

MRS Mentoring Scheme

Mentor Handbook

Effective from 2016



www.mrs.org.uk/Mentoring

With members in more than 50 countries, MRS is the world's leading authority on research and business intelligence.

MRS Mentoring Scheme – Mentor Handbook
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Sections within this handbook are shared resources from www.getMentoring.org

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1. About MRS

The Market Research Society (MRS) is the world's leading research association. For all those who need, use, generate or interpret the evidence essential to making good decisions for commercial and public policy.

The quality standards, suitability and sustainability of evidence is important because evidence matters to decision makers.

MRS is dedicated to the support, promotion and enrichment of the research and business world.

With members in more than 50 countries, MRS is the world's leading research association serving all those with professional equity in provision or use of market, social and opinion research, and in business intelligence, market analysis, customer insight and consultancy.

2. MRS Mentoring

The MRS Mentoring Scheme has been developed to support Members' learning and development throughout their career. Many senior professionals rely on executive Mentors to help them think through their strategic decisions.

The MRS Mentoring Scheme has been developed by MRS to complement its already extensive professional development portfolio, with the aim of assisting you to plan your future career needs and to maximise the benefits of your MRS membership. MRS Mentoring is also recognised within the MRS Continuous Professional Development Scheme (CPD).

3. What is Mentoring?

Mentoring is a process that supports and encourages Mentees to develop their knowledge and skills and increase their confidence to help them achieve their goals.

It is a supportive, one to one relationship, where Mentors act as a confidant and encourage Mentees to collate their thoughts and feelings to assist them in developing approaches to achieve their goals, within a confidential and supportive environment.

Mentors are experienced individuals who are willing to share their knowledge and experience with someone who is less experienced, and/or requires access to a different skill set to their own, in a relationship of mutual trust.

Mentoring is about helping someone to develop over a longer period of time and addresses different issues which impact on them in their professional life and/or career development as they arise.

4. Who is the MRS Mentoring Scheme available to?

The MRS Mentoring Scheme is a free membership benefit available to all individual MRS Members.

There is a matching service to ensure mentees are connected to the right mentor. Places are limited and are allocated on the basis of location, match and mentoring needs and ambitions, as well as availability.

All MRS Mentoring Scheme Mentees will be asked to watch a webinar. The webinar will include: how to manage expectations; setting objectives; and how to determine goals and objectives from the monitoring.

5. Can I become an MRS Mentor?

MRS Mentors must be members of MRS, at Certified grade or Fellows of the Society. They are experienced practitioners who want to give back something to their profession. All MRS Mentors receive comprehensive Mentor Training from a Mentoring specialist before becoming an MRS Mentor.

6. Benefits of becoming an MRS Mentor

Being an MRS Mentor is a rewarding experience, benefiting from:

- Satisfaction from developing others.
- Deeper and broader knowledge of their own working environment.
- Development of self-knowledge and self-awareness.
- Opportunity to build wider networks.
- Broaden skill set.

7. How to claim CPD hours for Mentoring

You can claim CPD hours for participating in the MRS Mentoring Scheme if the sessions are:

- Structured
- Involve professional development
- Are more than 20 minutes long
- Have written aims and objectives
- Are documented showing an outcome and reflection

A maximum of one MRS CPD Hour can be claimed per session. For more information on the MRS CPD Programme, please refer to the MRS CPD Programme Handbook.

8. How to apply to become an MRS Mentor

If you are interested in becoming an MRS Mentor, please contact the MRS Membership Department membership@mrs.org.uk who will send you a MRS Mentoring Scheme application form.

9. What are the roles and responsibilities of Mentors?

As a Mentor, you're the person who guides and supports your Mentees. Your Mentees are the individuals that you support and encourage to achieve their goals.

