

# NZ Mentoring Centre

*Enhancing leadership and learning*

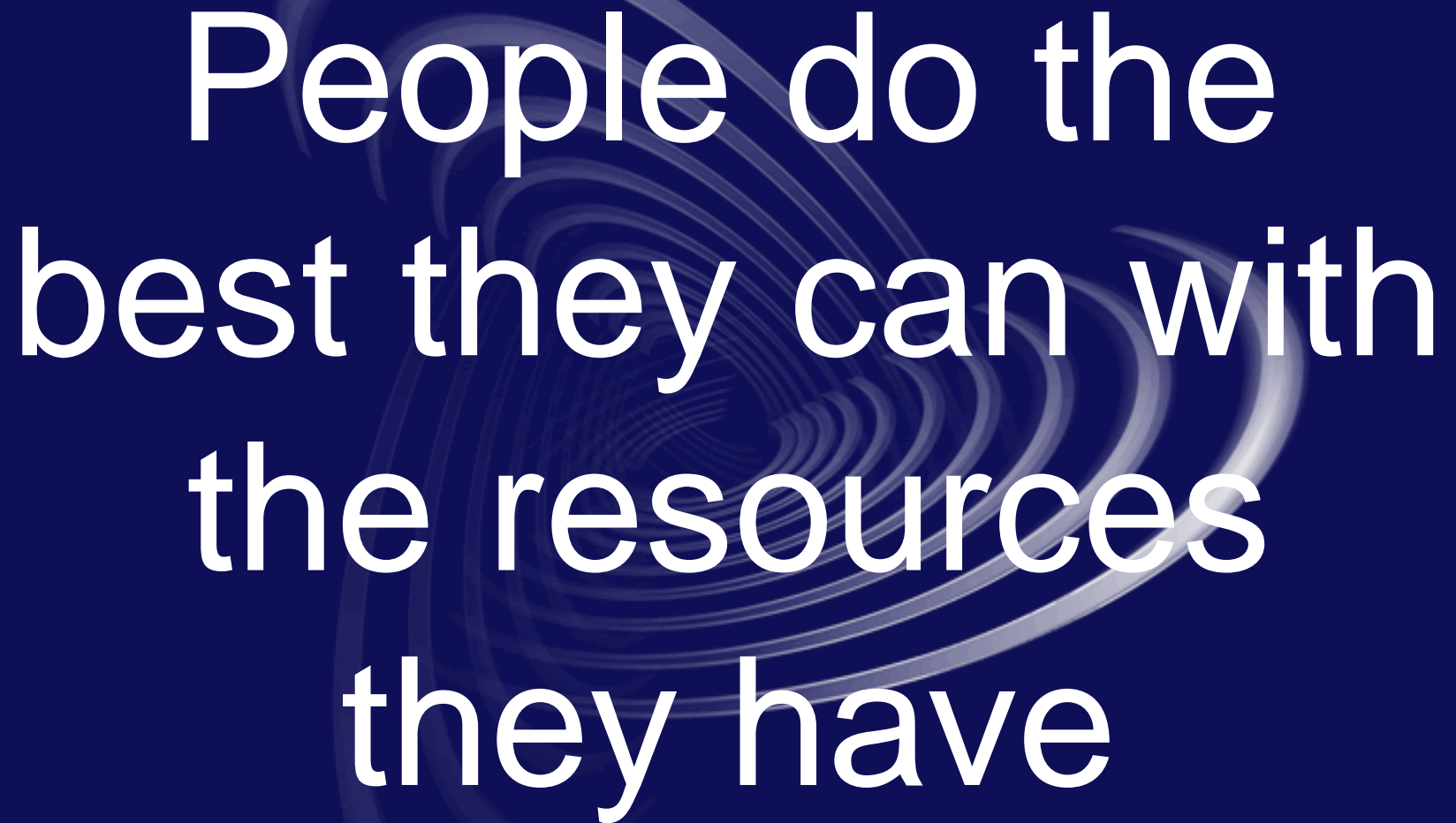
[www.mentorcentre.co.nz](http://www.mentorcentre.co.nz)

## The Power of Peer Mentoring

-Tools for leadership mentoring groups

# Mentoring

- ◆ Regular, dedicated time for in-depth reflection on your work
- ◆ 'Off-line' help by one person to another in making significant transitions in knowledge, work or thinking.
- ◆ A mode of learning where recent experiences (good, bad or indifferent) are reviewed so that lessons are learned or insights gained



People do the  
best they can with  
the resources  
they have



# Voluntary Principle

People are self directed  
Motivated from within

OK to make mistakes

Unskilled

Incompetent

Vulnerable

**Learning Edge**

# Peer Mentoring Group

- ◆ A group that meets on a regular basis to mentor each other
- ◆ A system for mentoring that doesn't rely on the presence of an identified expert in the mix - a mentor
- ◆ All equals
- ◆ Resource-full group

# What can go wrong?

- ◆ Chat session
- ◆ Advice giving or too solutions focussed
- ◆ Criticism/judgement
- ◆ Group gripe
- ◆ Gossip
- ◆ Dominant personalities
- ◆ One person taking all the time....

