Academic Mentoring Program
Built Environment + Art & Design
Welcome to the Art & Design + Built Environment Mentoring Program. We hope you find the Program helpful, fulfilling and enjoyable.

The information contained in this booklet will provide some guidelines and tips for participating in the Program.

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What is the BE + A&D Mentoring Program?

Art & Design + Built Environment launched the first formal cross faculty mentoring Program at UNSW in late 2014. We are now in our first year of the Program which we are treating as a pilot. We look forward to taking on board feedback about what is working well and what we could do differently in future.

It is anticipated that once matched, mentors and mentees will meet twice in the first month and monthly for the rest of the year. However the actual frequency and duration will be determined by the participants. There will be at least one formal information sharing event scheduled during the year. These will run for 1-2 hours each and involve mentors and mentees. These gatherings will cover key issues such as matching preferences, induction, goal setting and networking, along with the opportunity to socialise with others in the Program.

What is Mentoring?

Mentoring is generally regarded as a process whereby a more experienced person offers guidance and advice to someone less experienced in relation to their career development. The mentoring relationship will develop through directed individual attention and support that is focused on the transfer of information and the development of skills, whilst acknowledging the mutual benefits of such a relationship.

A benefit often identified by mentors is the insight they gain into their own operating style, and for mentees the benefits gained from the opportunity to learn from someone with a higher level of experience.

A great overview of what it means to be a mentor and actions / skills involved is available via Lynda.com (please log in via the UNSW account for free access – click the go button circled in red not the general log in).

How is mentoring different to coaching, counselling and managing?

While areas of the roles mentors, managers, counselors and coaches may play in the life of the mentee do overlap, there are also distinct differences.

The key difference between coaching and mentoring is that coaching relates to a specific set of skills (such as public speaking) and is focused on specific results. Mentoring on the other hand is more holistic, focusing instead on the mentee developing through their career or life. Mentoring also tends to have a longer timeframe than coaching.

While great managers facilitate career development and empower their employees, they are primarily focused on achievement of goals at work and have a stronger focus on providing advice and guidance on technical issues. Another key difference is that there is a power imbalance in the relationship between the manager and the employee, while this is not the case between a mentor and mentee.

Mentoring is also not counselling. Mentors should not attempt to resolve personal problems for the mentee, or provide advice to solve deep underlying issues that may manifest themselves in poor performance for example. Mentors instead should primarily be concerned with assisting mentees in more practical matters such as goal setting, problem solving, developing action plans; and with work-related matters such as help with a promotion application.

If you think that counselling assistance is more appropriate, please utilise our Employee Assistance Program (EAP) which is a confidential, free and independent service for all UNSW staff and their families. Information about the EAP can be obtained at http://www.hr.unsw.edu.au/employee/eap.html or by calling 1300 360 364.

What are the benefits of a Mentoring relationship?
Mentoring relationships do not just benefit the mentee; there are benefits to be gained for the mentor and both Faculties as well.

**Benefits for the Mentee include:**
- Developing new skills e.g. in teaching, research, conflict resolution
- Gaining access to new professional networks and contacts
- Gaining greater insight into BE + A&D operations and culture
- Finding new ways to solve problems
- Help with career planning – including preparation for promotion
- Increase in confidence and job satisfaction

**Benefits for the Mentor include:**
- Developing skills in listening and coaching
- Enhanced self-esteem and confidence
- Developing leadership and interpersonal skills
- Gaining new insights into BE + A&D operations and culture, as well as their own current practice
- A chance to actively assist the professional development of a colleague

**Benefits for the Faculties include:**
- Retention of talented staff
- Developing potential leaders internally
- Increased job satisfaction and productivity due to increased motivation
- Employee relationships and collaboration enhanced throughout both faculties
- Develops a greater sense of community

**What is the role of the mentor?**

The role of the mentor is to guide, support and act as a role model for their mentee in helping them achieve their goals. They will provide wisdom and insight as well as constructive criticism and suggestions for action.

Although each mentor will bring their own personality and expertise to the mentoring relationship, mentors can help build a positive mentoring relationship by:

1. Being a great listener and sounding board
2. Sharing lessons, mistakes, anecdotes
3. Maintaining confidentiality and respect
4. Training and teaching their mentee
5. Introducing the mentee to new networks and contacts
6. Discouraging dependency
7. Challenging their mentee
8. Maintaining excellent self management skills
9. Being non-judgemental, and accepting of the differences in people and their style of working

It is important to note that a mentor is not a manager, and thus a mentor does not replace the mentee’s supervisor with regard to their day-to-day work. On the flip side, a mentee is not a disciple of the mentor, and mentors cannot expect to create a clone of themselves through the Mentoring relationship.
What is the role of the mentee?

Ultimately the role of the mentee is to learn from their mentor, accepting feedback and challenges from them in order to grow and develop within their career and life. Although each mentee will bring their own personality and experiences to the mentoring relationship, mentees can help build a positive mentoring relationship by:

1. Being a great listener
2. Taking responsibility for their own professional and personal development
3. Maintaining confidentiality and respect
4. Seeking and accepting both positive and negative feedback
5. Reflecting on what has been shared and learned
6. Participating fully in the relationship

It is important to note that a mentor is not someone who could – or should – resolve issues for their mentee. Mentors can be a sounding board, provide advice and access to networks as appropriate, but it is not their role to resolve issues or problems on behalf of their mentee.

