



Australia's
Global
University

CAREERCOLLABORATOR

UNSW Mentoring Program



Career Collaborator

Mentoring Guidebook

What is Mentoring?

Definition of Mentoring for UNSW staff, partner and affiliates:

Mentoring is a trusting relationship based on guidance, support and encouragement which is mutually beneficial for both parties. mentoring can be informal or formal, defined by the purpose and goals set by the program or parties.

It is important to note that mentoring is not coaching or sponsorship, although as a mentor you may also wear these hats at times.

Mentoring can come in many forms:

1. **Peer to peer** - two people of a similar level enter a mentoring relationship
2. **Reverse** - a less experienced person mentors a more experienced person (often to unearth organisational assumptions or share a specific skill e.g. digital expertise)
3. **Team or group** - a group of people with similar goals share a mentoring experience
4. **Traditional** - a more experienced person mentors a less experienced person

A great overview of what it means to be a mentor and actions / skills involved is available via [Lynda.com](https://www.lynda.com).

[Watch Video](#)

How is mentoring different to coaching, counselling and managing?

While areas of the roles mentors, managers, counsellors and coaches may play in the life of the mentee do overlap, there are also distinct differences.

The key difference between coaching and mentoring is that coaching relates to a specific set of skills (such as public speaking) and is focused on specific results. Mentoring on the other hand is more holistic, focusing instead on the mentee developing through their career or life. Mentoring also tends to have a longer timeframe than coaching.

While great managers facilitate career development and empower their employees, they are primarily focused on achievement of goals at work and have a stronger focus on providing advice and guidance on technical issues. Another key difference is that there is a power imbalance in the relationship between the manager and the employee, while this is not the case between a mentor and mentee.

Mentoring is also not counselling. Mentors should not attempt to resolve personal problems for the mentee or provide advice to solve deep underlying issues that may manifest themselves in poor performance for example. Mentors instead should primarily be concerned with assisting mentees in more practical matters such as goal setting, problem solving, developing action plans; and with work-related matters such as help with a promotion application.

If you think that counselling assistance is more appropriate, please utilise our Employee Assistance Program (EAP) Benestar which is a confidential, free and independent service for all UNSW staff and their families.

Information about the EAP can be obtained at <http://www.wellbeing.unsw.edu.au/eap-benestar> or by calling 1300 360 364. For UNSW affiliates and partners please discuss your options with your local HR contact.

What is the Career Collaborator?

Career Collaborator is a UNSW wide mentoring program. The program is open to all UNSW staff, partners and affiliates you do not need endorsement from your manager or anyone in your team the program is open to anyone who is interested in being a mentor or receiving mentoring. We hope this program will enable you to connect with peers across UNSW and UNSW broader network to have meaningful conversations about your career. Within this peer to peer mentoring network we encourage traditional mentoring, peer to peer mentoring and reverse mentoring.

As a university we encourage lifelong learning, so we strongly **encourage everyone to sign up as both a mentee and a mentor**. There will be times where you need someone's experience and assistance - and times where others may need yours.

Career Collaborator is:



Everyone can be a mentor

A mentor is a guide who helps pave the way for others to succeed. Your role as a mentor is to encourage, and support your mentee, contributing to their development through thoughtful conversation and consultation. A mentor does not have to be a senior person or someone with a lot of experience. People are often surprised at what others are looking for, it could be you have digital skills, a comprehensive network at UNSW, or you demonstrate interpersonal skills that others are looking to build. Remember the best mentors have mentors of their own.

