

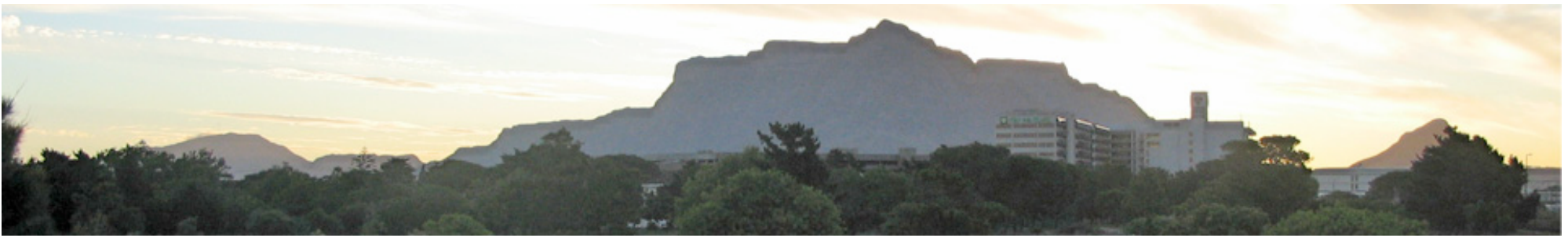


Beverley Whitehead

Newlands Brewery Pilot Mentoring Programme 2006

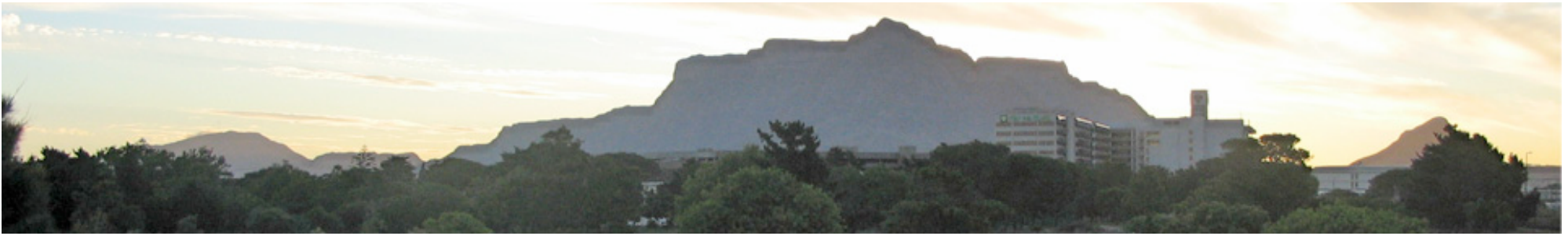
28 November 2006





Against what criteria will you evaluate a formal mentoring programme?

- Number of active mentoring relationships?
- Quality of attention given by participants to mentoring?
- Number of mentoring sessions conducted per pair?
- Personal benefit derived by mentees?
- Mutual benefit derived by mentoring pairs?
- Retention of key individuals?
- Sustainability of programme?



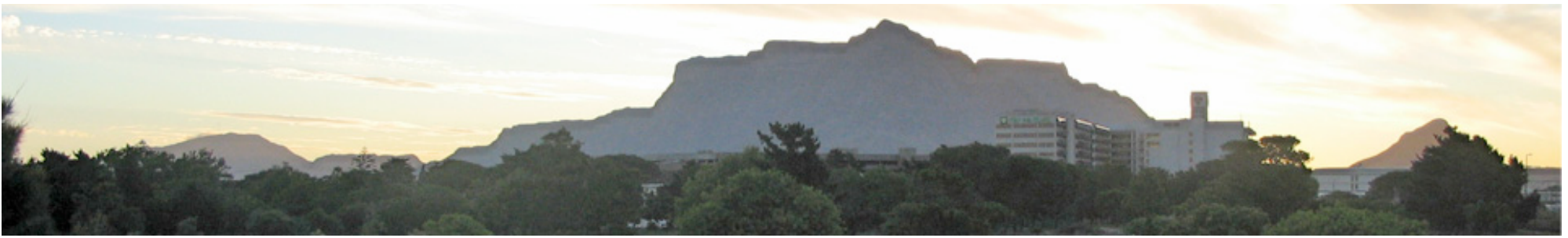
How do we see Mentoring?