A Mentor is normally someone who has significant professional work experience and who acts as a trusted confidante over a period of time. It is a closer and more meaningful relationship than is seen in coaching. A true mentoring relationship is a mutually beneficial learning experience where Mentors share their personal knowledge and experiences, and promotes a self-discovery approach. Mentors **should**:

- Support Mentees in defining their own development needs and setting objectives; fostering independent learning.
- Allow Mentees to raise and talk about their issues and to listen, clarify, reflect back, challenge and give appropriate feed-back.
- Help Mentees to reflect on their beliefs, feelings, thoughts and behaviours, and to view issues from multiple perspectives.
- Guide and encourage Mentees in their own analysis and to reach solutions to their problems and opportunities by asking questions.
- Enable Mentees to become an effective decision maker.
- Share stories from their experiences, both successes and failures.
- Help Mentees define precise objectives and commit to action points.
- Help monitor Mentee's progress towards their objectives.
- Act as a role model for their Mentee.
- Act with integrity.

As a Mentor you should be prepared to commit to at least two hours a month per Mentee. We recommend that your Mentoring relationship lasts for about twelve months - this is the time we think it takes to work with Mentees to be able to achieve their goals - it might be shorter or longer, but that will depend on you and your Mentees.

10. Mentoring Journey

Throughout the Mentoring Journey, MRS are here to support both Mentors and Mentees. The journey includes:

- Initial profiling of suitable Mentors.
- Mentor and Mentee matching.
- The Mentoring process (first meeting and sessions).
- End of relationship.

11. Mentor Training

Half day training sessions will be provided by MRS to ensure that all Mentors are up to speed with what is required of them. Once you have completed the training you will:

- have a clear idea of what mentoring is about.
- know what helpful roles, characteristics and behaviours to demonstrate with your Mentee.
- have had an opportunity to practise these in a safe environment.
- be equipped with documentation to use and reflect on throughout your relationship with your Mentee.

12. Mentor and Mentee Matching

To begin with you will complete your Mentor Application Form. Once completed, the MRS Membership Team will review your application and arrange for you to attend Mentor Training, and start the process of finding you a good match.

How it works

1. MRS look at the interests and research specialisms of both Mentors and Mentees, their skills, and the mentoring objectives of both parties in terms of aims and desired outcomes. MRS also takes into consideration location of both Mentors and Mentees.
2. Once MRS has made a good match we will get in touch with both you and your prospective Mentee to let you both know about each other. MRS will check that you're both happy and that there are no conflicts of interest, we will then ask you both to sign and return the Mentoring Contract. Once MRS has received a signed contract from both parties we will then forward you the Mentees application and contact details. It is then up to you to make the initial contact to arrange your first meeting.
3. MRS will be in touch again after your first meeting to make sure it went well and answer any questions you have.

Throughout the process MRS will be on hand to support you wherever possible.

13. Establishing a successful relationship with your Mentee

Once you have been matched to your Mentee, there is **4 step process** to help create an effective relationship.

1. Draw up a timetable in advance of regularly spaced meetings and establish a set of ground rules to which you will both abide.
2. Maintain a session log, including session sheets and action plans which will act as the basis for ongoing discussion.
3. Work towards developing a trusting relationship and establishing a good rapport with your Mentee.

4. Aim at maintaining the relationship for at least 12 sessions and adopt the attitude that over that period you can both benefit from it.

Meetings work best if there is an agreed agenda, although this does not imply a rigid structure or approach. Encourage your Mentee to plan this in advance of each session and to discuss it with you at the beginning of each one; effective Mentoring meetings provide a sense of purpose and achievement.

14. The Mentoring process

The Introductory Meeting (First session)

The relationship that evolves over a period of time is crucial to the success of the Mentoring journey. Although Mentees will define what they want to get out of the relationship you are the guardian of the relationship because of your experience and knowledge. The first meeting, ideally face-to-face, is vital because it will set the tone of the relationship which will, ideally, get off to a swift and productive start.