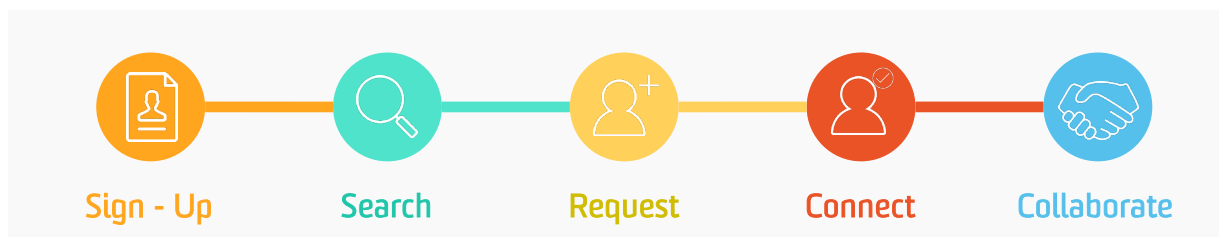
Everyone can be a mentee

As a university we encourage lifelong learning, so everyone is encouraged to sign up as a mentee. An array of people can act as a mentor to help you gain new knowledge and skill sets that can broaden your career opportunities and personal networks for advancement. As a Mentee, you will tackle short and long-term goals, navigate challenges, and accelerate your growth.

How does the Career Collaborator work?

The Career Collaborator is supported by an online mentoring platform. This platform will suggest connections and help to reduce the administration around finding a mentor. You can login in or sign up via the following link www.unsw.to/careercollaborator

How do I get started on the Career Collaborator?



1. Sign Up

All you need to sign up is an email address, if you have a ZID please sign up with your Zpass credentials, for partners and affiliates please log in with an email address. Learn about Career Collaborator by reviewing the training & resources, when you are ready, join and set up your profile. You will need to complete a range of questions about your career, skills and motivations. Please allow around 10 minutes. The platform will prompt you too fill out your profile by asking a series of questions related to your career, skill interests and what you hope to get out of mentoring. Please don't forget to upload a photo to complete your profile.

2. Search

Once your profile has been authenticated you will receive another email asking you to sign in. View your suggested mentoring connections or use advanced search or personalise recommendations to find a mentee or mentor connection based on attributes you choose.

3. Request

Once you have found a connection you think is right for you, you can email within the platform to start a conversation or submit a 'request to connect'.

4. Connect

Your request to connect will be received by your selected colleague, and they will accept or decline the request. If your mentor accepts your request it's a good idea to meet for a chemistry session to see if this is the right connection for you.

5. Collaborate!

You will discuss and agree the ideal length, duration and number of meetings throughout the relationship with your 1-page Mentoring agreement. It is best to go through this at the end of the chemistry session if successful, or at the first 'official' mentoring session. Once accepted, it's over to you both to make the arrangements for the mentoring relationship, including discussing the mentoring agreement.

You can use the platform to document and support your connection as desired. Use the help resources and your mentoring plan to guide you through the mentoring relationship.

Tips:

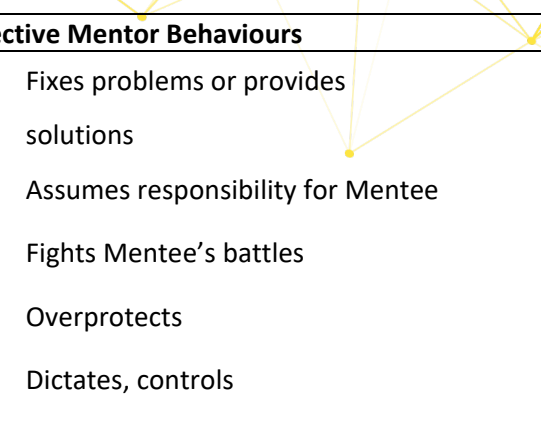
- If both parties are happy to continue the mentoring relationship after the chemistry meeting, it is advised you meet at least once a month, face to face.
- The default connection length is 6 months, the program is flexible, so you can choose to continue for as long as the relationship is adding value to both parties.
- Meetings should be held in an appropriate setting, e.g. video calls (preferred over a phone call), a café on campus, or book a meeting room.
- Mentees should drive the process and book the meetings while mentors will be responsible for providing guidelines and ongoing support and commitment to the program.

Guiding Rules

1. Confidentiality of topics discussed within the Mentoring relationship
2. Be patient, open and honest, willing to discuss failures and successes
3. Provide and ask for feedback and make it a learning opportunity
4. Use the UNSW [Values in Action](#) as a guide for how you can treat each other
5. Commitment to the process; time and energy, complete pre-work and prepare for discussions, follow up on action items and continuously evaluate.
6. Stay focused on development and career goals
7. Use active listening
8. Concerns or feedback should be directed to your local HR contact

Mentor Roles and Responsibilities

It is important to always act with the UNSW [Values in Action](#): Our UNSW Behaviours in mind. The below list delves deeper into what behaviours are effective and ineffective as a Mentor. In some mentoring relationships – like reverse mentoring – not all effective behaviours are present – or expected to be present, this list is a guide only. However, the ineffective behaviours listed shouldn't be present in any mentoring relationship.




