

STRUCTURED MENTORING

The 'GROW' Model

Goals
Reality
Options
Way Forward

These questions can form the basis of a mentoring session. They are suggested questions only. It is important to adapt them to your own style. Each mentoring session should work through each part of the GROW process.

GREAT MENTORING QUESTIONS

Goals

(Set goals, write them down, establish what person wants out of the session)

- What would you like to discuss?
- What would you like from this discussion?
- What would you like to be different?
- What would you like to achieve?
- What's the overall goal?
- What will this give you?
- How does this link to your business priorities?
- How will you know you've achieved it?
- When do you want to achieve this goal?
- What could stop you?

Reality

(Let them tell their story, invite self assessment, what's happening, when does this happen, what effect does it have, other factors)

- What is happening currently?
- How do you know that?
- How is this a problem?
- What effect does this have?
- What have you tried so far?
- What were the results?
- What is already working well?
- What has stopped you from doing more?
- What's the real issue here?
- Review the goal – is it still what you want?

MENTORING OBSERVATION SHEET

Please use this form to record your observations and feedback during the discussion.

Mentor	Mentee
CRITERIA	COMMENTS
Rapport <ul style="list-style-type: none"> ➤ Tone, pace, volume, body language 	
Questions <ul style="list-style-type: none"> ➤ Open questions – what, when, how, why, where? 	
<ul style="list-style-type: none"> ➤ Probing as appropriate – what makes you say that? Give an example of 	
<ul style="list-style-type: none"> ➤ Non-judgemental – own agenda? 	
<ul style="list-style-type: none"> ➤ Keep on track? 	
Listening <ul style="list-style-type: none"> ➤ No signs of judging – facial expressions? 	
<ul style="list-style-type: none"> ➤ Use of silence 	
<ul style="list-style-type: none"> ➤ Demonstrates listening (noises, nods)? 	

**WORKING IN PARTNERSHIP
MENTORING – GROW MODEL**

LIST OF ISSUES

- Full in-tray and struggling to cope – better organised
- Unproductive Team Meetings
- Student failed an assessment
- “I would like to get a new job”

Learning Log**Date:****Experience**

Write an account of what happened – not what you learned, just describe actual events.

Reflect

Which Skill/Competencies does this event/incident relate to? What does your experience tell you about your performance in these areas?

Draw Conclusions

What have you learned from your experience? This may be a mix of obvious and 'known' things and perhaps new learning points and insights. What will you do differently as a result?

Apply

How can you apply your learning? What will the next opportunity be? What other skills and knowledge will you need? How will you develop these?