When arranging meetings with your Mentees, please ensure this is in a suitable environment. This could be at a shared meeting venue, offices, etc. ideally away from your Mentee's direct working environment, but a meeting room nearby may be suitable. Quiet coffee shops and hotel meeting areas may also be suitable places to run Mentoring sessions with your Mentee, providing both parties feel the environment is conducive to potentially confidential conversations.

It is not permissible to have Mentoring sessions at a home address of either Mentor or Mentee.

You will need to let MRS know the date of the meeting, so we can confirm the relationship going forward.

You might feel a bit nervous about your first meeting but don't worry about it, a lot of people do. You might be thinking 'how will we start?' or 'what are we going to talk about?'

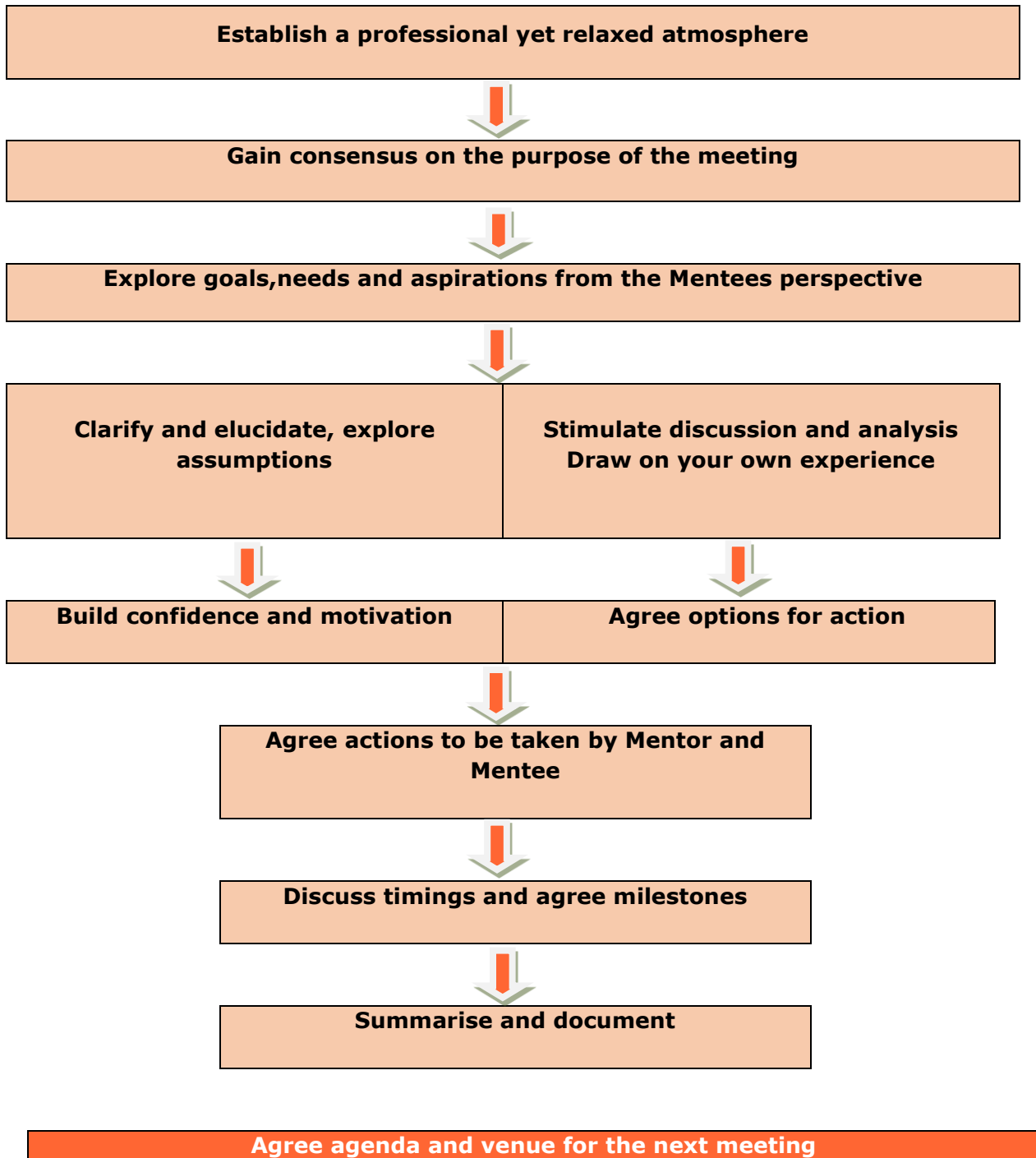
It's a good idea to have a think about your first meeting because it's really important. If you get off to a good start, you'll find everything else much easier.

