



**Coach
Mentoring**

INTERNATIONAL MENTORING DAYS

A Webinar for Mentors on
Stories, Objects and Artefacts,
Career Pathing – Creative
techniques for mentors
by Prof Bob Garvey



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How to prepare for a Zoom meeting





About Bob



- Obsessed with M
- Research, read, write, do and have done!
- Supervise others
- Deliver development programs on C&M
- Very recent clients:
 - Save The Children
 - WWF
 - DJOEF (Denmark)
 - Design Business Association
 - YBI
 - IMI
 - Damen Shipyards (NL)



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SO WHAT? AND WHAT NEXT?

11/29/21

A description of mentoring

“Mentoring is a learning relationship between two people. It requires a range of human qualities such as trust, commitment and emotional engagement. It also involves a range of skills including listening, questioning, challenge and support. Mentoring has a time scale. In some contexts, it is a life-long relationship, in others it may be a few months.”

(Alred and Garvey, 2010:4)

- Trust, commitment and emotional engagement
- Listening, questioning, challenge and support
- Time scale.....

- How may I develop these things?

- Alexandra Barosa-Pereira (Portugal)
- Stephen Burt (UK)
- David Clutterbuck (UK)
- Zoltan Csigas (Hungary)
- Bob Garvey (UK)
- Elle Griffin (USA)
- Wend-Ann Smith (Australia)

- Chance events
- Life events
- Prior Experiences
- Want to give something back
- Deliberate choice or by accident
- Care
- Psychological make up – positive, generative



- **The what:** growth mindset; changes in attitudes, approach, signature practices – what kind of mentor are you?
- **The how:** is a range of ways and means - specific activities; programmes; courses; discussions; cpd; **supervision**
- **The Arc:** The journey taken to develop – very varied but, self-development is key

- What people need to notice, manage and transcend in order to mentor well
- Aware of prejudices; behaviours, attitudes and expectations
- Centrality of critical reflective practice; how people reflect and learn from their practice.

- Letting go is a threshold to mentor development
- Variations and diversity in letting go of behaviour
- Letting go of ego
- Letting go of skills, process models and theories
- Letting go of the agenda
- Letting go of assumptions
- Letting go of constructed identity
-



Characteristics of Excellence

- Ethical practice
- Continuous learning mentality
- Critical Reflection
- Always becoming and never arriving.....

- How might this help in practice?
- One way is through CPD events like this.....

- How might this help in practice?
- One way is through CPD events like this.....

- Three ways that help develop mentors to come.....



- Stories

- Objects and artefacts



- Career pathing



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Stories



‘...those who do not have the power of the story that dominates their lives – power to retell it, rethink it, deconstruct it, joke about it, and change it as times change – truly are powerless because they cannot think new thoughts.’ (Salman Rushdie)

- Our *pasts* are in our *presents*

- We are not aware of this

- We ‘get on’ with our lives

- The *past* confronts our *present* in
‘moments’

- A mentoring conversation can be a ‘moment’
- We have three choices.....

- Live in the past
- Function on traditionalism
- “I have always done it this way....”

- Reject past
- Re-write history
- Past may be worthless, devalued, blamed
- Past may be celebrated with ‘rose coloured glasses’

- Build on our past by understanding it profoundly through dialogue
- Reflect on past by exploring the story
- Develop critical insight of past and appreciate it through narrative analysis



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Try to think of what happened to you which was important and led to your sitting, sitting here in this chair, on this very day, with me. What happened? What brought you here?



- What is the main story line?
- How does your mentee characterise themselves?
- How does your mentee characterise others?
- What metaphors or similes does your mentee use? Invite them to use one....

- I notice that.....
- Reflect them back to them.....
- What is symbolic here?
- Ask them what it represents for them...
- What are the meanings and cultural influences?
- Ask them....
- Highlight them for your mentee



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Objects and Artefacts

- To help your mentee understand, clarify or to gain new insight, ask them to bring in an object, a picture or an artefact which represents the issue you are discussing or themselves or their situation.....

- Discuss the object, picture or artefact

- Ask, what does this represent for you?

- How does it influence you?

- What understanding or insight do you get by discussing this object or artefact?



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Career Pathing

- People often repeat past mistakes
- This activity can help avoid this problem

- Ask your mentee to write down an early career choice and ask....
- How many options did you have at the time?
- What led you to this choice?
- Who helped you with your choice?
- How did you relate to that help?
- How did they feel about your choice?
- Would you choose differently now?

- Now take your mentee through a series of similar decision points and use the same questions....

- Now ask.....
- How much was choice and how much was drifting into something?

- Now help your mentee to understand these key moments of choice and then ask...
- What pivotal decisions are you going to make in the next 24 months or so?
- How have you prepared for these?
- Who will you ask for help?
- How will you expand your choices?
- What values are you going to apply to the decision?
- How will you make sure that you are making an active choice rather than drifting into something?



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SO WHAT? AND WHAT NEXT?

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- Clutterbuck, D and Megginson, D (2005) *Techniques for Coaching and Mentoring*, London: Butterworth-Heinemann
- Garvey, B & Williamson, B. (2002) *Beyond Knowledge Management, creativity, dialogue and the Corporate curriculum*, Pearson Educational, Essex, UK
- Garvey, B. (2006) Let me tell you a story, *The International Journal of Mentoring and Coaching*, Vol III, Issue I, www.emccouncil.org



Two books by Bob Garvey