*Off-line help by one person to another
in making a significant transition in knowledge work and
thinking.*

(Clutterbuck, 1990)

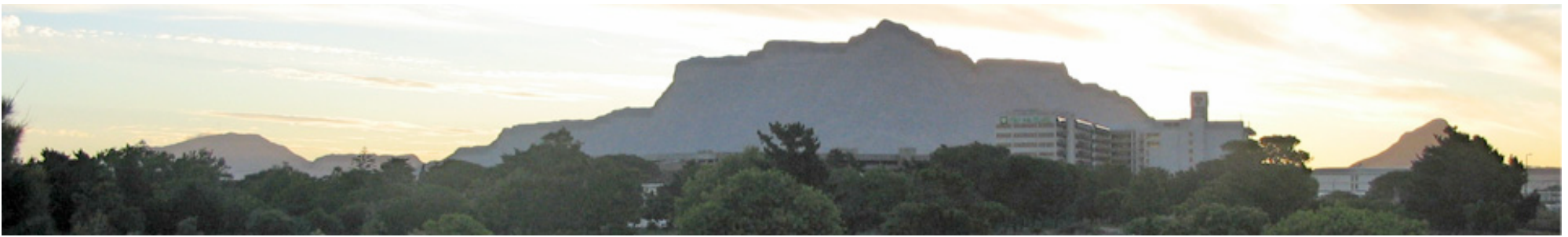
Within Newlands Brewery, as part of a formal mentoring
programme