Subsequent sessions

Once you have made acquaintance with your Mentees, your role as Mentor will come into play. It is your responsibility to give frank and honest feedback with regard to your Mentee's progress. By establishing a timetable of regularly timed meetings, you will be in a position to review your Mentee's success in achieving their objectives. Furthermore, through these discussions you will both be in a position to evaluate the effectiveness of the Mentor/Mentee relationship.

The frequency of meetings/contact is expected to be monthly, but you may need to meet more often if it is felt the support would be of benefit to Mentees, or indeed less frequently if this meets requirements. This will need to be agreed by both parties.

Mentoring session format



Based on Clutterbuck 'Everyone needs a Mentor' 2001

Early Exit

Although every effort will be made to ensure a close match between you and your Mentor, on occasion these relationships may not work out. This is no reflection on either party. Either party may finish the relationship, and exit the Mentoring Contract.

At this stage, the Mentor and Mentee will be asked to complete the Early Exit Form, and return to MRS, to assist MRS in re-matching both Mentees and Mentors.

Both parties will be contacted to confirm the situation and given support if required; another suitable Mentor/Mentee may be arranged for both parties going forward.

15. Monitoring documentation

Both you and your Mentee are at liberty to conduct the Mentoring relationship as you see fit. However, to ensure the effectiveness of the process as a whole, MRS will expect all Mentors and Mentees to review and complete the following documentation as a minimum:

Mentoring Contract

The Mentoring Contract will be issued following successful matching and prior to the start of your Mentoring relationship. This document will be signed by you, designed to define the limits of your role and protect your liability as a Mentor.

Mentees are also required to sign a Mentoring Contract.

Please ensure you have read and understood the Mentoring Contract.

If, for whatever reason, it is felt by either party that they are not suited for the Mentoring relationship, MRS will look to rematch.

Mentoring Sessions Record

The Mentoring Sessions Record is a vital part of the process, for you to complete, for the following reasons:-

- It is a written record of what the Mentee has learnt and achieved over the specified period.
- It forms a basis of discussion and comment during your meetings with the Mentee.
- It will act as a reference point for later use in the Mentee's journey.

Once each session is completed, the Sessions Record should be kept on file by you and may be required by MRS for confidential review at any stage. It is essential that this document is kept confidentially by you so that no-one other than yourself and the Mentee can see it.

Early Exit Form

The Early Exit Form is issued if a Mentoring relationship ends before the conclusion of the recommended 12 sessions.

16. Boundaries

All relationships need boundaries and a Mentoring relationship is no different. It's down to both the Mentor and Mentee to be consistent and respectful.

Time - Mentoring works best when you've talked about how many hours you'll undertake and when it's best to meet. That way, you're both clear about timings.

Place - we recommend that you meet in public places, such as a coffee shop or library. It's MRS policy that you should not meet at each other's homes.

Getting in touch - it's up to you both to decide how best to keep in touch. Let your Mentee know which telephone and email contact details. Don't forget to chat about which times you'd both prefer to be contacted.

Money - you are not obliged to pay for food or drinks for your Mentee. Do not accept gifts from your Mentee. You should also never ask for payment for your Mentoring services. Entering into a financial arrangement is outside of the boundaries of this Mentoring relationship.

