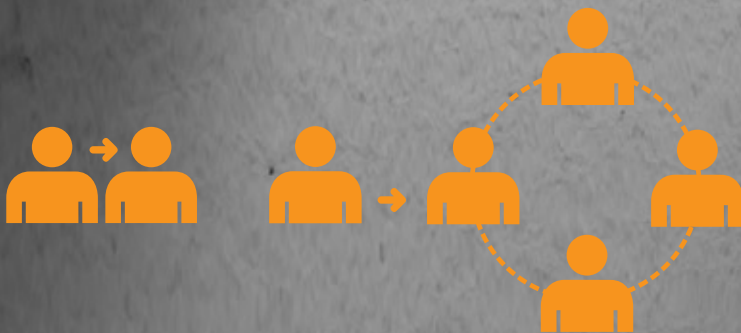




BE A MENTOR  
IN THE WORKPLACE

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## Certification of Mentors in the Workplace

# CERTIFICATION OF MENTORS IN THE WORKPLACE

## CREDITS

### TITLE

Certification of Mentors in the Workplace

### COORDINATION

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## EXECUTIVE SUMMARY

In Europe, the active ageing is a challenge which brings two issues to the top: the need to motivate older people to continue to work and learn and the creation of professional opportunities for the younger people.

This is one more challenge addressed to SMEs which employ the biggest slice of the active population in Europe and undertake important part of responsibility of improving the people standards of living in many perspectives, namely by opening opportunities to the continuous integration of older active people and younger one in the working life, fostering the global productivity and enhancing economic performance.

Be a Mentor in the Workplace is a project which promotes, widely speaking, the address of Mentoring methodologies to the interchange of generations in the profit of active ageing and younger population employability, involving the development of mentoring skills, under the perspective of work based lifelong learning, of both mentors (traditionally the older and/or experienced employees) and mentees (traditionally the younger already employed or the new comers) to the organization.

By adopting new models of learning in the workplace and the use of ICT facilities, the project outcomes envisage a highlighted impact in the SMEs regarding the productivity and quality

This document consists in a common profile for Mentors in the workplace ad correspondent training curriculum, throughout the organisations and countries involved, seeking a European certification.

For more information regarding project and partnership, go to [www.bmw-eu.net](http://www.bmw-eu.net)

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## 1. PROFILE OF AN EFFECTIVE MENTOR

For the profile of an effective mentor, we propose a flexible profile. In this case, flexible means 'depending on the needs of the SME and the role that is expected'.

For certification, there are three distinct roles:

- 1 - The role of instructor
- 2 - The role of a regular coach, based on practical experience and day-to-day support
- 3 - The role of a development coach, to achieve growth

Each SME can choose the role or roles that they see as necessary for mentoring in their own organisation.

Once they have decided upon the role, they can decide which action to take to train the mentor in taking up their role.

For each role, we give an overview of the competences (knowledge, skills and attitudes) needed.

### 1 - The role of instructor

#### Knowledge

- Knows their own role, tasks and responsibilities
- Knows the work area of the newcomer
- Has the technical professional knowledge specific for the tasks to teach

#### Skills

- Listens to the difficulties of the mentee
- Is able to teach knowledge and skills
- Can adapt their style to the needs of the mentee
- Is able to give clear instructions
- Checks if the message is understood
- Gives feedback in a constructive way
- Understands diversity

#### Attitudes

- Is able to be patient with people with less experience

### 2 - The role of a regular coach

#### Knowledge

- Knows their own role, tasks and responsibilities
- Knows the work area of the newcomer
- Knows the organisation structure and culture

#### Skills

- Has communication skills
- Is able to ask reflective questions
- Is able to listen actively
- Gives constructive feedback
- Is able to motivate the mentee
- Is able to share knowledge and expertise

#### Attitudes

- Is self-confident
- Is reliable
- Is discreet
- Is optimistic
- Has a positive view of others

### 3 - The role of a development coach

#### Knowledge

- Knows their own role, tasks and responsibilities
- Knows the organisation goals, behavior lines, functions and decision processes of the organisation
- Has a network of contacts and influence

#### Skills

- Has good communication and interpersonal skills
- Is a good motivator
- Play more a role of a facilitator role with regards to self-reflection
- Be capable of working with different coaching styles
- Be capable of moving from a more pragmatic approach to a coaching discussion on long term aspirations
- Is a high performer. They should be known throughout the organisation as being successful and someone whose opinion is asked.

#### Attitudes

- Is honest and reliable
- Reflects on the organisation's values and culture
- Shows maturity in work and life
- Is open enough to take risks
- Is open to new ideas and learning opportunities
- Is willing to spend the necessary time to transfer skills and knowledge
- Is accessible
- Is willing to share experiences
- Shows commitment to the mentoring programme

## 2. TRAINING PROGRAMME TO CERTIFY THE MENTOR

Because we believe in a flexible mentor profile a flexible training programme is also provided. We propose a modular system. The SME in question can choose the modules that they think are necessary for the mentors in their SME.

In this training programme, we will provide only training on knowledge and skills, not on attitude.

It takes a lot of time and effort to learn certain attitudes. Time and resources that are not always available for SMEs. Therefore we believe that the chosen mentor has some basic attitudes that are necessary to take up the role of a mentor.

### **Module 1: Online assessment to check if the candidate has the necessary attitudes**

#### **Module 2: Knowledge on mentoring**

- What is mentoring?
- What is the difference between coaching and mentoring?
- What do people expect from me as a coach?

#### **Module 3: Communication skills**

- Active listening
- Asking the right questions
- Giving and receiving feedback

#### **Module 4: Instructing skills**

- Presentation techniques
- Giving clear instructions
- Adapting to the learning style of the mentee

#### **Module 5: Coaching-on-the-job**

- Adapting to your audience
  - > Contacting & Contracting
  - > First to pace and then to lead
- Structuring the coaching, using the GROW-model

#### **Module 6: Coaching for development**

- The iceberg and motivational drivers
- Creating self-awareness
- Being flexible, using the Heron intervention-model

#### **Module 7: E-mentoring**

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