Inspiring us towards fulfilling our potential

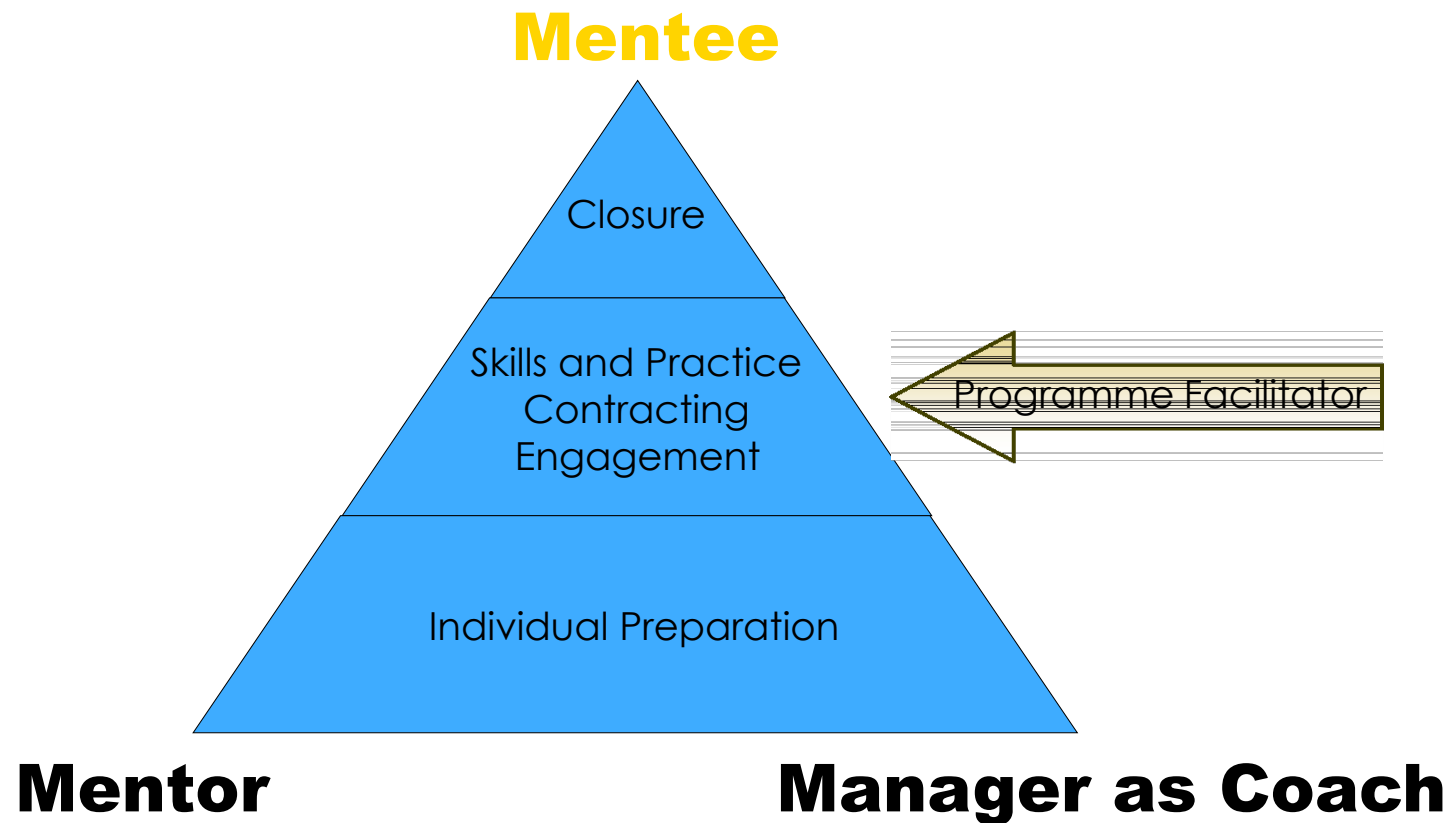


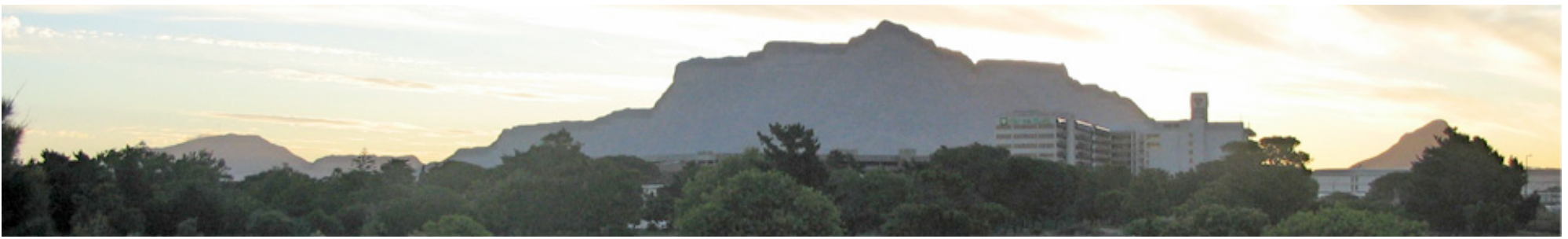
What is the nature of our mentoring programme?

- 16 mentoring pairs introduced in groups of 4 pairs over 7 months
- Mentee-directed
- Skills offered to to both parties (mutually beneficial)
- Holistic approach to individual's personal growth and career issues
- Relationship components, inner-being and contextual issues interact to produce mentoring outcomes
- Thinking will flourish and solutions will be found in the presence of questions and an attentive other
- Not administratively intensive – quality relationships
- Qualitative rather than quantitative emphasis



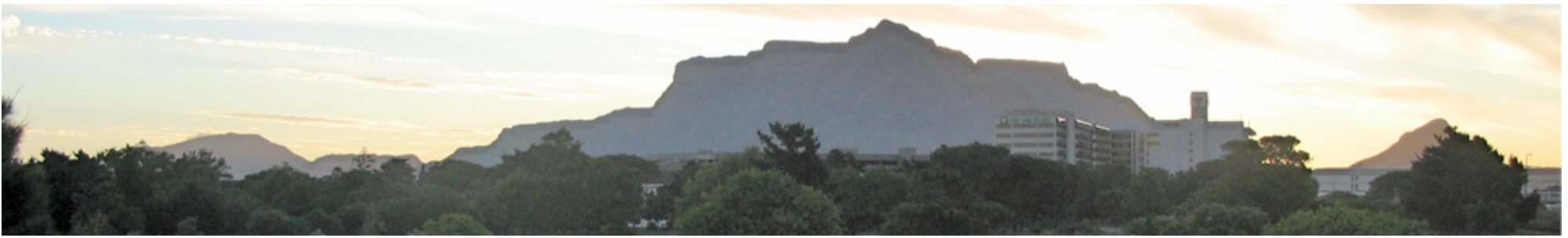
How is our programme structured?





How did we gear up for mentoring?

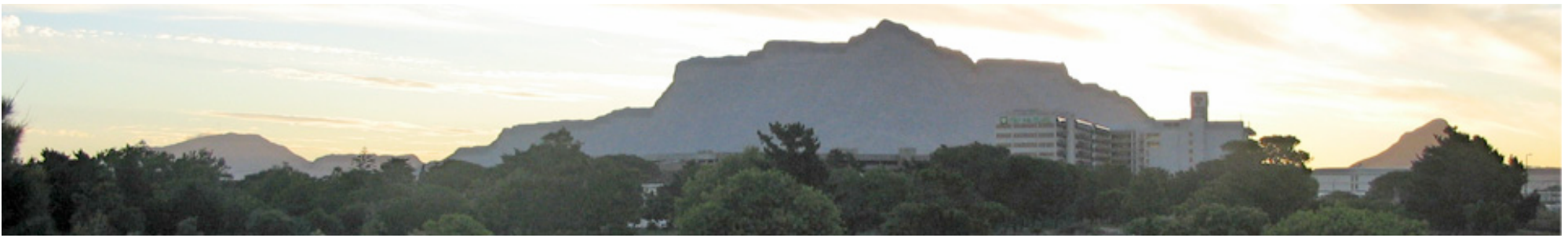
- Individual preparation (self-reflection and interview)
- Four days of training, contracting and practice
 - a) *Appreciative Mentoring/ Immersion in Mentoring* (1 day)
 - b) *Thinking Environment* training (2 days)
 - c) +/- 3 self initiated mentoring sessions in pairs
 - d) *Thinking Environment* review, reflection & other applications (1 day)
- Formal review



What is the *Thinking Environment*?