If your Mentee is behaving inappropriately or other issues arise that you're unsure about please contact MRS as soon as is possible. Whilst it is extremely important that you respect confidentiality, you need to make it clear at the beginning of the relationship that you will need to contact MRS if your Mentee divulges information regarding harm to him/herself or others, or illegal or unethical behaviour.

17. Confidentiality

It's really important that you respect each other's confidentiality. Nothing erodes trust in a relationship faster than sharing information with anyone outside the relationship; anything that you discuss is between Mentor and Mentee and should not be discussed with anyone else.

Four things to think about:

Concerns - if you have any, speak to MRS as soon as is possible.

Secrets - don't promise to keep secrets. Make this clear from the beginning.

Information - keep any information about your Mentee, personal contact details etc., secure. Do not share any financial details.

You - confidentiality works both ways. Be aware of which personal areas of your life you're prepared to share with your Mentee.

18. How do I know if I'm being a good Mentor?

You might question before you start if you will be a good Mentor. You need to be patient, supportive, open-minded, good at listening, positive and, of course, enthusiastic.

There is not a test that can tell you if you're getting it right, apart from your Mentee telling you that you are. You are probably getting things right if:

- Your Mentee is continuing to arrange meeting up with you.
- You have good rapport.
- You feel like your Mentee has opened up about their goals and objectives.
- Your Mentee has learned new things from your sessions.
- You're really listening to them (not just pretending to).
- Your Mentee appears to be developing both personal and business skills.

19. Is the relationship working?

Don't worry if meeting some of the goals seems to be going slowly. It often takes time before you see a change. Concentrate on the little things and remember they can make a big difference.

If things don't seem to be going too well, speak to MRS and we'll see how we can help.

You might want to try:

- Contacting your Mentee before meetings to confirm them (if it's a case of missing sessions).
- Reviewing your initial plan to see if you can agree more tangible or realistic goals.

20. End of relationship

When the Mentoring relationship is coming to an end it will then become the responsibility of the Mentee to put what they have learnt into practice.

Let MRS know when you've arranged your last session so that we can arrange a final review of both you and your Mentee's experience.

Here are some tips for successfully ending your Mentoring relationship:

Fixing a date for your last meeting - Have a chat to your Mentee beforehand and decide on a date. Remind each other of the date of the last session in the meeting before this so that you can prepare for it.

Other ways to support - You might like to encourage your Mentee to look at ways that they can continue their learning/development without your regular support.

Celebrating your success - Have a look back at the goals you set when you first met to see what you've achieved.

Saying goodbye - End the session on a positive note. You could have a chat about what aspect you most enjoyed, something you'll remember or the most important things you've learned.

Evaluating - MRS will contact you to ask for your feedback on the scheme. It won't take long and it's really helpful for MRS to see how you got on and for us to identify any improvements we can make to the Mentee journey/process.

21. Disclaimer

MRS agrees to facilitate a Mentoring scheme through the voluntary and non-compulsory introduction of parties, and provision of a suggested non-obligatory framework within which to conduct a Mentoring relationship. MRS takes reasonable steps to ensure the quality and accuracy of the information provided to the parties during the Mentoring scheme but MRS will not be responsible for the suitability of the introductions or the framework, nor of the completeness or accuracy of any information whether provided by MRS or by a third party.

Further, MRS and its employees will not be responsible for the success or otherwise of any Mentoring partnership or relationship, nor any loss, damage, cost, expenses or claims for compensation howsoever arising from the performance or non-performance of the Mentoring relationship. Except in respect of death or personal injury caused by MRS's negligence, MRS shall not be liable to any Mentor or Mentee by reason of any representation (unless fraudulent) for any indirect, special or consequential loss or any other loss however caused under the Mentoring scheme.

If a Mentee has a complaint about a Mentor or vice versa, we would encourage you to try and resolve the issue before contacting MRS. However, if you wish to raise a complaint please contact michelle.denslow@mrs.org.uk detailing fully the nature of the complaint. MRS will act as a facilitator if this is helpful.



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