

# Welcome to Your Graduate Reverse Mentoring Supervision Session 1 April 2022



# Intended Programme Outcomes

- Introduce Reverse Mentoring in K+N
- Review and build quality of Mentoring activity in K+N
- Develop and enhance core skills for both parties
- Pilot a K+N specific 6 month Reverse Mentoring programme
  - Launch Workshop
  - Two Supervision Sessions
- Evaluate and gather learning for future Reverse Mentoring programmes
- Build Mentoring community as resource for K+N



Reverse  
Mentoring

# Rebecca Clarke



Senior Consultant  
&  
Facilitator  
andpartnership

Passionate about  
coaching, mentoring  
and maximising  
cross-organisational  
learning & inclusion

&

**and**partnership  
— LEADING FOR A CHANGING WORLD —

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# Anne Lashmar



Director &  
Facilitator  
and partnership

Embracing  
technology like  
never before!

# Learning Together Today

- Timings 3 hours with breaks!
- Lots of opportunity to interact
- Break-outs in pairs
- Use live chat to ask any questions as we go
- Mics on, switch to mute if background noise increases
- If you need a comfort break, let me know, so I know you've only left temporarily (hopefully!)
- Make sure that your power cable is connected
- Have pen & paper handy
- As always, we'll share a link with slides afterwards



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# Check-in

- What's 'Top of mind' for you today?
- How am I feeling about my new Reverse Mentoring relationship?



## Reverse Mentoring

# Territory for Today

- Check-in:
- Tools Recap
- Review My Mentoring so far: Trios
  - Successes & Challenges – what I'd like help with today
- Goal Agreement Learning Share
- Live Demo – Observations
- Skills - Questioning, My Style, Focus, Summarising
- Break
- Feedback in Mentoring
- Learning Review & Insights
- Mentoring Skill Evaluation
- Buddy next steps
- Check-out



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# Mentoring Pilot Roles & Phases

Roles: Mentor, Mentee, Supervision, Programme Lead

Phases:

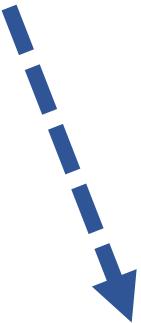
- Training for both parties
- Matching
- Making your Mentoring Agreement
- Six mentoring sessions
- Group Review/Supervision after sessions 1 and 5
- Session 6 - Closure
- Review & Learning



# Where Mentoring Sits

## **Coaching** (*Pull information/learning*)

- The art of unlocking a person's potential to maximise their own performance.
- It is helping them to learn rather than teaching them.



## **Training** (*Push information/learning*)

- Is teaching or developing others skills and knowledge that relate to specific useful competencies
- Training has specific goals of improving capability, productivity and performance.



## **Mentoring** (Can combine approaches)

- Is a long-term process based on mutual trust and respect.
- A trusted person or leader who works with a mentee to help them learn things quickly or earlier, or to learn things they otherwise might not have learned.
- A mentor is an experienced and trusted individual, who may train, coach, counsel or share their own experience in a particular field to support the mentee.



## Reverse Mentoring

# What is Reverse Mentoring?

**Reverse mentoring** follows the same principles of traditional mentoring, but with a twist, as both people learn from each other. This boosts *both* parties' level of understanding, communication, and collaboration. It recognises those with a lot/less experience can learn from one another, and **both** have **valuable experience and knowledge to share.**

In Reverse Mentoring, the more experienced or more knowledgeable person does not need to be in a more senior role or older. Anyone experienced in a topic, can help guide a less experienced or less knowledgeable person. The mentor may be older or younger, but brings a certain area of expertise.



It creates more inclusivity and cross-generational learning, helping each other to grow, develop and reach their full potential. Both individuals benefit.



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# Skills for Reverse Mentoring

What skills  
do you need?

Offering Insights, Challenge, Building Trust,  
Space, Silence, Environment, Honesty,  
Demonstrating Empathy, Open Questions,  
Probing, Advice

