

Pilot
Programme



@  STONEWATER

Mentor Workshop One



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Reverse
Mentoring

Reverse Mentoring Pilot Outcomes

- Increase understanding and practise of Mentoring at Stonewater.
- Pilot a specific Reverse Mentoring programme.
- Increase understanding and emotional awareness of others' life experiences.
- Increase appreciation of diversity for participants and wider.
- Build skills of listening, sharing, story telling and 'compassionate inquiry'.
- Continue to develop EDI Allies.
- Evaluate and gather learning for future Mentoring programmes.



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Mentor Training – Outcomes

- Understand intent, roles & phases of Reverse Mentoring programme.
- Access & share existing insights, experiences & skills of mentoring.
- Practise & build skills of listening, sharing, storytelling and compassionate inquiry
- Getting off on the right foot – Focus on Agreement, Scope & Intentions.
- Exploring the territory – Unconscious Bias, Assumptions, etc.
- Building the Relationship – Expectations & Power.
- Use of materials, journaling.
- Build confidence to be a Mentor.



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Check-in

- I'm ...
- Something you might not know about me is ...
- My experience of Coaching/Mentoring – giving or receiving is ...
- The reason I want to be a mentor at this time, is ...



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Territory for Today

- Check-in
- What is/is not **Effective** Reverse Mentoring
- Core Reverse Mentoring Skills
- Challenges of being a Reverse Mentor
- Focusing on Mindset
- Our Stonewater Reverse Mentoring Pilot
 - **Break**
- Getting off on the right foot – Agreement & Intention
- Frame of Reference, Assumptions & Beliefs
 - **Lunch**
- Storytelling & Pair Practice
- Open Questions
- Building the Relationship
 - **Break**
- Mentor Buddy
- Pair Practice
- Next Steps



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Reverse
Mentoring

What is Mentoring?

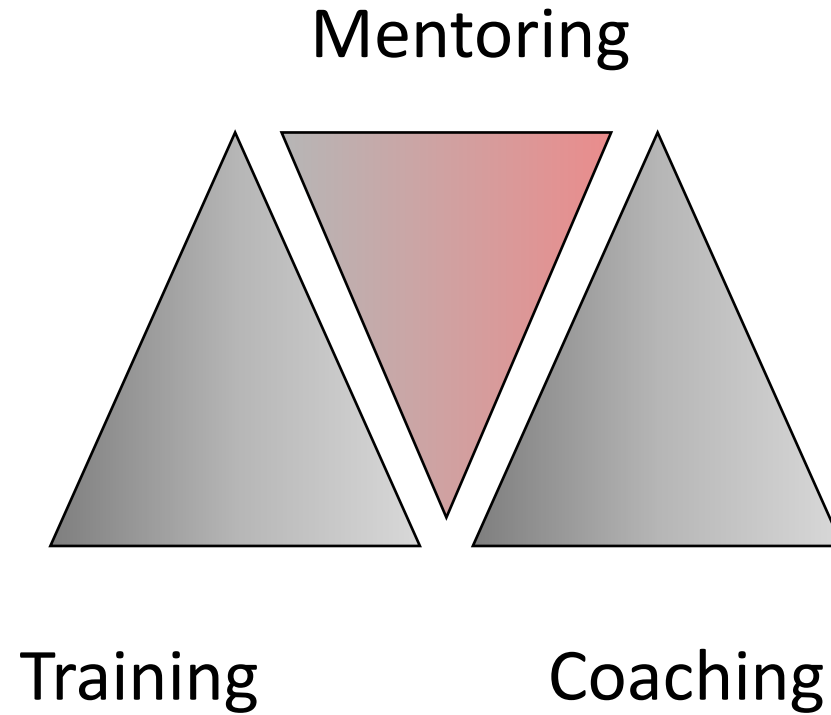


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Where Mentoring Sits



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What is Reverse Mentoring?



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What is 'Reverse Mentoring'?

“Reverse mentoring has often matched more senior and older colleagues with younger, junior colleagues.