I've been matched with a mentor/mentee – what happens now?

Now you have been matched with your mentor/mentee, it is important to set some ground rules and sign the mentoring agreement. The following items should be discussed in your first meeting, and incorporated into the mentoring agreement. Not all of these things may be established in the initial meeting, and so the second meeting may be used for finalising some of the details of the mentoring relationship.

1. How often are you going to meet and how long for?
   a. Be realistic - consider your other commitments
   b. Do you have any leave booked which may mean meetings need to be rescheduled?
2. Where are you going to meet?
   a. Consider confidentiality
   b. Do you need to book a room?
   c. Consider ease of getting to the location
3. What are your expectations of your mentor/mentee?
   a. Do you want a formal or informal relationship, structured meetings or unstructured?
   b. Be clear
   c. Be open to negotiating and compromising
4. What are your goals for the relationship?
   a. These could be almost anything – to gain a promotion, to enhance teaching skills, to get help with your research Program etc
   b. What steps might you put in place to monitor the accomplishment of these goals?
5. Can you be contacted at any other time, through email or phone?
6. Will you document anything throughout the process? E.g. goals, action plans.

At the first meeting it is also a good idea to share information about yourself, so that you and your mentor/mentee can get to know each other better. Consider talking about the following:

1. Your background – personal and professional
2. More general goals that you have for yourself. These may or may not be able to be incorporated into the goals of the mentoring relationship.
3. Your interests outside work

How can I create a successful mentoring relationship?

A Mentoring Relationship can help different people achieve different things, at different stages in their lives - be it gaining a promotion, re-energising their research Program or getting a fresh perspective on an issue or problem. Common to all of these situations however are some key qualities that the mentee and mentor can bring to the relationship to help it work well. Below are two non-exclusive lists of what qualities can help a mentee and a mentor get the most out of their Mentoring relationship.

Mentors get the most out of a Mentoring relationship when they:
- Are committed to helping junior colleagues achieve their goals and potential
- Are an effective listener
- Are patient and can easily give encouragement
- Have the ability to provide feedback in a way that is challenging and supportive
- Are accessible and committed to the Program
- Have a sound knowledge of BE + A&D processes and dynamics, as well as educational issues and practices

Mentees get the most out of a Mentoring relationship when they:
- Are interested in their own career development
- Take responsibility for their own personal and professional development
- Are open to receiving both positive and negative feedback
- Are willing to accept new challenges
- View change and growth in a positive way
- Can set goals and work towards them
- Have a desire to learn

It is important to realise that not all mentoring relationships are the same. Depending on the goals you set, your relationship may last 4 or 5 meetings or it may last well beyond the length of the BE + A&D Program (12 months). There are no rules surrounding how long a “good” relationship should last for.

When it is recognised that the relationship may be coming to its natural end (when, for example, the goals of the mentee are close to being met) it is important to acknowledge this and plan for the formal ending of the relationship. This is just as important as the effort that goes into starting up a mentoring relationship as this closure is important for enabling both the mentor and mentee to adjust to life without the relationship.

I am having trouble with my mentor/mentee, what should I do?

It is important to remember that a mentoring relationship is just like any other of life’s relationships – there may be times when conflict occurs. This is natural and you should not expect it to be ‘perfect’.
Therefore, like in other relationships, communication is important. This applies right from the beginning in that it is important that your clearly communicate your goals and expectations for the relationship. Communication about progress and what is working and not working in the relationship should occur regularly.

If at any stage you feel that the relationship is breaking down and you want advice, please contact your Human Resources Manager or People & Culture Development Consultant.

Please also remember that if you think that counselling assistance is more appropriate for you, you may wish to utilise our Employee Assistance Program (EAP) which is a confidential, free and independent service for all UNSW staff and their families. Information about the EAP can be obtained at http://www.hr.unsw.edu.au/employee/eap.html or by calling 1300 360 364.

Who can I contact for further information?

Further information on the BE + A&D Mentoring Program can be obtained by contacting one of the following people:

1. Cathy Harding, Human Resources Manager, Art & Design  
   Email: c.harding@unsw.edu.au  
   Phone: (02) 8936 0728

2. Elisse O'Leary, People & Culture Development Consultant, Built Environment  
   Email: e.oleary@unsw.edu.au  
   Phone: (02) 9385

3. Catherine Evans, Senior Lecturer, Built Environment  
   Email: cb.evans@unsw.edu.au  
   Phone: (02) 9385 6857

4. Professor Alan Peters, Deputy Dean, Built Environment  
   Email: alan.peters@unsw.edu.au  
   Phone: (02) 9385 4835

5. Professor Marie Sierra, Deputy Dean, Art & Design  
   Email: m.sierra@unsw.edu.au  
   Phone: (02) 8936 0627

6. Professor Ross, Dean, Art & Design  
   Email: ross@unsw.edu.au  
   Phone: (02) 8936 0734

For more information on mentoring in general at UNSW, please visit the People & Culture Development website:  
https://www.hr.unsw.edu.au/services/peopleandculture/mentoring.html