



PROFESSIONAL  
WOMEN  
ASSOCIATION  
MILAN

member of



**PWN | GLOBAL**  
PROFESSIONAL WOMEN'S NETWORK



PWI Brussels

Professional Women International



This project is co-funded by  
the European Union

## ME-TOTEM PROJECT

MEntoring as a TOol Towards EMpowerment

A project co-financed by the European Commission DG Justice

**Workstream 2 – Cross European Executive Mentoring**

**Mentors Guide – Deliverable # 1**

# MENTORS GUIDE

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*In the following pages, Me-Totem Project Team briefly shares how to help Mentor become more confident with the role: sharing the structure of the program, clarifying what is expected from them (and what is not) and defining a common process.*

*After a short introduction of Me-Totem Project, you will find both main objectives of Mentor Training and main skills expected from the Mentor.  
At the end, a possible structure of the main phases for making a Mentoring Program effective.*

# THE EU COMMISSION COMMITMENT TOWARD GENDER BALANCE

EU Commission developed a strategy which encompasses a number of interventions toward gender equality in the 2010-2015 time frame.

**EQUAL ECONOMIC INDEPENDENCE**

**EQUAL PAY FOR EQUAL WORK AND WORK OF EQUAL VALUE**

**EQUALITY IN ECONOMIC DECISION MAKING**

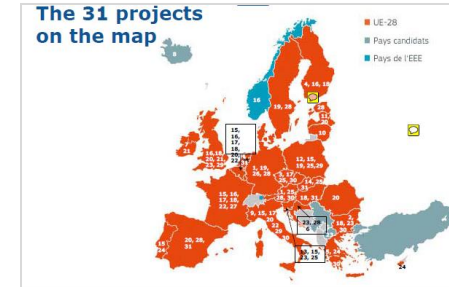
**DIGNITY, INTEGRITY AND END TO GENDER-BASED VIOLENCE**

**EQUALITY IN EXTERNAL ACTIONS**



# EQUALITY IN ECONOMIC DECISION MAKING: THE ME-TOTEM PROJECT

The ME-TOTEM project falls into the “Equality in Economic Decision Making” area and has been awarded together with 31 other projects across Europe.



ME-TOTEM has been developed by **PWA Milan** and will impact **8 European countries** (Italy, Belgium, France, Germany, Poland, Portugal, Spain, UK) in cooperation with PWN Global



# ME-TOTEM PROJECT

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ME-TOTEM is structured in **four main Workstreams**, impacting women at various stages of their leadership journey, through different and interconnected **mentoring activities**.

## TARGET GROUP

### WORKSTREAM 1

**Current and aspiring board members**

### WORKSTREAM 2

**High potential women** from the corporate world

### WORKSTREAM 3

**Women** in junior positions / **MBA students**

### WORKSTREAM 4

**Dissemination across Europe**

## OBJECTIVES

Create **direct professional relationships** between qualified women and board members

Make **corporate diversity programs more effective** through “woman to woman” mentoring & diversity Lab with HR Departments

Foster a **“career planning” culture** in junior professional women

Process, approach and results of the project will be presented in 2016 in **8 major European cities** (Milan, Brussels, Paris, Madrid, London, Frankfurt, Lisbon and Warsaw).

# OBJECTIVES OF THE MENTORS GUIDE

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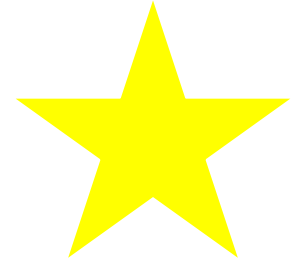
1. **Provide knowledge, skills & support** to Mentors in order to effectively start their experience in a Mentoring Project
2. Collect expectations and a shared vision of the **mentoring relationship**
3. Share **practical rules and approach**
4. Identify, investigate and clarify **doubts**

A critical success factor of a mentoring relationship  
is having a **common understanding of the ground rules!**

# MENTORING GOLD RULES

(for both mentors & mentees)

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1. Active listening
2. Make yourself available
3. Don't have a judgmental approach
4. Keep an open mind
5. Respect confidentiality

# MENTORING SKILLS:

## HOW TO BE AN EFFECTIVE MENTOR

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### Listen to your mentee “active listening”

- Don't **jump** to conclusions
- Don't **assume** that what worked for you is ok for your mentee too
- **ASK** questions, rephrase, make sure you understand
- Check **understanding** and clarify if needed

### Build from your own experience

- Share what you **know now**... Non-directively, without imposing it as “the truth” - Mentee can accept/reject/inquire further w/o pressure
- **Make suggestions** on expanding mentee horizons
- Keep a **non-judgmental approach**: her unconventional/unusual strange ideas might be her path to success.

