

Community of Practice for Mentors

Mentoring through Change



ORGANISATIONAL DEVELOPMENT

Community of Practice

“A community of practice is a group of people who share a concern or passion for something they do, and learn how to do it better as they interact regularly.”

Wegner-Trainer, 2015

CoP rules of engagement

Confidentiality is key – keep to themes rather than specifics when drawing on mentoring experiences. Mentee details to remain anonymous.

All insights valued - mentors of all experience level are welcomed in an environment of mutual respect, sharing and support.

Support and encourage – the intention behind interactions in the Community is to boost confidence, share suggestions useful to other mentors and build practical knowledge for members.

Suggestions welcomed – the group is as active and as energised as its members. Suggestions for improving or evolving the group are welcomed.

Session outline

- Mentoring check in
- Mentoring through change
 - What to consider
 - How to support
- Resources

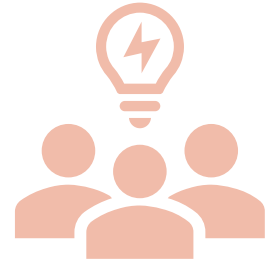


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Mentoring check in

Reflecting on:

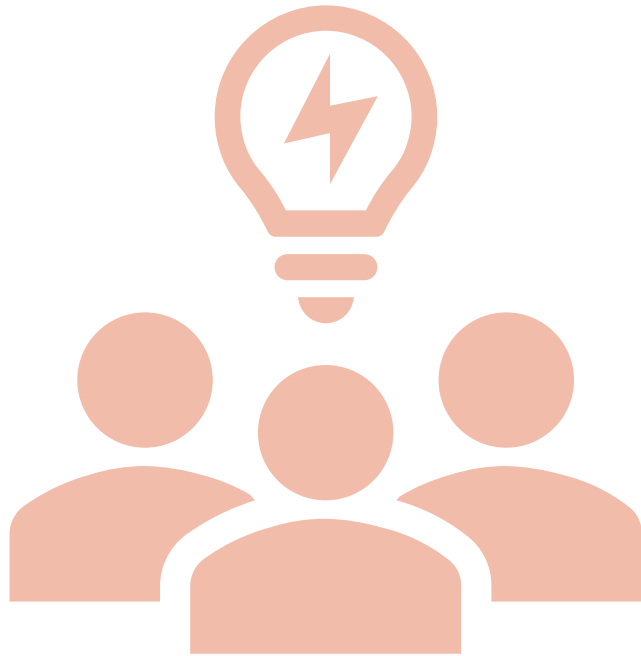
- How is mentoring going for you?
- What has been positive and/or surprising?
- What, if anything, have you been unsure about?
- Are there any questions that you have around your experience so far?



Mentoring check in

- Was there anything that you were unsure about that you would like to ask the wider group?
- What did you find helpful in your discussion that you could share with the group?

