



BE A MENTOR
IN THE WORKPLACE

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Best Use of Project Products



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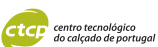
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BEST USE OF PROJECT PRODUCTS

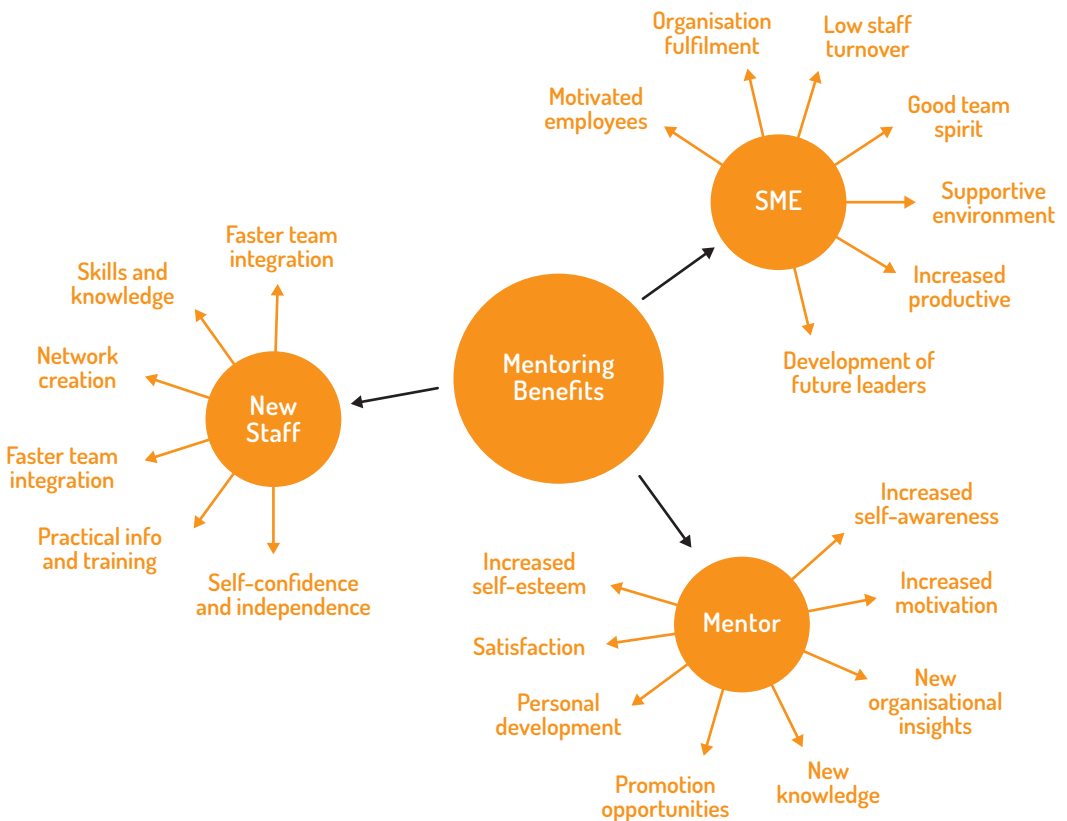
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Best Use of Project Products

Europe is facing the problem of an ageing population where people are living healthy longer lives with an active EU population of 58 million people aged between 50 and 60 years old. On the other hand an average of 22% of young people are unemployed where there is a visible lack of vocational skills and newcomers to the world of work who want to progress in their careers. This opens the door for older people to continue working and have an important role in the world of work through intergenerational learning.

The older population possess a wealth of knowledge and skills capital which can be augmented through an intergenerational process of transferring their skills by aiding the younger active population in their careers within SMEs, which are a strong pillar of Europe’s employer system. The development of mentoring skills in accordance with work-based lifelong learning will have a strong impact in small enterprises where intergenerational knowledge, increased job satisfaction and motivation of employees will enhance the company’s productivity and quality.



Therefore this guide has been designed to help you to understand the various products which are available for you to use as part of the Be A Mentor in the Workplace programme to promote this atmosphere of learning and development in your own company. It will take you through each of the individual resources and direct you in how best they can be used when implementing your workplace mentoring programme.

1. Profile for Mentor in the Workplace

Having assessed and understood the need for a mentoring programme in your organisation you will need to identify employees who have the initial skills and competences to become a mentor. The “Profile for Mentor in the Workplace” will help you to pinpoint these skills to help you to carry out the selection process.

