



**EUROPEAN
ATHLETICS**
YOUR SPORT FOR LIFE

**WOMEN'S
LEADERSHIP SEMINAR**
Brussels 2018

Mentoring

Sylvia Barlag, IAAF Council

Member

Orla Kelleher

Loughborough University

What is Mentoring?

Mentoring is “off-line help by one person to another in making significant transitions in knowledge, work or thinking”

Clutterbuck & Megginson (1991)

‘Mentor and mentee work together to achieve specific, mutually defined goals that focus on developing the mentee’s skills, abilities, knowledge and thinking....
It is in every way a learning partnership’..

Zachary (2011)

What the mentoring process involves...?

For the mentor, it involves.....

- *Facilitating the exploration of needs, desires, motivations and thought processes*
- *Using questioning to facilitate thought process*
- *Providing the appropriate level of challenge*
- *Support the learner in setting goals and assessing progress*
- *Observing, listening and asking questions*
- *Applying tools (1-1 training, advising, networking..)*
- *Encouraging commitment to action and lasting change*
- *Maintaining a supportive, non-judgemental space*
- *Encouraging personal growth and progression*
- *Ensuring transition from dependence - independence – interdependence*
- *Giving appropriate focus on the relationship*

For the mentee, it involves.....

- *Giving and receiving feedback*
- *Self-directed learning*
- *Building relationships*
- *Communication*
- *Goal Setting*
- *Effective listening*
- *Follow-through*
- *Reflection*
- *Initiative*
- *Valuing difference*

Why engage in mentoring?

Experience of being a mentee

Sylvia Barlag



Experience of being mentored.....

Finding your mentor

Step 1: Identify your leadership aspiration / mentoring goal

Step 2: Create a list of criteria (qualities, skills, knowledge, values..) that you want your mentor to have

Step 3: Determine qualities that are 'Musts'

Step 4: Rank the remaining criteria as 'Wants'

Step 5: Brainstorm where you would look for a mentor?

Zachary (2011)

*HOW DOES EUROPEAN ATHLETICS
IDENTIFY THEIR POOL OF MENTORS?*

WHAT DOES THE MENTORING PROCESS NEED TO BE SUCCESSFUL?

WRAP UP/NEXT STEPS

Hay, J (1999) *Transformational Mentoring: Creating developmental alliances for changing organisational cultures*. Sherwood Publishing

Zachary, L. J. (2009) *The Mentors Guide. Facilitating Effective Learning Relationship*. 2nd Edition. CA.

Jossy-Bass

Thank You...



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