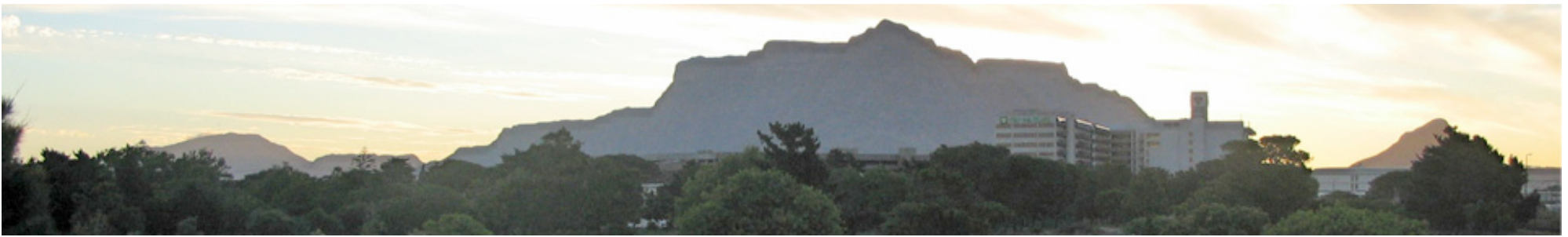
(NANCY KLINE)

- Positive philosophy of human nature
- People can think for themselves and solve their own problems if they are allowed to think!
- People think well together (thinking partners)
- Everything we do depends on the quality of the thinking we do first
- The mind thinks best in the presence of a powerful question
- A set of conditions, the 'Ten Components' (e.g. attention, equality, ease, appreciation ...), used as a system, facilitates transformative thinking
- The thinking partnership encourages active listening and 'Free Exploration' (without interruption) to facilitate thinking
- Incisive Questions are formulated to help the thinker to remove limiting assumptions



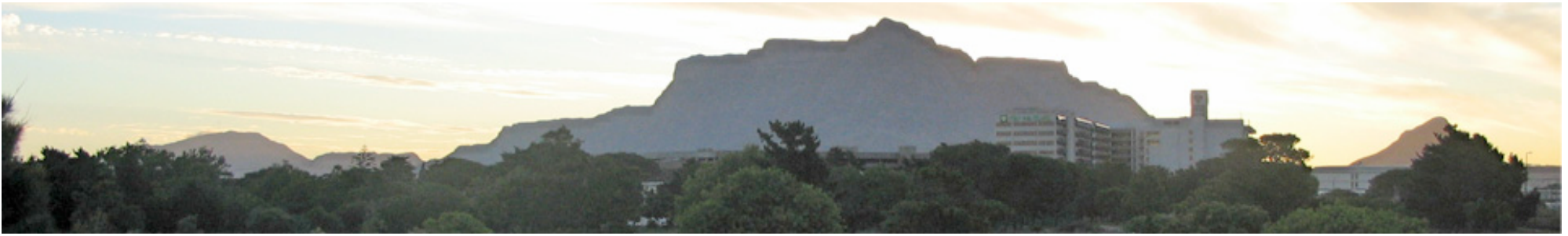
How do you mentor in a *Thinking Environment* TM?

- Incorporate the 'Ten Components'
- Provide transferable skill to both parties
- Promote equality
- Structure the mentoring session (mentee think, interview, mentor think, appreciation and close)
- Develop the mentee's independent thinking
- Provide mentee with benefit of mentor's experience without giving advice



Thinking Environment Mentoring Session TM

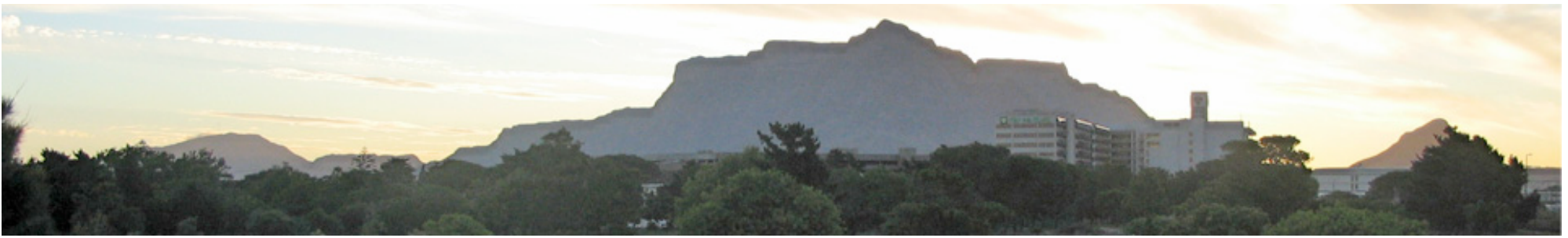
STAGE 1	STAGE 2
<p>Mentees' Thinking Session (up to 45 mins)</p> <ul style="list-style-type: none"> •PART 1 of Thinking TM (Free Exploration) <p>OR</p> <ul style="list-style-type: none"> •PART 1 and Removing Assumptions & Incisive Question 	<p>The Interview (up to 30 mins)</p> <p>Mentor asks mentee: What question(s) would you like me to answer?</p>
STAGE 3	CONCLUSION
<p>Mentor's Thinking Session (up to 30 mins)</p> <p>As per Mentee's Thinking Session</p>	<ul style="list-style-type: none"> •Pair shares what each thinks went well in session •Note any questions for mentee's manager-coach/ Time to Think consultant •Confirm next mentoring session •Appreciate each other



How have we evaluated our pilot?