Recently, reverse mentoring has evolved to comprise senior leaders being mentored by a more junior colleague who, from a diversity and inclusion perspective, is different from them in some way, and therefore experiences their career differently.”

Source: Business in the Community (BITC)



Reverse Mentoring

“Is when someone with less (perceived) power mentors someone with more power or less disadvantaged position/group”

– **Stacy Johnson**

“In order to be a **mentor**, and an effective one, one must care.

Know what you know and care about the person, care about what you know and care about the person you’re sharing with.”

— **Maya Angelou**

“As well as boosting talent retention, **reverse mentoring** helps diverse colleagues to affect change, increases empathy and clarity and reduces unconscious bias and perspectives, which can be missed at a leadership level.”

— **Leila McKenzie Delis**



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**What will be your
biggest challenges
of being a Reverse
Mentor?**



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Reverse
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Focusing on your Mindset

PLAYING TO WIN
VS
PLAYING TO
AVOID LOSING



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PLAYING TO
AVOID LOSING

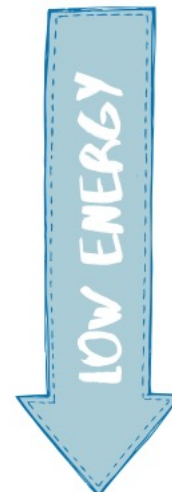
PLAYING TO
WIN

Angry
Aggressive
Righteous
Controlling
In the detail



Make it happen
On the front foot
Driving
Buzzing
Confident

Withdrawn
Quiet
Playing safe
Deferring
Isolated



Calm energy
Peaceful
Reflective
See big picture
Grace under pressure



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A photograph of a desk with a white cup of coffee, a pencil, and papers. The word "Break" is overlaid in the center. The scene is lit with soft, natural light from a window in the background.

Break

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Mentoring Skills

- Offering insights
- Challenge
- Building trust
- Story telling
- Allowing Silence / Space
- Environment
- Honesty
- Demonstrating emotional intelligence
- Asking appropriate questions
- Probing
- Listening
- Non-verbal clues
- Checking understanding
- Providing feedback

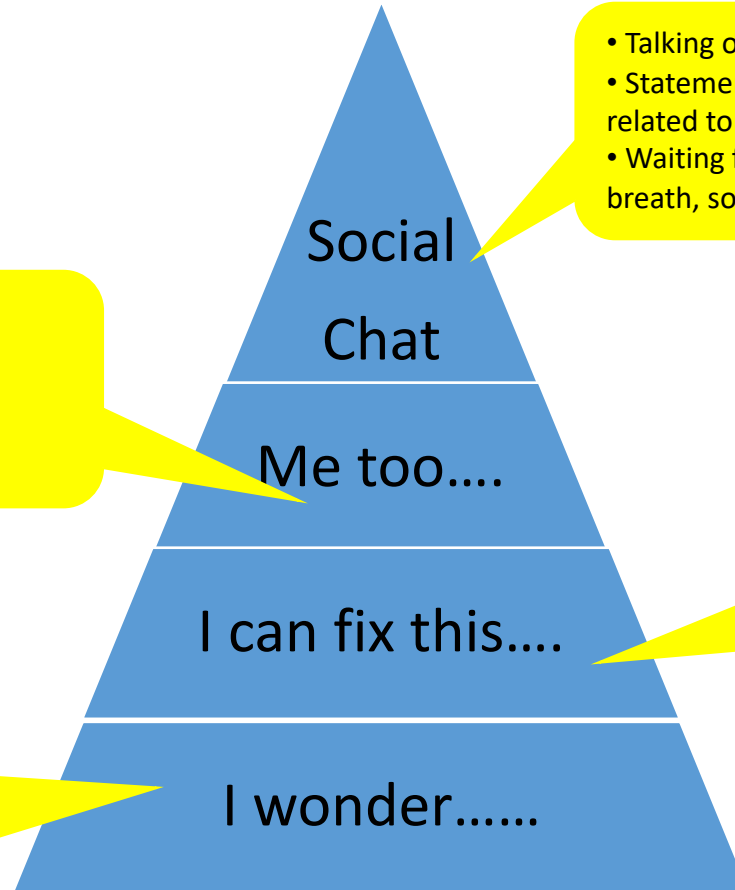


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Levels of Listening

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Social
Chat

- Talking over each other
- Statements & view s- not directly related to what's just been said
- Waiting for others to draw breath, so you can jump in

Me too....

