

Creating Leadership Development Opportunities to Retain Talented Future Leaders

How to create formal and informal professional development tools

Coaching	talking to a person to support them to achieve a task or a result
Mentoring	talking with a person to share knowledge and experience to assist progress
Sponsoring	talk on someone's behalf to promote an individual's skills, knowledge and experiences
Networking	talking collectively – group of people brought together by a shared interest, exchanging knowledge, guidance and support

"MENTORING IS A SYSTEM OF SEMI-STRUCTURED GUIDANCE WHEREBY ONE PERSON SHARES SKILLS AND EXPERIENCE TO ASSIST OTHERS TO PROGRESS THEIR OWN LIVES AND CAREERS."

Cambridge University

Establish the aims of the scheme

- Provide diverse talented people access to senior leaders to gain a perspective on how to take the next step on their career

Decide who will be eligible to participate as mentor or mentees

- Grade criteria
- Social identity (e.g. women, disabled people, BAME)
- Part time worker status
- Skills, knowledge, experience
- Small organisations to

Consider what type of mentoring is appropriate

- Peer to peer mentoring – participants are of same level of seniority but with different experiences
- Co-mentoring – participants take in turn to mentor each other
- Mentoring circle – small group of mentees at a similar level meet with a mentor at a higher level
- E-mentoring – telephone

Determine how to match mentors and mentees

- Using a group coordinator – mentors and mentees provide biographical and preferences information. Coordinator does the matching.
- Using an online system where mentor post their details and the areas in which they can offer support. Mentees self select.

Develop guidance

- Develop a mentoring contract between mentor and mentee
- Prepare for your first meeting and beyond
- Set goals
- Mentees to be in control of meetings – setting time, dates, agenda
- Mentor to provide honest and direct feedback and mentees to be prepared to be challenged
- Both to follow up on actions and commitments
- Mentors to actively listen - meet away from the office
- Agree length of mentoring relationship and have a final meeting to evaluate

Monitor and evaluate

- Do you feel different?
- What difference has the mentoring made?
- Where objectives achieved?

Ensure diverse people are within the leadership development pipeline