Effective Mentor Behaviours	Ineffective Mentor Behaviours
<ul style="list-style-type: none"> ✓ Acts as a sounding board and facilitator ✓ Maintains privacy/confidentiality ✓ Supports, is a safety net ✓ Ensures a safe environment ✓ Gives structure and direction ✓ Provides guidance based on observations ✓ Empowers Mentee to handle his/her problems independently ✓ Identifies skill or competency gaps through objective observation ✓ Identifies and facilitates development opportunities ✓ Positively provokes, pushes toward highest standards ✓ Helps Mentee explore potential career opportunities ✓ Role models The Values in Action: Our UNSW Behaviours ✓ Helps Mentee work through conflict ✓ Gives support and advice, enhances self-esteem ✓ Exhibits empathy and understanding ✓ Provides visibility and recognition of Mentee 	<ul style="list-style-type: none"> ✗ Fixes problems or provides solutions ✗ Assumes responsibility for Mentee ✗ Fights Mentee's battles ✗ Overprotects ✗ Dictates, controls ✗ Looks for quick-fixes ✗ Provides general criticism or judgment ✗ Tells Mentee what to do ✗ Allows for personal biases ✗ Abdicates, does not follow up ✗ Pushes too far too soon ✗ Discounts Mentee's thoughts and opinions ✗ Fails to consider The Values in Action: Our UNSW Behaviours ✗ Removes obstacles so Mentee does not have to deal with conflict ✗ Gives too much feedback ✗ Discounts Mentee's feelings or concerns ✗ Promotes Mentee at the expense of others

Getting started

If this is your first mentoring relationship the below information will help you to understand what positive topics for discussion are, it will give you practical tips and tricks and a brief first meeting plan.

Discussion Topics

Meetings between the mentor and mentee should focus on professional and/or academic backgrounds, career goals and the expectations from the relationship. But, getting to know each other and building rapport are also important for ensuring trust is built in the relationship. Some areas you may like to discuss include:

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- ✓ Personal background and interests
 - ✓ Professional and educational background
 - ✓ Long and short-term career aspirations
 - ✓ Current role and strengths/areas for improvement
 - ✓ myCareer feedback
 - ✓ The Mentees myCareer plan, if willing
 - ✓ One-page Mentoring agreement
 - ✓ Objectives for the program, measures of success

Practical Assistance

There are many creative practical ways to approach your role as a mentor:

- ✓ Identify projects or meetings where the Mentee could become involved
- ✓ Discuss career aspirations and identify appropriate future positions
- ✓ Recommend additional development activities such as on-the-job training, articles, resources, industry seminars, conferences etc.
- ✓ Recommend a network or identify the relationships the Mentee should build. Look outside the department, organisation, etc. Make introductions where appropriate.
- ✓ Identify how the Mentee can best build their profile, taking into consideration the Values in Action: Our UNSW Behaviours
- ✓ Provide industry and market insight to manage expectations
- ✓ Share your knowledge and expertise, if that is of interest

Running your first mentoring Session

The first session should create an **open, positive and informal environment**, showing neutral body language, good eye contact and enthusiasm. The following step by step plan can be used as a guide in your first Mentoring session:

1. Minimise distractions such as mobile phones, desk interruptions, loud noise etc
2. Work through the one-page agreement together
3. Identify your expectations for the Mentoring relationship.
4. Define your roles and responsibilities for the Mentoring relationship.
5. Set objectives in an action plan and make sure they are SMART i.e. discuss goals and developmental activities that are Specific, Measurable, Attainable, Realistic and Timely
6. Confirm a time and place for your next meeting

TIP: Remember to give the mentee an opportunity to ask questions and don't interrupt. Use active listening, considering their point of view and seeking clarification (e.g. 'What do you mean by...' and 'How would you go about...')