...?
- What patterns or themes are emerging?
- What's the most important thing to work on first?
- What would you like me to do?



Essential communication skills in the mentoring relationship

Suggested questions cont...

Let's explore this some more.

Tell me about your experience of...

To summarise what you are saying...

You've said very little about...which seems central to the issue.

How do you feel if...?

It would help me to know about...

Is that a fair comment?

What do you think this means?

What is the learning point here?

How can I apply this learning in the future?

What would you/I lose if...?

What else could I/you do?

Can we look at it from another angle?

What have you forgotten to do or not done?

What would that mean to you/others involved?

What led you to approach it that way?

Can I ask you about...?

What can I do differently next time?

What's concerning you most out of all the things we discussed today?

What are the pros and cons of each option?

What do I need to do first?

Will this help me meet my goal?



Developing a successful mentoring relationship cont...

8 active listening tips

If you are a good active listener, you will pick up not only on what your mentor is saying but also will have insights as to what he or she is thinking and feeling at a deeper level.

1

Listening is the major component of rapport.

2

Be sensitive to non-verbal cues.

3

Have a genuine interest in what your mentor is saying, thinking, and feeling.

4

Maintain good eye contact.

5

Ask good open questions, to encourage your mentor to open up and share ideas with you.

6

Ask questions in a way that is non-evaluative and does not make your mentor feel defensive.

7

Encourage the other person to talk by nodding your head and having an open body posture.

8

Summarise back what you have heard using the same words as your mentor.



Developing a successful mentoring relationship cont...

Receiving feedback

When offered positive feedback, the best response is simply to thank your Mentor.



The more actively you seek feedback, the more you will learn.

- Listen carefully to feedback given and check your understanding if necessary
- Get clarification on the feedback by asking questions: ask for examples of specific behaviour to support the feedback and what might be done differently.
- Remain assertive when receiving negative feedback and focus attention on the future and what can be done differently next time. This will stop you from becoming emotional and being unable to process the feedback.

Suggested questions

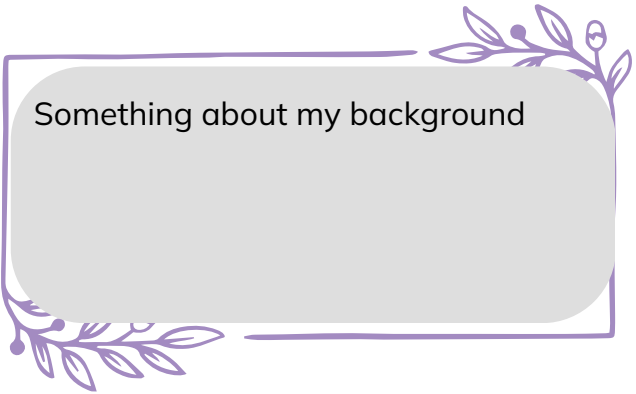
- How do I think that went? _____
- How well did I think I did on....?
I liked the way I handled that situation; what did you think? _____
- Why did that not work as well as it might have? _____
- How might I do that differently next time? _____
- What effect do I think that might have? _____

A number of questions will help you to review a situation and, as a consequence, you will be more likely to change.




Your personal profile to share with your Mentor

Something about my background



Other things about me:
(Hobbies, Interests,
Experiences, etc.)




Things I would like as a Candidate

Things I don't want as a Candidate

5 words which I feel describe me

- 1.
- 2.
- 3.
- 4.
- 5.



Candidate expectations of Mentor:





Ideas for mentoring meetings



Notes

A large, light gray rectangular area containing 20 horizontal dotted lines for writing notes.



Mentoring report (to be completed after every meeting)



Mentee

Mentor

Date

Activities/Actions

Milestones

Large empty rectangular area for recording activities and actions.

Large empty rectangular area for recording milestones.



Mentoring report (to be completed after every meeting)



Activities/Actions

Milestones





Evaluating and reviewing after each mentoring meeting

Questions

- What did I notice about my behaviour, thoughts, and emotions in the meeting?

- Was it what I planned? What was my role?

- What did I notice about the mentor's behaviour, thoughts, and emotions in the meeting?

- How do I feel about the meeting?

- What do I think went less well in the meeting?

- How would I describe the mentoring relationship itself?

- How am I developing as a result of this mentoring relationship?

- Are there any particular problems or barriers being experienced?

My notes

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Evaluating and reviewing after each mentoring meeting cont...

Questions

- Do we need to revise the mentoring contract?

- Are we meeting the expectations of Success Works Partners?

- How could the support I am getting from Success Works Partners and my workplace be improved?

- What do I need to plan to do in the next meeting?

- Is there anything else I need to do as a result of this review?

My notes

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About Success Works

The Success Works program is designed for women affected by the criminal justice system who are committed to securing employment, have stable housing and are actively addressing any health and addiction concerns. The Success Works program will help you to develop a pathway to self-reliance and empowerment through transitional support, professional development workshops, professional styling advice and provision of suitable clothing and mentoring both before and after securing employment. This pathway also includes introduction to employment opportunities offered through our employer partnership program.

