



FURTHER READING

MODULE MENTORING SKILLS

Lesson_1_ *What is Mentoring?*

BASICS OF MENTORING

There are different definitions of **MENTORING**, but they all include one basic feature – ***this is a relationship between people, based on mutual trust and effective communication.***

Establishing ***rapport*** and ensuring ***person-to-person, instead of Boss – Subordinate relationships*** are vital for effective **MENTORING**.

The **aim** is to ensure:

- Successful transfer of knowledge and skills from more experienced individual (**Mentor**) to a less experienced one (**Mentee**);
- Guiding the **Mentee** to reach their full potential;
- Motivating and empowering the **Mentee** to identify their issues and goals and helping them start a new endeavour or progress in their career;
- Personal and professional development of the supported **Mentee**;
- Helping the **Mentee** find ways how to resolve a personal or professional problem and overcome a situation in which they are stuck.

What is **not** **MENTORING** about?

- ❖ Giving directions what the **Mentee** should or should not do in a given situation;
- ❖ Doing the job or solving the problem instead of the **Mentee**;
- ❖ Telling the **Mentee** how to do the job;
- ❖ Imposing **Mentor's** way of thinking or working on the **Mentee**.

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HOW COULD WE USE MENTORING IN TOURISM SECTOR?

✚ For **improving performance** of employees or newcomers to the sector
In tourism sector, where most companies are SMEs, **MENTORING** engages employees and can lower staff turnover. It helps them **better understand their roles and the business itself**. **MENTORING** also increases productivity and improves individual performance of the **Mentee**. It gives them a stronger awareness of the objectives of the company. Another benefit is that **Mentee** better understands the **organisational culture** of the company where they work at and the specifics of tourism as a hospitality industry. This from one side can boost **Mentee's** career development, but also can help them achieve their professional or career goals. As a result, employees are better integrated withing the organisation and feel more effective and praised. By finding a **Mentor** from the sector, newcomers can **broaden their insight into the business**. This will help them follow suit good examples and avoid some mistakes.

✚ For **counselling and sharing knowledge**
MENTORING is beneficial for **Mentors** too. It gives them a sense of responsibility and personal satisfaction of passing their knowledge and skills to someone who is less experienced or a newcomer to the company or the sector in general. It also helps **professionals and managers** strengthen their relationships with the company, as they are encouraged to share information and expertise. In this way, **MENTORING** can motivate them to further develop their own skills in different directions and stimulates **Mentors** to be up to date with the new tendencies in the sector. It also encourages them to **set up their own personal and professional goals** and helps them develop their capacity, both as tourism managers and as people.

✚ For providing **psychosocial support and encouragement**
MENTORING can be very beneficial for increasing individual's self-confidence and for empowering both sides. Through it, people – irrespectively if they are **Mentors** or **Mentees**, can **identify and acknowledge their own strengths and weaknesses** and start working on them. This leads to faster learning, encourages continuous personal and professional development and promotes the understanding of importance of life-long learning, which is vital for a fast growing and changing sector, like tourism.

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TYPES OF MENTORING

MENTORING can have different forms, which are suitable for one or another situation or type of company. It is up to the **Mentor** and **Mentee** to decide which one will better suit their needs.

√ **One-to-one Mentoring** – it can be two types:

1. Traditional Mentoring

This type of **Mentoring** involves one **Mentor** and one **Mentee**, who work together for a certain period to achieve preliminary defined goals and according to mutually agreed plan. In the traditional way, the **Mentor** is usually a senior manager or an experienced professional who tutors a new hire or a less experienced employee, or a newcomer to the sector. Here, the focus is not as much on building partnership between both sides, but on the long-term career development of the **Mentee**. In this case, less experienced person mirrors the **Mentor** and grows in career ladder, until s/he gains enough competences to independently performs their work.

2. Peer-to-Peer Mentoring

In this type, the focus is on peer-to-peer learning and growing. Here, the roles of the **Mentor** and of the **Mentee** are not so clearly defined and distinguished, and both individuals can be on a similar level of experience and career ladder within the business. Usually the focus is on acquiring a specific skill, challenging each other's assumptions or providing a different point of view. Often this type of **Mentoring** is short-term and less formal and relies on reciprocity and collegiality.

√ **Group Mentoring**

It is a relatively new type of **Mentoring** and is also called **Mentoring Circles or Learning Groups**. Within it, one **Mentor** mentors a group of several **Mentees**. Teams are often created by individuals who have already benefited from the traditional **Mentor**-protégé relationships or from peer-to-peer **Mentoring** and now want to broaden their expertise. This type of **Mentoring** allows efficient use of **Mentors** and helps **Mentees** build rapport and integrate with colleagues. Some disadvantages might include concerns about confidentiality, worries that some people do not show their full potential in groups, or that sometimes individual needs might not be fully met.

√ **Remote Mentoring**

In this type of **Mentoring**, both sides do not work or live in the same location and cannot meet in person. For running the **Mentoring** sessions, they use phone or other type of video conferencing (email, skype, GoToMeeting, or social networks). To be effective, **Remote**

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Mentoring needs to have the same characteristics as **Face-to-Face Mentoring**, including well defined needs, clear goals and a good plan and structure. If all these are in place, then the method can work as effectively as the other types of **Mentoring**.

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