

Effective Mentors

David Clutterbuck suggests that an effective mentor:

- Already has a good record for developing others
- Has a genuine interest in seeing younger people advance and can relate to their problems
- Has a wide range of current skills to pass on
- Has a good understanding of the organization
- Combines patience with good interpersonal skills, and an ability to work in an unstructured programme
- Has sufficient time to devote to the relationship
- Can command the mentee's respect
- Has a network of contacts and influence
- Is keen to learn

Linda Phillips-Jones has this advice for mentors:

- Strong mentors have their own personal visions of their future—help your mentees develop their own visions.
- Spend time identifying your own dreams and goals; your mentee will probably ask you what they are.
- Do inspiring things and let your mentee see you do them. For example, go beyond what is expected.
- Solve "impossible" problems.
- Introduce your mentee to inspiring people.
- Help your mentee develop his/her own vision.
- Help him/her think through ways of getting from current reality to his/her vision.
- Help your mentee to be great.
- Convince your mentee that he or she can do it."

Clutterbuck, D., (2004) *Everyone Needs a Mentor: Fostering talent in your organization*. London: CIPD

Phillips-Jones, L. (2003), *The mentor's guide : how to be the kind of mentor you once had - or wish you'd had*. Grass Valley CA.: Coalition of Counseling Centers