## **LISTENING**

Non-verbal clues, Checking  
understanding, Feedback

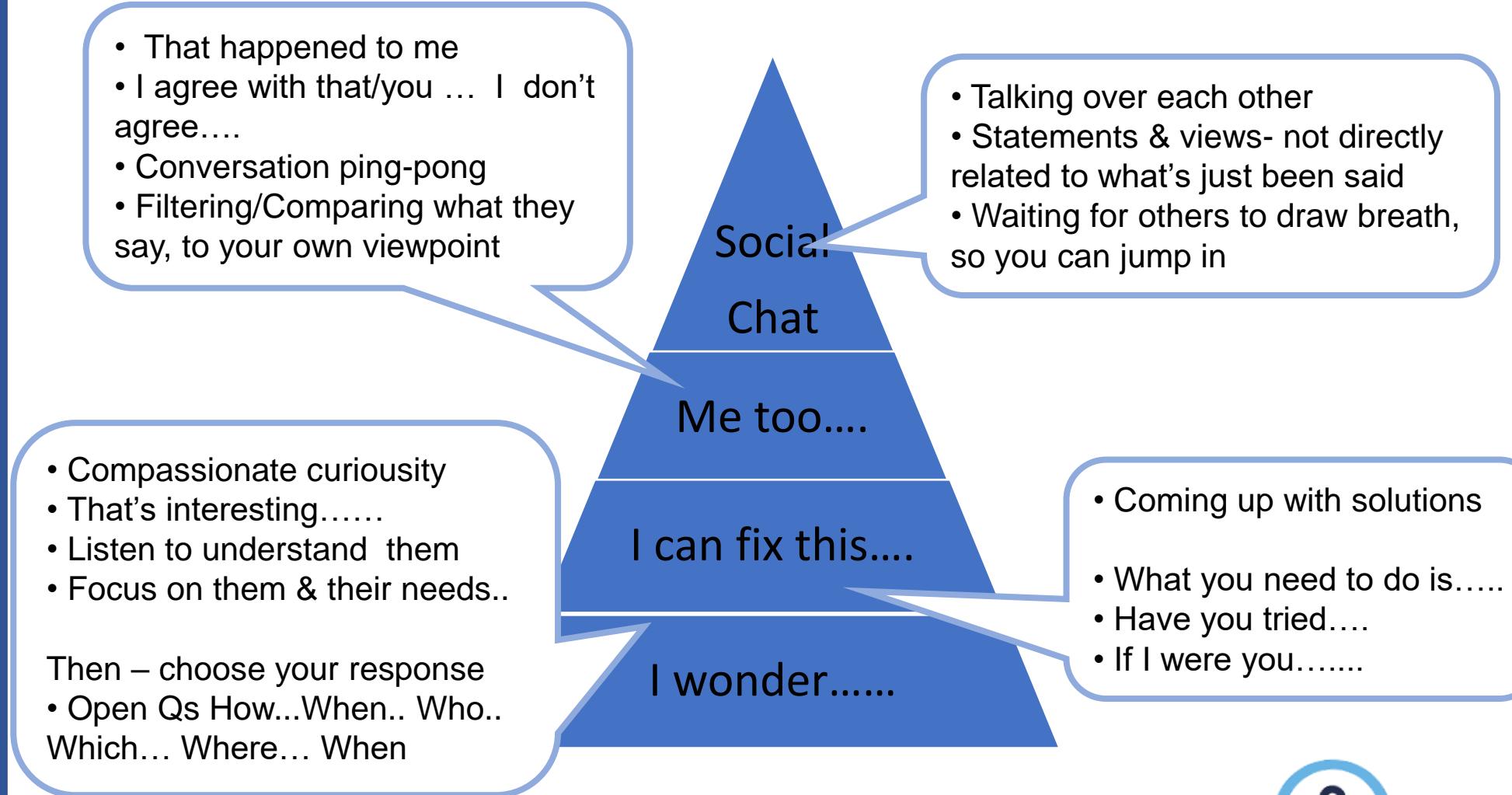
Listening & Body  
Language

High quality  
Questions



## Reverse Mentoring

# Levels of Listening



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# Body Language

- ★ Look straight at the listener
- ★ Maintain eye contact 60% of the time
- ★ Keep your posture open and relaxed

## Posture

- ★ Keep your movements positive and attractive – such as leaning forward and nodding your head

## Movement

- ★ Smile and relax – be sincere
- ★ Show that you care

## Facial expressions

- ★ Raising an eyebrow
- ★ Remaining silent (give acknowledgement to show that you're listening)
- ★ Frowning
- ★ Looking away
- ★ Closing your posture (crossing your arms and legs)
- ★ Not moving
- ★ Hanging your head
- ★ Sighing
- ★ Squinting – looking like you're in pain (especially when they are talking)
- ★ Rolling your eyes
- ★ Slumping in your chair
- ★ Drumming your fingers and tapping your foot
- ★ Focusing on other things – watching the clock, checking email, answering the phone

