

## MENTORING PROGRAM

### In Brief | Mentoring Resources. Issue 4

This is the fourth in a series of *Mentoring Resources* which will provide you with links to material that may be of interest to you between mentoring sessions. We hope you find them useful!



The fourth Speaker Event in our 2019 Mentoring series was the finale event for our current cohort of mentors and mentees. The event was presented as a Q&A, ably chaired by Liz Quinn, Group Manager, Australian Public Service Commission, with Andrew Metcalfe AO, Federal Government Lead Partner, EY and Elizabeth Kelly, Deputy Secretary, Department of Industry, Innovation and Science as guest speakers.



Elizabeth spoke on the value of mentors in giving their mentees a broad perspective on the future of work and assistance with the “long view”. Both the Parliament and the Government have been looking deeply into the future of work, identifying the challenges that policymakers face in responding to trends and actively preparing Australia and its workers for the future. You can read The Senate Select Committee’s on the Future of Work and its Workers’ 2018 report [Hope is not a strategy – our shared responsibility for the future of work and workers](#) which asks the Government to commit to a long-term plan to prepare Australian workers for the future.

This [video](#) addresses the penetration of technological change impacts on jobs that will be needed in the future, the tasks required, and how work is organised. Other recent You Tube videos on work futures can be found [here](#), including a PwC video on the [changing world of work in Australia](#) and videos about the emergent [gig economy](#). See more on the Future of Work in IPAA’s In Brief at [this link](#).



Elizabeth also stressed that it was not just technical skills but human skills such as collaboration – the ability to work productively with internal colleagues and external organisations to generate outcomes that could not be achieved otherwise – that will be particularly valuable in the workforce of the future. See [Imagining the 21<sup>st</sup> Century Public Sector Workforce](#) for more on the skills and attributes needed in the future.

Andrew emphasised the value of human skills in the future workforce, observing that there will be a strong role for wisdom and judgement in the future. The strongest asset in an organisation is its people.



Andrew also spoke about some of the work practices at EY around onboarding of new staff. He was assigned a buddy when he started, and he still has that same buddy after 6 years in the organisation. Buddies help new employees adjust to their jobs and are sometimes seen as an [induction mentor](#) -a neutral and impartial confidante for any concerns or difficulties you may have and to help you to work out strategies for success.



Andrew said that he has never had a formal mentor and that, even at a late-career stage, it may be useful! As a process for the informal transmission of knowledge, social capital and the support relevant to work, career, or professional development, mentoring is a relationship between someone with greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less (the protégé).

[Reverse mentoring](#) occurs when the protégé is senior to the mentor. Think of Robert DeNiro's character (the protégé) reporting to a younger Ann Hathaway's fashion editor (the mentor) in the 2015 film, *The Intern*. In a recent [post](#) on its website, the Wall Street Journal has a video on younger workers being social media mentors, as social media skills become increasingly valuable.



And the last word goes to Liz Quinn, who emphasised the importance of [networks](#) in navigating your way through your professional and personal life. The like-mindedness of others in your networks provides a safe space for bouncing ideas around and developing valuable contacts. Building a network can help you better understand best practices, stay on top of trends and be in the know about what others are doing to innovate in the same space.