



# QUT Career Mentor Scheme July 2012

## Creating Great Mentoring Relationships

Rachel Collis

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### THREE CHARACTERISTICS OF GREAT MENTORING RELATIONSHIPS:

#### Vitality

The mentor supporting the mentee to become who they want to be and achieve what is important to them.

Ask:

*What do you want to achieve in your career?*

*What sort of person do you want to be at work?*

*If you were being that person, how would you behave in interactions with - customers? colleagues? your manager?*

*What would that look like in our discussions?*

Encouraging those behaviours both in the mentoring interactions and in interactions outside in the 'real' world.

#### Curiosity

Asking good questions...and listening to the answers!

#### Mentors

Knowing when to give advice and when to ask thought provoking questions.

Giving advice only when you are confident that you understand the problem and also that the mentee doesn't know the answer.

*What will you have to accomplish in order to get where you want to be?*

*What are the most important obstacles to that?*

*What is going well?*

*What have you tried already?*

*What else have you considered?*

*What don't you know that you wish you knew?*

#### Mentees

Preparing for sessions. Demonstrating that you value the mentor's time. Asking questions that draw out their expertise.

*Have you dealt with anything similar? How did you handle it? Ask questions to get into the details e.g. who they spoke to and exactly what words they used.*

*If you were recruiting for that position and read my CV, what would make you want to interview me? Is there anything there that might put you off?*

Write down their answers!

## Courage

Having the courage to seek and give meaningful feedback - both positive and negative (aim for a 3:1 ratio of positive to negative)

### Mentors

*What has been most helpful in our discussion today?*

*From your perspective, how is this going?*

*Could you give me an honest assessment of our work together? What am I doing that is useful? What am I doing that doesn't work so well for you?*

### Mentees

*What do you see as my strengths?*

*What areas do you think I need to work on, if I am to achieve my goals? Can you give me some specific examples that you have observed in our interactions?*

*What do I do that makes these sessions rewarding for you?*

*Is there anything I do that makes it harder for us to achieve our goals?*

### Further Reading

Gardner, F., & Moore Z., (2007) The Psychology of Enhancing Human Performance –The Mindfulness-Acceptance-Commitment Approach Springer

Fredrickson, B., (2009) Positivity. New York Crown

Sobel A., & Panas, J., (2012) Power Questions: Build Relationships, Win New Business and Influence Others Wiley

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## Rachel Collis

Rachel has been providing executive coaching, training and team facilitation to large public and private sector organizations throughout Australia since 2002. She is also a sessional lecturer teaching negotiation skills on the Executive MBA program at QUT.



Prior to this, she had 15 years experience as a psychiatrist in clinical practice. She continues to be committed to evidence-based practice.

She has supported and trained mentors in a range of settings, from senior managers mentoring high potential staff to community members wishing to support young offenders.

### For Further Information:

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