



## LEAD-IN Young Leader-Inspiring Mentor programme

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### 1. About mentoring

(To put in context: I am speaking here specifically of the mentoring of 'young' people – up to 35 years – by senior leaders, and therefore not about executive mentoring, since that works in a slightly different way.)

Mentoring is the process that involves helping someone to learn something that she or he would otherwise have learnt less well or more slowly, or not at all.

In other words, it is a sounding board and seeks to pass on knowledge and wisdom. It is holistic: it approaches the person as a whole, both the 'private' person and the professional. It involves helping someone so that they can learn to look at and understand things in a different way. Mentors want to contribute to the progress of others and that of society. It involves practical and experience-oriented learning.

More and more starters and young leaders have a mentor who coaches them in their career and in relation to essential questions. The aim of the discussions is for these people to get to know themselves better. The mentor holds up a mirror and asks the right questions. On the other hand, a mentor is not a kind of search engine to whom the mentee asks a question for which the answer just pops out effortlessly. The mentor doesn't give ready-made answers, but helps the mentee to broaden his or her perspective and shows that there are more options from which the mentee can choose. Furthermore, the mentor helps the mentee to analyse these options and assess their value so that the mentee can make well thought through decisions. The mentor also encourages the mentee to develop further and can put the mentee into contact with the right people. The mentor can also give advice about which step to take or which decision to make, but it often seems that this is no longer necessary because the mentee learns or is able to choose him or herself from among the various options.

The mentor isn't there for an informal chat. Determine beforehand what you want to achieve together, how often you are going to meet, and which topics you want to discuss. The mentor doesn't necessarily have to come from the same business branch or

organisational context. But the mentor does have to be able to imagine what it would be like to be in the mentee's shoes. And more importantly, the relationship has to 'click'. Mentor and mentee must be comfortable with each other and feel free to ask anything and talk about anything, including personal problems when these have an impact on work.

## **2. Expectations of the mentor in relation to the Young Leader-Inspiring Mentor (YL-IM) 2015 edition**

### How does mentoring proceed?

The dynamic depends on each duo and on the respective personalities.

Communication is open and reciprocal.

Mentoring is pragmatic, no nonsense and helps to search for answers.

There has to be great trust, no taboos, ensure anything can be discussed.

Attitude: enjoying meeting people, wanting to help others.

Determine clear objectives at the start. Must be more than informal chats!

Regularly distance him- or herself from day-to-day operations.

Dare to challenge mentee and also allow oneself to be challenged.

It is crucial that mentees are matched with mentors, which is why we take the two personalities and the specific contexts into account when we put the duo together.

A relationship needs to develop/be created. If that is not the case, dare to question the duo's pertinence.

The process matters more than the result.

Take the time you need and combine it with the right mindset.

It might as well be an enjoyable experience!

### In practical terms

The program starts in January 2015 during the closing ceremony of the 2014 edition and the kick-off of the 2015 edition (where, as a mentor, you are of course expected to be present). At the outset, the mentor and the mentee are given each other's contact details, and amongst the two of you, you organise the first meeting yourselves. From that point onwards the subsequent meetings will be planned as both of you decided, taking into consideration your drive to meet and your respective agendas.

The formal process ends at the closing event, but informal contacts are often maintained.

The structure is flexible and not determined beforehand.

We expect participants to spend at least the time of two full days on mentoring in 2015, to be filled as you see fit. Some duos meet on a weekly basis, others barely four times a year. The more frequent and meaningful the contact is, the better it is for both parties. But ... it is for the two of you to decide!

Ideally, we expect that the mentor demonstrates to the mentee various aspects of leadership: a strategic component (take the mentee along to a strategy exercise (or several) in which you (or your organisation) is involved; an operational component (letting them be present at a management or business meeting; letting them see the operational aspect of

your role); a governance component (invite your mentee along to a board meeting in which you are involved, confidentiality permitting of course).

Each YL-IM edition so far had a duo-interview in *Trends (Tendances)* and on Kanaal Z/Canal Z, habitually in Q4, on location and in their own mother tongue.

At the end of the mentoring process, we expect a one-pager with your findings and learning experience. We will supply you with the standard questions.

We expect you to be present at the closing event where the YL-IM awards will be given to the duos. It is also organized as a great networking opportunity for the network of mentors that have participated so far.

Contact me, as initiator of the programme and as the 'coordinator-inspirer' of the Inspiring Mentors, with your (practical) questions and/or suggestions

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