




In Brief | Mentoring Resources 2019. Issue 2

This is the second 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!

	<p>At the second Speaker Event in our 2019 Mentoring series on 3 April, we were lucky to hear from Deputy Secretary, Department of Finance, Katherine Jones and the ACT Health Directorate's Director-General Michael De'Ath in conversation with IPAA Councillor and Deputy Director General, ACT Public Service, Leonie McGregor.</p> <p>Both Katherine and Michael warmly and openly shared their stories on navigating their careers and the varying experiences of mentoring at different stages of lives. This article encourages us to have seek out different mentors as we move through life. Why limit us to only one?</p>
	<p>Katherine talked about investing time in mentoring and emphasised the distinction between mentoring and coaching. This short article from Leadership Thoughts goes into that distinction in more detail, noting that mentoring is a partnership between two people and emphasises a mutuality of learning, whereas coaching focuses on task and performance. A powerful “reveal” for mentees is when their mentors share their own stories of challenge and struggle.</p> <p>Although organisations must consciously invest in mentoring, the individuals participating in a mentoring relationship must also commit to the investment. This piece on commitment to mentoring encourages mentors to invest in the relationship and be prepared to see their mentees rise above them. Forbes online has some tips for mentees on developing and committing to the mentoring relationship.</p>
	<p>Katherine also told us that there is no “magic” formula to mentoring but it is important to think of your career when developing the relationship. Situational mentors are the right people for you at a particular time of your life, as this short article notes. As another article in the Harvard Business Review also puts it, “Mentoring can take many shapes and forms – the key is to find the right kind of advice from the right person at the right time.”</p> <p>As Katherine observes, mentoring can sometimes happen without you realising it. In an article on Forbes Online The Accidental Mentor, Elissa Sangster says that some of her most influential mentors have only been in her life for a few hours!</p>



Michael De’Ath reminded us that good mentors are great leaders – they help you to “clear a pathway” to be the very best you can be for mentors and mentees alike. Todd Nordstrom [identifies 6 things you learn about leadership](#) by being a good mentor.

For mentees, [leadership mentoring](#) provides a forum for setting, discussing and dissecting a path to leadership with someone who has walked that path before. For the organisation, it also creates a line of succession or what [Mentor Loop calls](#) “a strong pipeline of capable leaders – a key responsibility of the senior leadership team



One of the known reasons that there is an under representation of certain groups and individuals at the leadership level is that these groups simply don’t have the mentoring, sponsorship, or support networks required to get there. A [new study](#) from the US shows “that more than 75 percent of high-ranking women maintained a female-dominated inner circle or strong ties to two or three women with whom they communicated frequently. In contrast, men with a larger network – regardless of gender makeup – are more likely to earn a high-ranking position.”

When female leaders mentor prospective female leaders, they can speak to what it took to break through the glass ceiling. When male leaders mentor female mentees, they can talk about what they have seen work in leadership and break down the male cognitive siloes and heuristics which fed into the leadership cycle of yesteryear. When ethnic minorities are mentored by people who look and sound like them, they understand that they can get there too.