# Good News Analysis

1. Tell a story of an incident from your recent experience that went unusually well or had a positive outcome. *(2 or 3 minutes uninterrupted)*
2. The group gives positive feedback on either
  - ◆ what they feel contributed to your success in this example
  - ◆ what has genuinely impressed them about your approach, actions or attitudes
  - ◆ a positive response they have to your story

*You listen in silence*
3. You say what is standing out for you, any new insights or learning or anything else to finish the conversation for now.

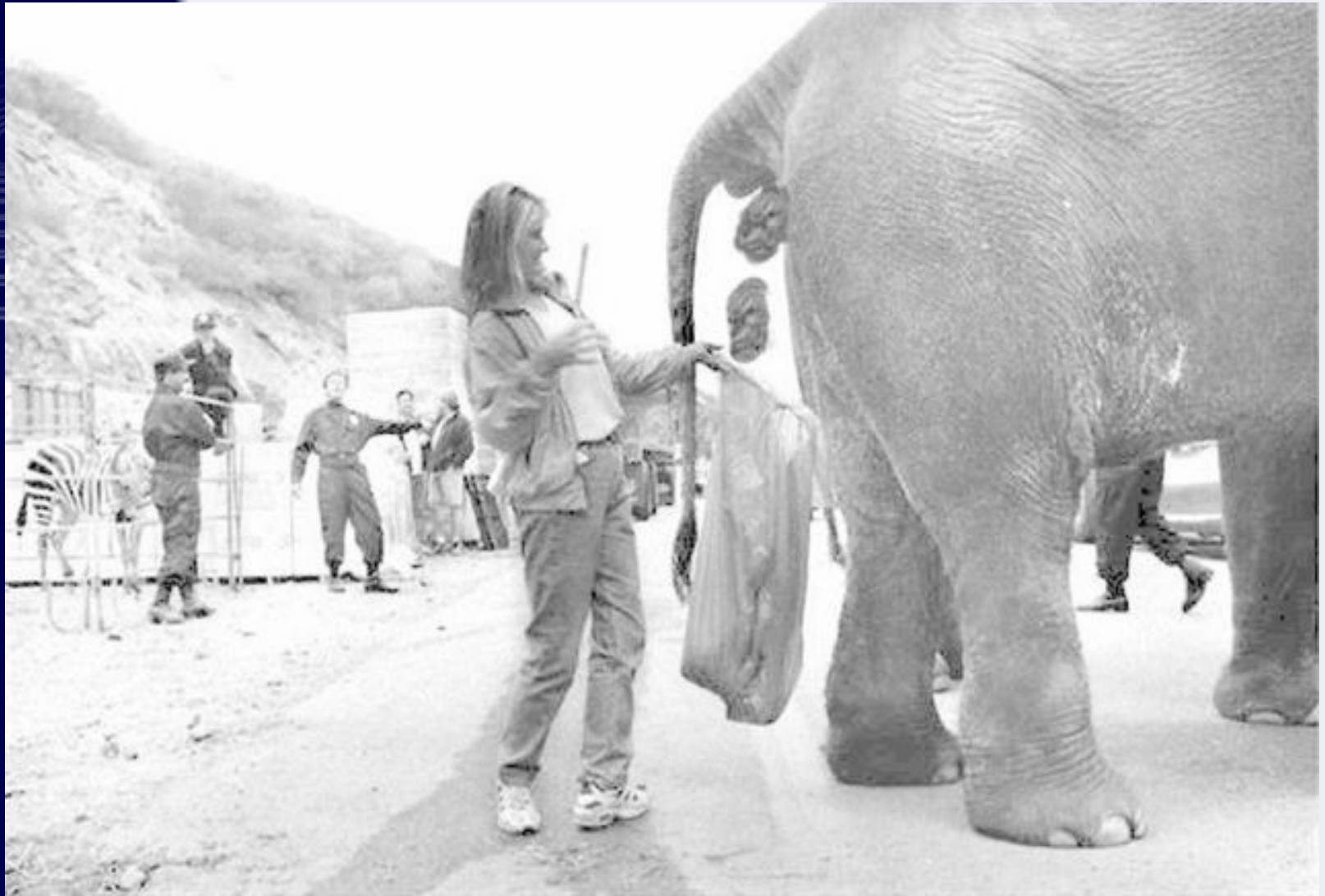
- ◆ **.Presentation** Present an incident, situation or dilemma that you would like to manage more effectively including your actions, thoughts and feelings about what you did or didn't do.
- ◆ **.Clarifying questions** Peers ask clarifying questions (limit of a few minutes)
- ◆ **.Peer feedback** Peers take turns to respond by either
  - Recalling and telling an experience of their own of a similar kind, where they too had to grapple with that. Saying what they did or didn't do, warts and all. Saying what actually happened not what they would like to have happened. *"That reminds me of when I..."*
  - Commenting on your actions/behaviour, attitudes or approach by saying one thing they feel was effective and one thing that they have a question mark around (devil's advocate statement). *"I am a bit uneasy about..., my concern would be..., I'm wondering about..."*
  - Pointing out any organisational or wider contextual issues that they feel are impacting on the situation
  - their own response to what they have heard
  - the actions/behaviour of another party in the story
  - some relevant piece of information or a practical strategy they may offer