Mentoring through change

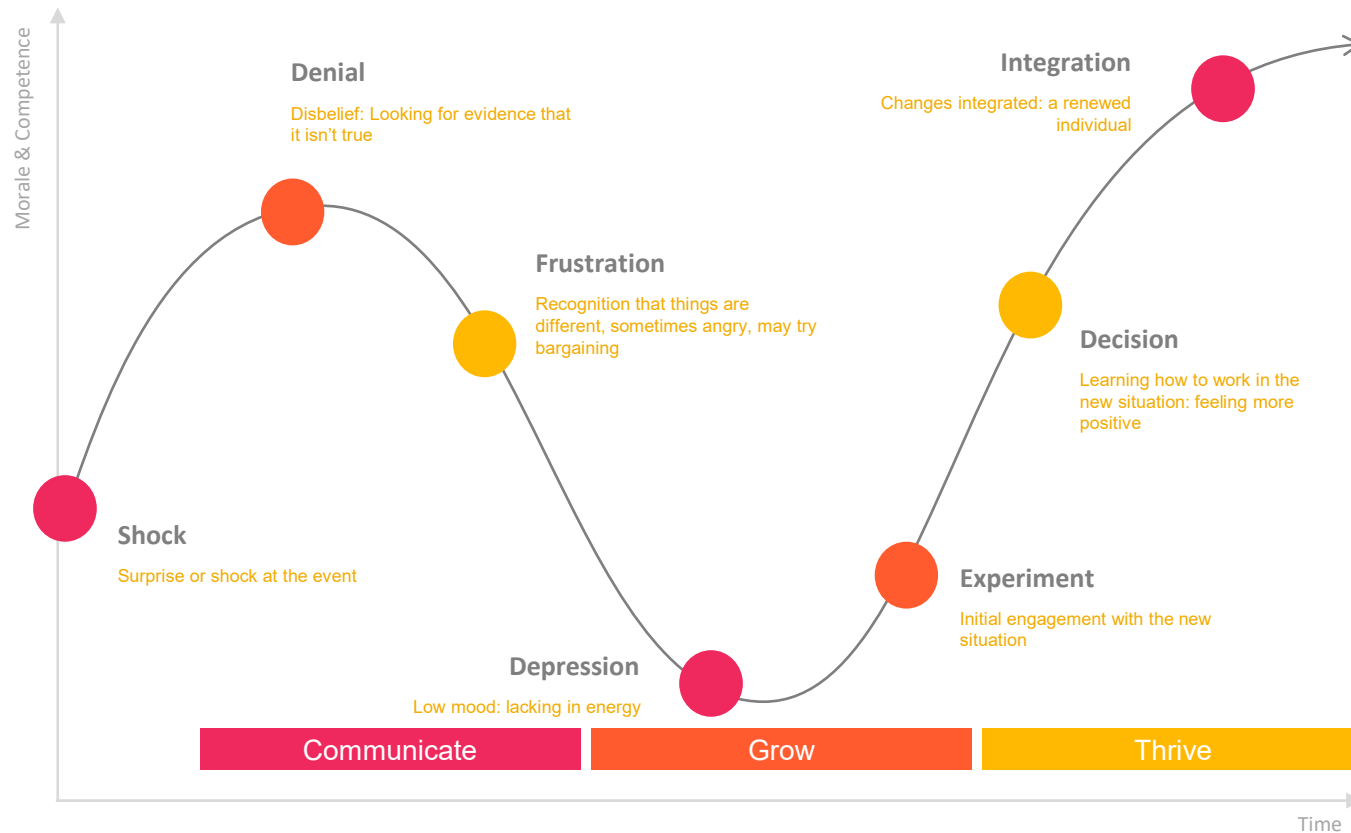


- What to consider
- How to support

What to consider

- Check in with your mentee
- Be aware of your own state
- Be mindful of where they may be on the change curve (Kubler-Ross)
- Self-care and boundaries

The Kubler-Ross Change Curve

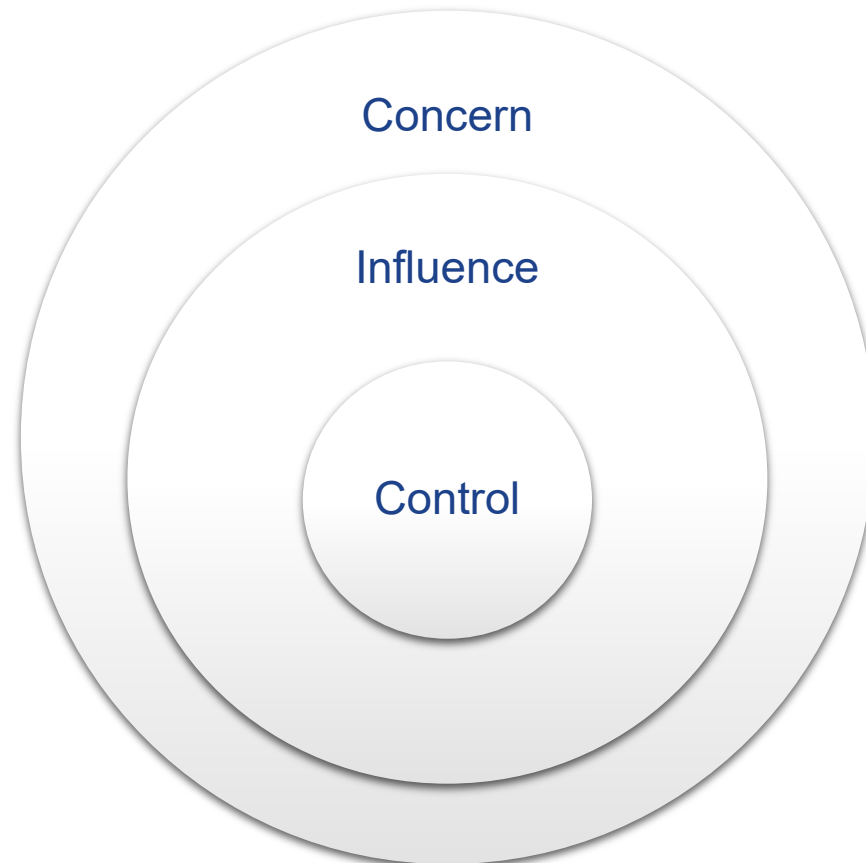


<https://poweredtemplate.com/the-k%C3%BCbler-ross-change-curve-81744/>

How to support

- Empathise and listen
- Follow their focus
- Stay objective and neutral
- Hold a positive outcome in mind
- Signpost to resources
- Prompt them to consider what support they need
- Create certainty – confirm next meeting

