**What Great Mentors Do**

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| **What great mentors do** | **What great mentors don’t do** |
| * Focus on the mentee
 | * Focus on telling their own story – unless the mentee wants to hear it!
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| * Ensure the meetings are focused on what the mentee wants to achieve and develop
 | * See the meetings as opportunities to delegate some of their work or the work of their team
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| * Actively listen more than speaks
 | * Speak more than listens
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| * Ask questions to help the mentee grow and think for themselves
 | * Tell the mentee what to do
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| * Share and offer experiences and ideas relevant to the mentee’s goals only after having spent time helping the mentee to think of ideas
 | * Keep their experiences and ideas to themselves
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| * Prioritise the mentoring meetings
 | * Turn up late and/or cancel the meetings regularly
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| * View the partnership as opportunity to learn and see things from another’s perspective
 | * View the partnership as being all one way, believe there is nothing in it for them
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| * Authentically champion the mentee
 | * Forget about the mentee outside of the meetings
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| * Adhere to the confidentiality agreed with the mentee
 | * Talk about the mentee without their permission
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| * Provide appropriate support and encouragement as well as challenge and useful feedback if this is what the mentee wants
 | * Provide only unrealistic encouragement or unhelpful criticism
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| * Seek feedback about how the mentoring is going for the mentee and act on it
 | * Believe they are a perfect mentor without seeking feedback from the mentee
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