- ◆ **You listen in silence, sift and sort, take what you want and leave the rest.**
- ◆ **3. Positive feedback** Peers then take a few minutes to offer positive feedback and put words to anything that has genuinely impressed them about your approach, actions or attitudes.
- ◆ **4. Response** In light of the above you say what you think now including any reflections or learning points that have become clear to you and any ideas you have for future action.

# Veridical Report

1. Mentee tells an incident or shares a problem.
2. Mentor tells a story from their own experience about a time when they too had to deal with something like that. They say what they did, what they didn't do, how they felt....warts and all!
3. Mentee listens in silence and then says what they are thinking now about their own incident/problem.





# Contracting for Mentoring Groups

- ◆ 'People do the best they can with the resources they have'
- ◆ Voluntary and you are in control
- ◆ Supportive and non-competitive
- ◆ OK to make mistakes
- ◆ Avoid advice giving
- ◆ Confidential and no 'post mortems'

# What's wrong with advice?

- ◆ Solutions always come from your own experience
- ◆ Advice giving can be disempowering
- ◆ Ideas versus solutions - encourages the person's valuing of their own creativity and independence.
- ◆ Is likely to generate dependence or resentment
- ◆ Offer metaphors, images, patterns, perspectives, ways of starting...
- ◆ Facilitate their own self review and reflection

# Clarifying Questions

- ◆ Elicit more detail about the situation, the approach, the actions
- ◆ Fill in the missing bits
- ◆ Help the mentee move around their own story and view it from different angles

# Devil's advocate

- ◆ Highlight any concerns about the situation, the approach, the actions...
- ◆ For the purpose of creative enquiry – to promote new thinking and open up new perspectives for the mentee
- ◆ Listen in silence and 'sift and sort'
- ◆ Use phrases like:

*I'm a bit uneasy about...*

*I'm wondering about...*

*It seems to me that...*

*I have a concern that...*

# The 7 Habits of Highly Effective Peer Mentoring Groups

- ◆ All equals
- ◆ Create a supportive culture
- ◆ Structure
- ◆ Place a high value on turning up
- ◆ Make it value for time
- ◆ 'No post mortems'
- ◆ Self directed

# Enhancing Organisational Learning

## Peer mentoring

- ◆ promotes continual learning as a way of being  
- builds a learning culture
- ◆ is a low cost way to spread core coaching skills throughout the entire organisation
- ◆ gives more people more access to more mentoring
- ◆ builds skills in reflective practice and encourages 'self-mentoring' on the job
- ◆ provides transferable skills for mentoring and coaching others

# Uses of peer mentoring in organisations

- ◆ Continuing professional development for all
- ◆ Induction or management development programmes
- ◆ Transfer of training to the workplace - post course
- ◆ Leadership mentoring groups
- ◆ Sharing experience and organisational knowledge
- ◆ Support for minority or disadvantaged groups
- ◆ Talent development and retention
- ◆ To develop emotional intelligence competencies
- ◆ Project teams

# Learning Organisations

- ◆ Peer Mentoring promotes continual learning as a way of being
- ◆ A low cost way to develop flexible, networks of learners throughout the organisation
- ◆ Learning network - One in which members agree to common goals and strategies for exchanging knowledge, skills and resources

# Benefits of Peer Mentoring

- ◆ Being productive versus productive capacity
- ◆ Improved self management - stress management
- ◆ Increase your capacity to be self reflective
- ◆ Improved networks
- ◆ Just in time learning
- ◆ Load sharing