- That happened to me
- I agree with that/you ... I don't agree....
- Conversation ping-pong
- Filtering/Comparing what they say, to your own viewpoint

I can fix this....

- Coming up with solutions
- What you need to do is.....
- Have you tried....
- If I were you.....









I wonder.....

- Compassionate curiosity
- That's interesting.....
- Listen to understand them.....
- Focus on them and their needs.....

- Then – choose your response
- Open Qs How.... When.. Which... Who... Where... When

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Active Listening

-  M Minimal encouragers
-  O Open ended questions
-  R Reflecting
-  E Emotion labelling
-  P Posture / eye contact
-  I Ignore your own irritation
-  E Effective pauses
-  S Summarise / paraphrase



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In small groups, discuss:

- How do I get into a Playing to Win mindset prior and during the mentoring meetings?
- Are there any self-limiting beliefs I need to manage? How?

Help each other overcome / agree techniques.



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Reverse Mentoring Pilot Roles & Phases

Roles: Mentor, Mentee, Supervision, Pilot Programme Lead

Phases:

1. Application & Matching
2. Training for both parties
3. Making your Mentoring Agreement
4. Managing a relationship of conversations, sharing, emotions, reflections, reviews, impact, etc
5. Supervision
6. Closure, Review, Learning



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Getting off on the right foot

What will be important to
you both to agree?



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Mentoring Agreement List

- Asking and agreeing what we both want from this
- Boundaries – what this is, is not
- Confidentiality – both ways, sharing with others, social media?
- Noticing when judgement shows up
- Being authentic
- Appreciation of each other
- Dealing with feeling uncomfortable
- Reviewing our relationship
- What will tell us this is working?
- Use of journals, note taking
- Booking (and keeping to) our time together
- Supervision
- Concluding our relationship
- Evaluation Process
- Signing up to our commitment



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**Watch this
conversation,
what do you notice?**



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Intros & Making Our Agreement Video Debrief:

- What did you like about the Mentoring?
- What was the impact on the Mentee?
- What might you add or do differently?



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Possible Structure

1. Connect
2. Ask – what would you like to hear/learn?
3. Share a lived experience
4. Invite questions
5. Explore their reflections
6. Notice & playback habits, assumptions, etc
7. Ask - What do you now understand?
8. Ask - What has touched or impacted you?
9. Ask - What might you do differently?
Individual and/or organisationally





Lunch

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Who is your Mentee?

The big reveal ...



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Who is your Mentee? The big reveal ...

Mentor	Mentee
Jade Bradford	Nick Harris
Sharron Gough	Patrick Chauvin
Richard Devine	David Lockerman
Pav Johal	Lynda Lines
Darren Regis-Williams	Isabelle Kirk
Bhupinder Kaur	Helen Fortune
Abi Deeprise	James Bradbury
Dooshima Eyetan	Holly Edwards



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Emotional Intelligence

1 Self Awareness

What are you feeling?
How did these feelings
arise?

4 Social Awareness

What are they feeling?
How did these feelings
arise? (empathy)

3 Self Motivation

2 Self Management

What is the impact of my
feelings on others?
How do I regulate those
feelings?

5 Relationship Management

How do you want them to
feel?
What actions do you need to
take?



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Frame of Reference



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Frame of Reference

We are all Shaped by our:

- Place of birth
- Childhood
- Experiences of minority groups
- Education
- Work
- Values
- Achievements
- Age
- Disability
- Early role models
- Education
- Gender
- Any serious health issue
- Sexuality
- Likes/Dislikes
- Aspirations
- Family situation / size
- Spirituality



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Storytelling



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Storytelling

1. Once upon a time ...
2. Everyday ...
3. But one day ...
4. Because of that ...
5. And then ...
6. Until finally ...
7. Ever since then ...



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Storytelling.