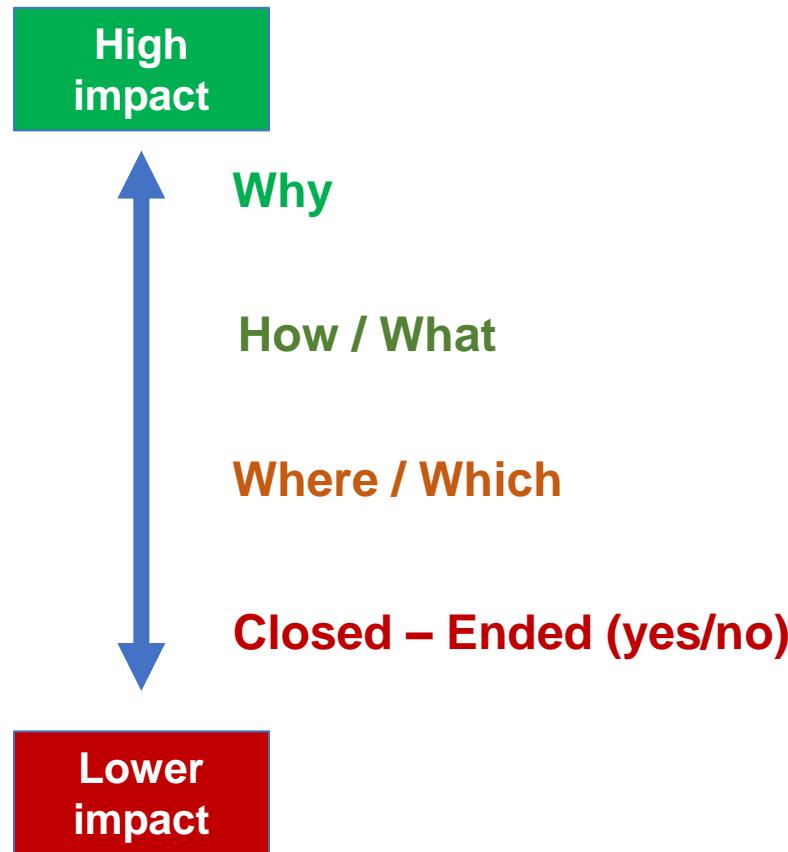
## Body language to avoid



Virtual  
setting vs  
in person

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# Quality Questions



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# Great Goals are...

SMART  
*goals*

- SPECIFIC
- MEASURABLE
- A GREED AND ACCEPTED
- REALISTIC
- TIME-BOUND

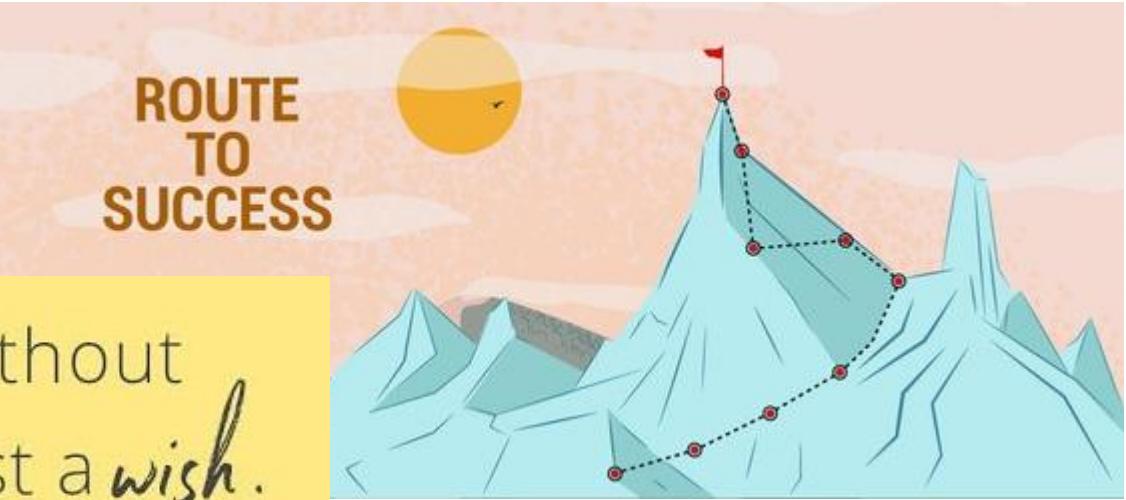


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# Agreeing Goals in Mentoring

A goal without  
a *plan* is just a *wish*.



What have we learnt so far?

## Reverse Mentoring

# Reverse Mentoring Agreement List

- Ask and agree what we both want from this
- Boundaries – what this is, is not
- Context, including line manager
- Confidentiality – both ways, sharing with others, social media?
- Being authentic
- Appreciation of each other
- Noticing when judgement shows up
- Dealing with feeling uncomfortable
- Reviewing our relationship
- What will tell us this is working?
- Use of journals, note taking
- Logistics, booking (and keeping to) our time together
- Reviews & Supervision
- Concluding the relationship
- Evaluation Process



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# Getting off on the right foot

Agreeing Boundaries & Principles

What will be important to you both?