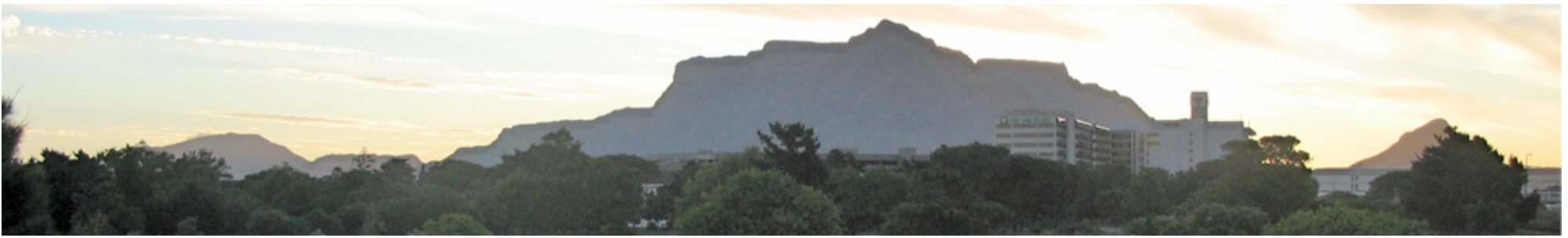
- **Focus Groups:**
 - mentees (n=4)
 - mentors (n=8)
- **Questionnaires:**
 - mentees n=14
 - mentors n=9
- Identifying themes that surface in mentees' & mentors' experiences
- Analysing health and vitality of pairs





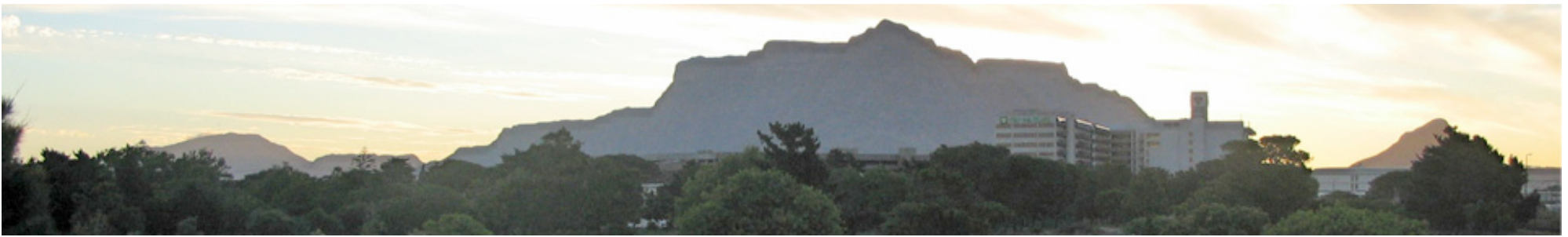
What were the high level findings?

- **Overall, positive experience:**
 - 1) Eye opening
 - 2) Unique relationship
 - 3) Practical
 - 4) Enjoyable
 - 5) Powerful
 - 6) 1st good mentoring experience
 - 7) Mutually beneficial



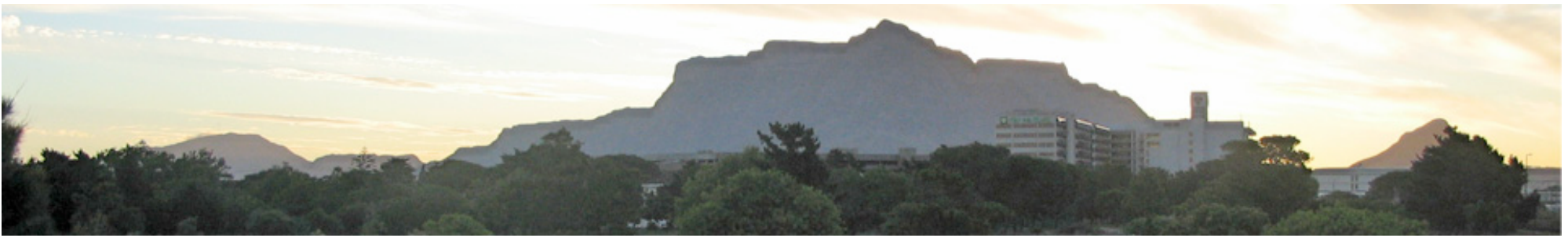
What insights do we have into our mentees' experiences?