Watch this...



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Story Telling - Video Debrief

- What did you notice about the Storytelling?
- What was the impact on the Mentee?
- What thoughts do you have about how you will tell your story?



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Open Questions



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Storytelling

Storytelling to raise awareness & understanding.

Pairs:

- Share a story – from Frame of Reference element
- Partner listen deeply, ask open questions
- 10 mins each way



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Possible Helpful Phrases

- What sticks in my mind is ...
- From my viewpoint ...
- What I expected was ...
- What surprised me ...
- What I noticed most was ...
- The way this made me feel was ...
- The impact of this was ...
- Questions it left me asking ...



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A photograph of a desk setup. In the foreground, a white paper cup filled with coffee and a metal straw sits on a light-colored surface. To the left, a stack of papers is visible, with a wooden pencil resting on top. The background is softly blurred, showing a window with light coming through. The word "Break" is centered in the image in a large, black, sans-serif font.

Break

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Creating an Effective Mentoring Relationship



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Transactional Analysis © Berne

Parent

- Nurturing/protective
- Controlling/critical/aggressive

Adult

- Equal relationships
- Self-aware/assertive

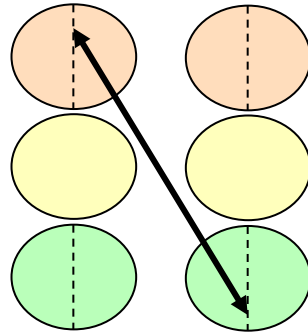
Child

- Rebellious/playful
- Adaptive/submissive

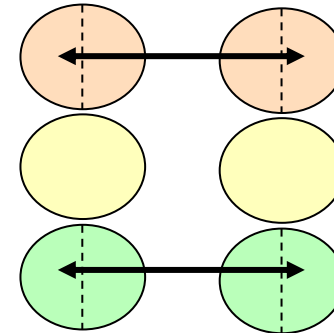


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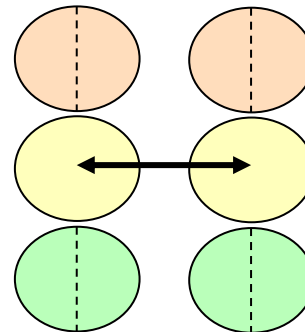
Transactional Analysis © Berne



Parent – Child interactions



Parent – Parent and
Child – Child interactions



Adult- Adult interactions – the
50:50 relationship



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Tips for Mentors

- Structure can be your friend
- LISTEN
- Notice how you are making them feel
- Be brave
- Summarise
- Be clear, get to the heart of things
- Manage the time
- Keep your Intention in mind
- Focus on the Mentee
- Build trust
- Set and keep to boundaries
- Focus yourself beforehand
- Use your journal to review afterwards & before next time
- Plan in review points



Reverse Mentoring

Tips for Mentees

- Focus on this opportunity to learn
- Be open for insights/help
- Ready to adapt
- Clarify expectations WITH your mentor
- Be ready to be challenged
- Make the most of this rare opportunity
- Help the mentor to see/hear your reactions, views
- Be honest
- Courage
- Take ownership for your progress
- Keep your Intention in mind
- Take actions
- Build trust
- Set and keep to boundaries
- Focus yourself beforehand
- Use your journal to review after
- Plan in review points



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Mentoring Buddy



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Mentoring Buddy

- Support for each other
- Reflect on our experiences
- How am I experiencing this process?
- What am I learning?
- What do I need to be effective?
- What will I do more of/less of from our conversation?



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Pair Practice

- In pairs
- 15 mins
- Meeting practice
- 5 mins review
- Impact, Feedback, Support



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Next Steps

- Practise Listening & Questioning in your roles
- Digest slides, notes/insights, videos
- Practice paired storytelling with your buddy, on a topic of significant difference between you
- Use a journal to capture insights & questions
- Get started with your Mentee – from Monday 11th July
- Ideally two sessions in July & August
- We meet again for 2 supervision sessions and a follow-up workshop



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Check-Out

What might I need to 'let go of' to be an effective reverse mentor for Stonewater?



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