# Learning from our experience

Give each other 10 min of focused space to reflect:

1. What's been my best Reverse Mentoring moment/impact and what made it so?
2. What's been my trickiest moment or challenge and what made it so?
3. What have I learnt so far and what do I want help with today?



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# Impact of Style & Ownership



Tell   Instruct   Advise   Guide   Support   Coach

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# Live Demo

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# Observations

What do I notice about Anne's skills & style?

What impact is she having on her Mentee?

What do you notice about the shape of the conversation?



# Break

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# Map for helping conversations



## Reverse Mentoring

# Shape of a conversation

Which option feels best to you?  
Easiest/Simplest to do?  
When could you start?  
What do you need?  
How will you know you're making progress

What have you tried so far?  
What are your thoughts?  
What could you do?  
What else?  
If the next step was easy, what would it be?



What is happening now?  
What are you thinking/feeling?  
What's the impact of that?  
Explore, playback, probe....

What's your goal for this topic?  
What do you want to get out of THIS conversation today?  
If you could get one thing sorted today, what would it be?



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# Common challenge



# Definition of Effective Feedback

**Is balanced, specific, timely  
and regular, explored with the  
INTENTION OF IMPROVING  
FUTURE PERFORMANCE**

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# A FEEDBACK MODEL

- ★ What went well?
- ★ What was tricky?
- ★ What would you do differently next time?
- ★ Would you like some feedback from me?
- ★ What I thought was good...
- ★ What I thought was tricky...
- ★ What I thought you might do differently next time...



## Reverse Mentoring

# Mentoring Development Options

1. Overcome any **Self-limiting Beliefs** such as imposter syndrome.
2. Gain clarity on **Values and Motivators** (ask questions relating to what they care about at home and work, what is important to them, what they are passionate about, why they come to work, etc).
3. Envision the **Future** (ask questions relating to ambitions, impact they want to have on others, reputation they want to build, what they want people to say about them, etc).
4. Understanding **Strengths & Development areas** (ask questions to identify skills, knowledge, experience and abilities).



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# Reverse Mentoring is different?



<https://youtu.be/YjouZpY-OKc>



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# Mentoring Skill Development

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## Reverse Mentoring

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Skills Self Reflection	0	1	2	3
Create adult-adult rapport with mentee				
Spends enough time to get to root cause or specific issue in mentee's sphere of control or influence				
Establish agreed goal for mentee conversation, check back to sustain focus & sharpen if needed				
Avoids assumptions or leading the mentee				
Keeps focus on mentee & what they can influence – demonstrating clear intent to allow them to learn for themselves. Doesn't take over, offer advice too soon				
Uncovers multiple options from mentee, enable them to select most appropriate. Resist offering own solutions				
Summarise, recap to keep control of conversation process				
Focuses mentee on realistic SMART actions & the WILL to act				
Demonstrate high level of listening				
Uses appropriate, open questions				

0 = I do not have this skill & it's new to me (Unconscious Incompetence)

1 = I am having a go, but cannot do it yet (Conscious Incompetence)

2= I can do this. Feels unnatural, I need to remind myself/be reminded (Conscious Competence)

3 = I do this naturally & effectively (Unconscious Competence)

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# Mentoring Buddy

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# Mentoring Buddy

How are we supporting each other so far

- Keep and Change

How will be focusing on our skill development

- Now and as we continue....
- Where's my development edge?

Agree our next touch point



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# Next Steps - Checklist

- Keep learning alive** - Explore and reflect on your learning
- Review materials** – Explore the additional learning videos and podcasts shared.
- Practice** - Listening, be conscious of your body language and quality questions
- Capture your journey** – Use a journal to capture your insights, preparation and your journey.
- Speak with your line manager** – What are you learning? Finding most tricky? What support might be helpful?
- Connecting - Building a relationship with your mentee**, you have 6 sessions as a minimum and recommend these are 90 minutes. Anything over and above is to your discretion and time.
- Supervision Support** – Book onto your final supervision session 2. To give you a guide this should be after your 5<sup>th</sup> mentoring session to prepare for your final session with your mentee. conversation.
- Mentor Buddy** – Keep connected and support each other
- Support** - We will be with you on every step of your journey, If you do have any questions, please do not hesitate to get in touch  
[rebecca.clarke@andpartnership.com](mailto:rebecca.clarke@andpartnership.com)



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# Questions



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# Check-Out

What's my key take away from today?