- Structure mostly welcomed
- Equality appreciated
- Contributing to process valued
- Speaking freely and confronting issues previously avoided
- Quality time and developing trusting relationship in work environment (lacking); caring; friendship
- Sessions fortnightly – monthly
- Independent thinking and problem solving
- Increased confidence and self-worth
- Understanding bigger picture
- Applying active listening in many other interactions



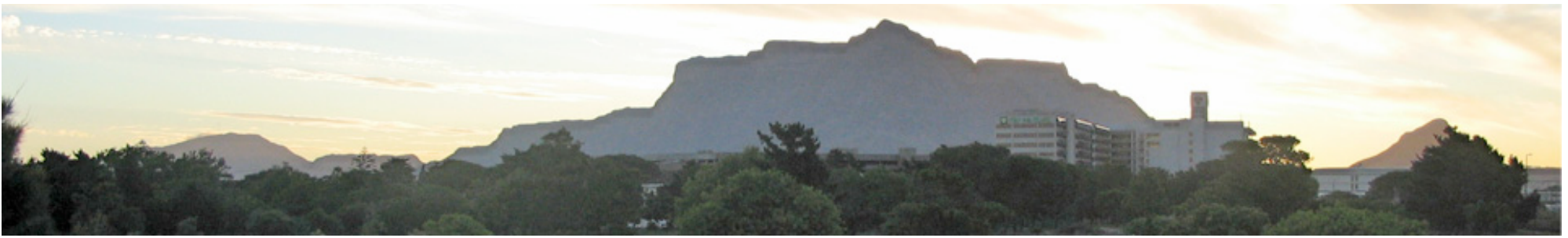
What insights do we have into our mentors' experiences?

- Mentors don't need to have all the answers; ownership by mentee; minimises nervousness of mentor
- Reciprocal thinking process; both benefit; empowerment; personal growth
- Slowing down to think and listen better
- Significant time investment
- More beneficial than expected
- Confidentiality and disclosure in small community can be difficult in relation to business discussions
- Quiet individuals are more affirmed
- Identified synergies to our leadership brand, leadership essentials and PBS process



What difficulties were experienced?

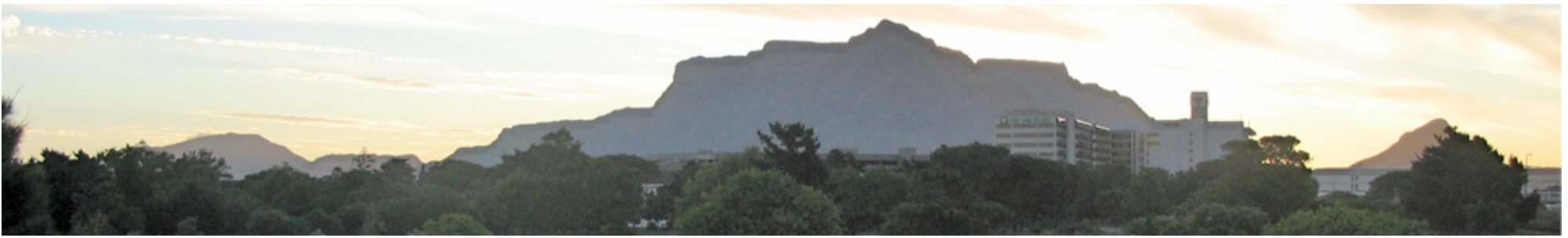
- Allocating time and coordinating schedules; work pressure; absence (managed fortnightly to monthly sessions)
- Formulating incisive questions (comes with practice)



What were my own assumptions?

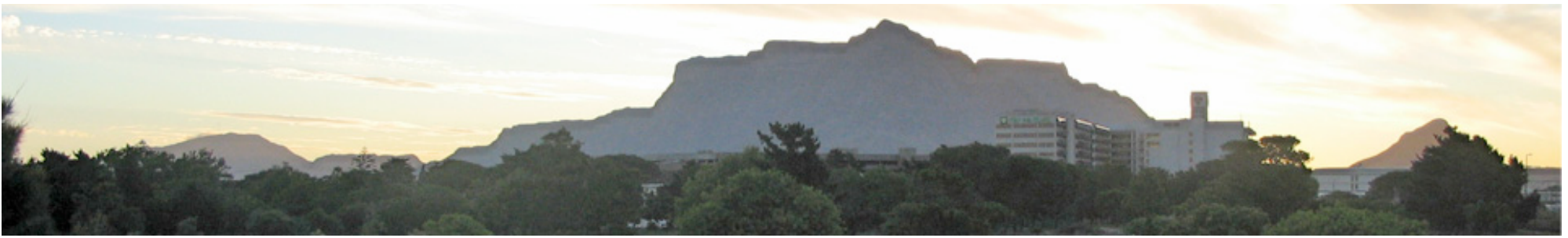


- Counter-culture
- Pace too slow
- May be rejected
- Structure would be welcome
- Skills would be valued