Before using this product we suggest that you read through the overall [ICT based Framework for setting up Mentoring in SMEs](#) available for free on the [BMW website](#) to understand the basic differences between mentoring and coaching as well as the benefits it can bring to your company. The “Profile for Mentor in the Workplace” consists of both a flexible profile for an effective mentor and the corresponding training curriculum for those seeking European certification.

As we understand that every company has different needs for their mentoring programme the profile for certification is flexible depending on the role of the mentor within your organisation. The three roles that are covered and explained within this product are:

1. An instructor
2. A regular coach
3. A development coach

For each role the profile looks at the knowledge, skills and attitude which enables the employee to be a success in their mentoring relationship.

This is followed by the optional modules which can be undertaken by the prospective mentors in your company. Your employee can take an online assessment provided under the [Course for Mentors](#) to evaluate their existing skills to understand whether they would be a suitable mentor. Following the assessment your employee can choose the online modules they feel are necessary for developing their skills and competences in the given areas. An example of the outline of a module can be found below:

Module 3: Communication skills

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

The next step is for your aspiring mentor to complete the course!

3. Guiding Package for Mentees

Once your aspiring mentor has completed the [Course for Mentors](#) and gained their certificate it is time to consider the mentees in your workplace. The “Guiding Package for Mentees” takes your employees through their role in the collaborative mentoring relationship so that they can be the leader of the relationship by guiding and facilitating the mentor’s efforts to create a satisfying and productive alliance for both parties.

The guide focuses on the active role a mentee might take to promote success in their mentoring relationship. It will support your employees as mentees to:

- Understand when it would be the most valuable to engage in a mentoring relationship;
- Become more proficient at defining their own learning goals;
- Build trust in the mentoring relationship;
- Establish agreements that keep the relationship on course;
- Increasing their capacity to ask for and receive feedback;
- Work more effectively with the mentor, so that they can build their skills, knowledge, abilities and expand thinking;
- Understand when and how to come to closure in a mentoring relationship.

The guide also provides some templates and tools for managing the relationship effectively, such as negotiation conversation guidelines, a rating system for understanding your visualisation skills and techniques for creating a personal vision.

The guide does not need to be followed step by step but mentees should be encouraged to read and consider the contents before embarking on their mentoring relationship, as well as refer to it throughout the process.

2. Course for Mentors

The certified course for Mentors is available in two formats; paper training contents and as an e-learning platform. It is designed with flexibility in mind so modules can be chosen and completed as necessary according to the profile of your aspiring mentor and your organisational needs. It is hoped that your older employees will have a go at trying the online aspect to develop their ICT skills, perhaps with the support of a younger worker. Although the modules can be used autonomously there is also the option for face-to-face usage for some activities.

The available modules are as follows:

1. Online mentoring attitudes assessment
2. Knowledge on mentoring
3. Communication skills
4. Instructing skills
5. Coaching-on-the-job
6. Coaching for development
7. E-Mentoring

Each module has a description which outlines the aims and an introduction section which outlines what you will learn. The innovative e-learning course means that the module content is not just text but also short films followed by an interactive test which involves things such as ‘drag and drop’ exercises to make you think about the information you have just studied.

Remember it does not need to be completed all in one go; you can log in to save your progress!

4. E-Training for becoming an E-Mentor

The information age is changing the dynamics of many relationships, including mentoring. E-mentoring or Virtual Mentoring is a new concept where participants rely almost exclusively on electronic tools to communicate. This product of the Be a Mentor in the Workplace programme introduces mentors to this concept, the benefits, the challenges and the tools that are available. It is complementary to the Profile for Mentor in the Workplace and the Course for Mentors, as mentioned under the previous product this aspect of the programme is not compulsory for mentors to undertake but it will give an added value to the learning process in the form of introducing your older workers to new ICT tools. It could also be an option should you wish to create a cross-organisational mentoring programme with another SME.

5. Feedback System

The Feedback System is a short method for your organisation's mentors and mentees to evaluate their mentoring relationship. There is an individual questionnaire for both mentor and mentee which can be used throughout the relationship to understand whether it is working well for both parties and whether anything can be improved.

Should you have any questions or queries about conducting the materials then please feel free to contact BMW's co-ordinator at geral@ctcp.pt.

Annexes

- Annex I: Profile for Mentor in the Workplace**
- Annex II: New Course for Mentors**
- Annex III: Guiding Package for Mentees**
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- Annex VI: Feedback System**

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