

## CONCEPTS OF MENTORING

### *What is mentoring?*

- ‘Traditional mentoring in the workplace’ describes a relationship in which a more experienced colleague uses his or her greater knowledge and understanding of the work or workplace to support the development (of skills, abilities, knowledge and/or thinking) of a more junior or inexperienced member of staff.
- It is a specific learning and development intervention. Mentoring is a tool that complements and integrates with other learning activities within an employee’s development plan.
- There are different types of mentoring, including: group mentoring, e-mentoring, peer mentoring, and reverse mentoring (where older, more experienced workers are mentored by people from younger generations to gain fresh insights and perspectives).

### *When can mentoring be used?*

- As part of staff induction – Helps people get up to speed in a new job (new employees are supported and inducted quickly into ‘our way of doing things’)
- In supporting staff development – Ensures effective learning.
- For career progression – To assist in identifying and supporting potential talent.
- As part of “on the job” learning – To enhance job related knowledge and skills for the present.
- In succession planning (to identify and provide internal skills development for potential leaders).
- As an incentive for ‘high fliers’.



- To support equal opportunity programmes – To ensure proper integration and fairness of treatment.
- To support isolated employees, or those who may need extra support due to disability, illness etc.
- To reduce burn-out (managers and leaders who have been with the organisation for some time are often looking for a career challenge: a new direction or renewed motivation).
- To support an organisational learning philosophy.