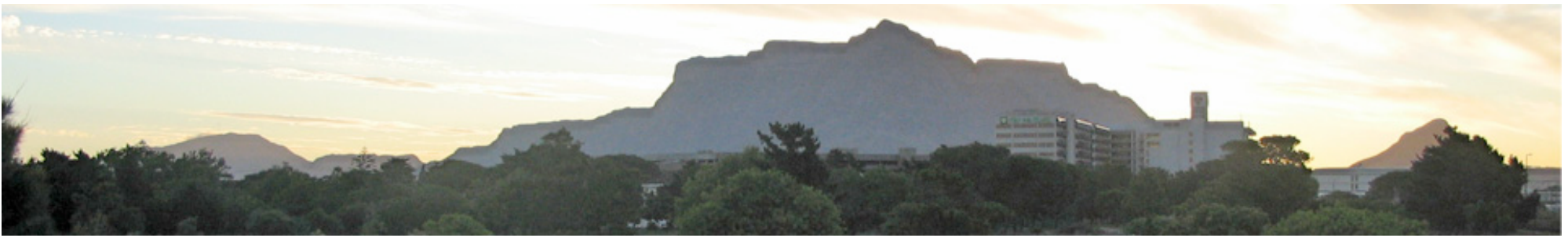
What have I learnt?

- Respite from usual pace was welcomed (albeit heresy)
- In general, mentees liked 4-days of training; mentors would prefer a 2-day process
- *TE* sets tone and benchmark
- Ten components form the cornerstone
- Structure useful
- Skills are transferable into other contexts
- Process has impacted on how we are in relationship with one another, beyond the mentoring relationship (balancing voices)



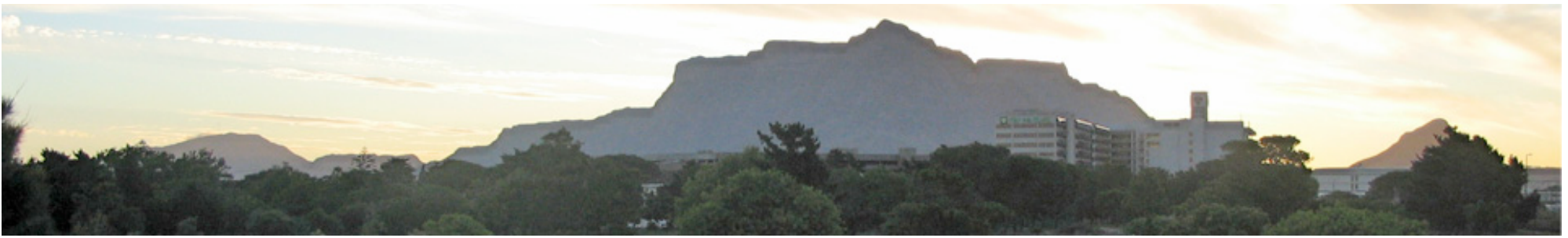
How have mentees' goals guided the sessions?

- Guided most discussions
 - E.g. Recent Job change/transition
 - E.g. Clarifying career goals;
 - E.g. Exploration of “my next option”
 - E.g. Exploration of “what is possible for me”
- Mixture personal growth and work-related issues



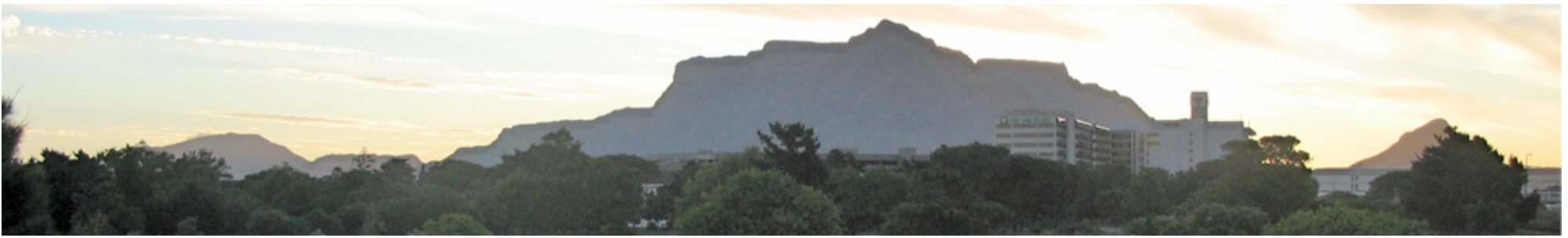
How healthy are our mentoring pairs?