Circle of influence vs concern



See “The 7 Habits of Highly Effective People” by Stephen R. Covey

From fear of change to curiosity

- What are your greatest hopes for the outcomes of this current uncertainty?
- What can you do, alone or with others, to make those hopes more likely outcomes?
- How do you want to be seen in relation to the changes happening? (A blocker, a supporter, or “the calming voice of reason”?)
- How much more effective would you be, if you chose not to worry about what might happen?

Community of Practice for Mentors

Next Community of Practice - 8th December, 12-1pm

As a member of the community, you are invited to put forward your ideas and be actively involved. If you have suggestions for topics, speakers or would like to contribute directly, please call or email me.

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Thank You



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Community of Practice for Mentors

Mentoring through Change

Below are some considerations and resources you may want to incorporate into your mentoring practice when mentoring during a period of organisational change.

What to consider before the session

1. **Check in** with your mentee
 - You may want to check in with them outside of your formal arrangement if you know they may be affected by change.
 - Encourage them to lead the session with what's important to them.
 - Check in with them on how they feel.

2. **Be aware of your own state**
 - Set the intention of being in an active listening space; staying open, resourceful and solution-focused for the mentee.
 - See "Nancy Kline's book *'Time to Think: Listening to Ignite the Human Mind'*". Or refer to the October 2019 CoP on the topic here: <https://www.sussex.ac.uk/organisational-development/mentoring>.

3. Be aware of the **change curve** and the emotions that people go through
 - Responses and emotions to change can be very powerful.
 - Take care not to minimise emotions.
 - Familiarise yourself with The Change Curve by Kubler-Ross. There are many resources online or you can take a LinkedIn Learning course on change [here](#).
 - In a similar vein, you can read more about John M. Fisher's Personal Transition through Change model on our OD pages [here](#).

4. **Self-care and boundaries**
 - Be mindful of the boundaries of mentoring and your own energy and emotions.
 - Anticipate there may be more emotion expressed.
 - If it feels like it is moving towards counselling, direct mentees to appropriate professional help and support. Mentees can access our Employee Assistance Programme [here](#).

Ways to support in the session

5. **Empathise and listen**
 - There may be a higher problem load and changing priorities the mentee needs to talk through.
 - You may spend more time on the reality stage of the GROW model to help the mentee organise their thoughts and gain some clarity on these.

- You can help by replaying/summarising the issues so that the mentee can hear their own thinking and chunk the issues into manageable components.

6. Follow their focus

- If a mentee is focused on a particular issue, or an aspect of the change, spend time on that even if it appears to be a small part of the broader context. It may be taking up considerable mental focus and a resolution may free up the mentee to consider other factors in the change.

7. Keep the focus on your mentee

- Aim to stay objective and neutral.
- Offer space to them for their benefit. Commit to providing a selfless space for your mentee.
- You may be experiencing similar situations/emotions or also want to share with someone the challenges you are having. Whilst sharing is part of an authentic, trusting relationship, consider whether what you are sharing is of positive service to the mentee and/or taking the conversation to a more resourceful place.
- Aim for the mentee to be talking, thinking and sharing for the majority (e.g. 80%) of the 'air time'.
- You may need to seek out a mentor or similar, for your own support in a similar way.

8. Circle of influence vs concern

- You can help your mentee move into options and actions around what they could do. This may include seeking more information on areas that are uncertain or unclear. They may want to stay open-minded to areas which are out of their circle of control or influence.
- However, take care not to rush to solutions if the mentee is at a stage when listening and clarifying their thoughts on the transition would be more valued.
- You may want to share the concept of circles of concern vs influence (see Stephen Covey's book on "The 7 Habits of Highly Effective People").
- Hold in mind that in the medium to long term the situation will change and imagined fears may not evolve as feared.

9. Point mentees to **resources** that may help with resilience, emotional management, mindfulness and encourage them to consider what support they need. Mentees can access a breadth of resources on our wellbeing pages [here](#).

10. Lastly, **create certainty** by setting next session date in the diaries and committing to this where possible.