- Very nearly all were happy or very happy with choice of mentor or mentee
- All are actively mentoring at present
- One pair considering closure
- All experienced transfer of skills and derived personal benefit from the mentoring sessions
- One pair not surveyed



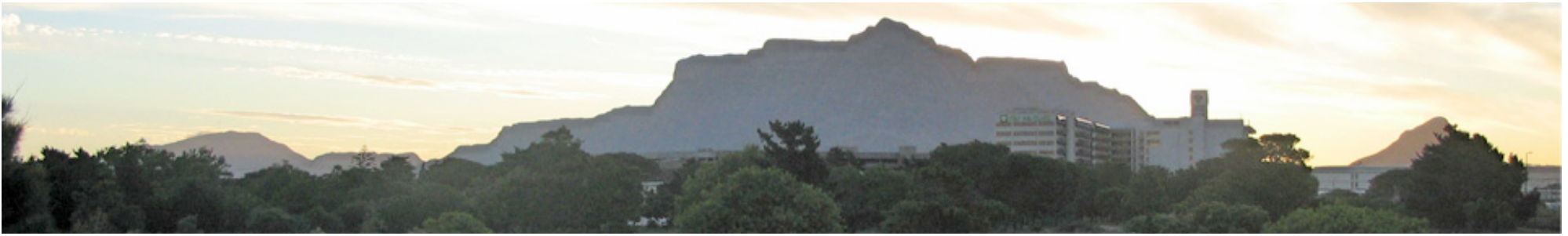
So where did we meet?

- Generally Off-site
- Uninterrupted place e.g. quiet restaurant, pub or outside space
- Mentor's office – got one mention



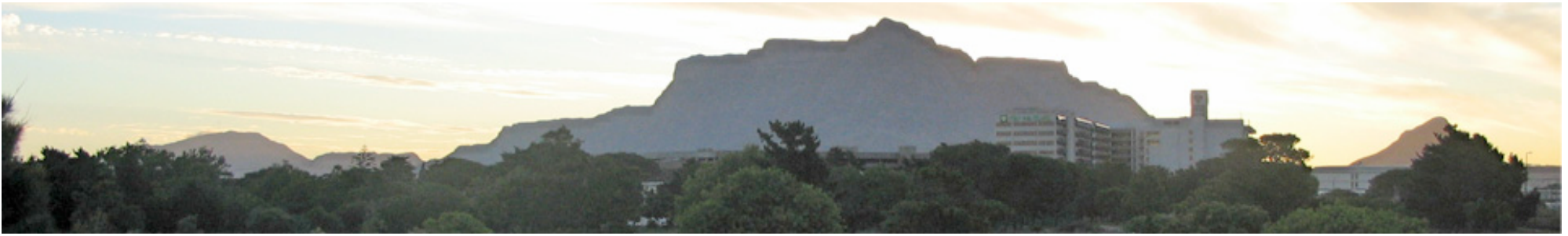
Any recommendations for a further Newlands rollout?

- Mentors: **YES**.
 - Focus on few healthy relationships
 - 16 pairs; more pairs; high potentials
 - Expose as many as possible to TE
- Mentees: **YES**.
 - Especially trainees in transition
 - Provide TE tools (for all) then mentoring & pairing (for some)
 - Levels OE+



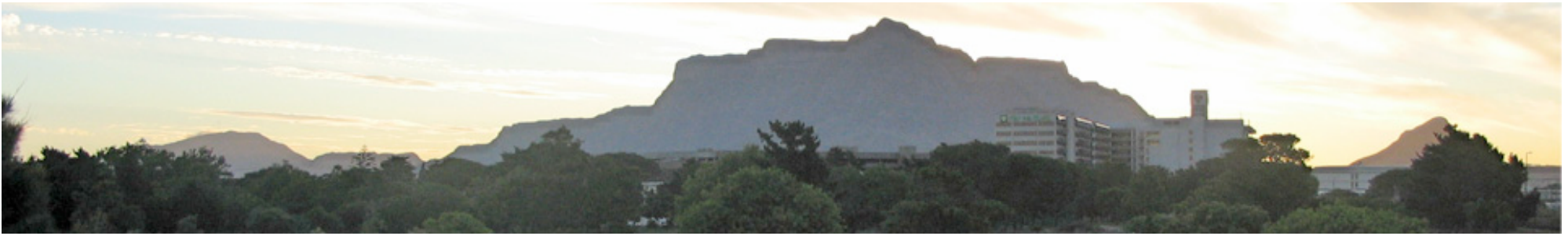
What thoughts about divisional applicability?

- Good support for divisional application
 - Good linkage with leadership brand
- Some concerns expressed about approach
 - Need to measure effectiveness to entrench it into the SAB way, yet this may compromise on essence of programme and not achieve benefits (should want to ... vs have to!)
 - Should not be introduced as a 'divisional race'



What other recommendations surfaced?

- Streamline future training process – perhaps to include 2-day TE training and 2-day mentoring (intro & contracting & TE application)
- Further clarification of mentor & manager-coach roles
- Contracting specifically with manager-coach
- Evolve how to work flexibly with TE stages
- 6-monthly forum: TE ‘top up’, reviews for mentoring pairs with time for mentors and mentees to meet separately
- Capture mentoring session on SAP as personal / professional development
- Monitor health and vitality of mentoring relationships through regional coordinator of programme



What would the business outcomes be if all mentees were mentored in this way?

- Respect for one another
- Well-developed interpersonal skills
- Sharing of knowledge and experience
- Generating good thinking, ideas and innovation
- Solving work problems
- Resolving inner conflicts relating to self or career