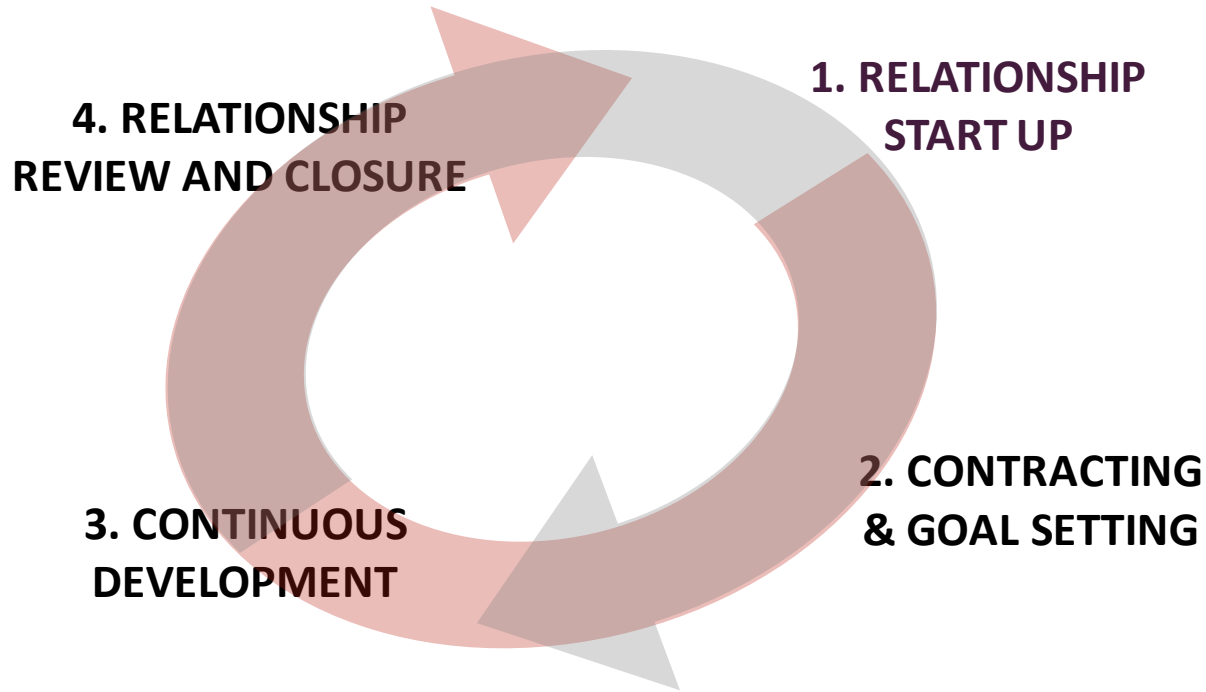
### Make yourself available

- Not only logistically but mainly in terms of **attention** given, **investment** and **commitment** in the relationship



# MAIN STAGES OF A MENTORING PROGRAM

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# MENTORING GROUND RULES

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1. Agree on LOGISTICS
2. Agree on COMMITMENT & CONFIDENTIALITY
3. Define MENTORING GOALS
4. Keep track and FOLLOW UP on topics covered

Check the Mentoring Handbook !

# USEFUL MATERIAL – THE MENTORING HANDBOOK

<p>  </p> <p></p> <p>Mentoring Handbook</p> <p></p> <p>Mentor name: _____ Contacts: _____</p> <p>Mentee name: _____ Contacts: _____</p>	<p>  </p> <p><b>MENTORING GROUND RULES</b></p> <p><b>1. Agree on LOGISTICS</b></p> <ul style="list-style-type: none"><li>• When will you meet/speak (Preferred day, time,...)</li><li>• How will you meet/speak (Webex, skype, phone,...)</li><li>• Who will initiate each meeting (Write email to take next appointment, reschedule if cancelled, etc)</li></ul> <p><b>2. Agree on COMMITMENT &amp; CONFIDENTIALITY</b></p> <ul style="list-style-type: none"><li>• Check the Mentoring Agreement</li></ul> <p><b>3. Define MENTORING GOALS</b></p> <ul style="list-style-type: none"><li>• What are Mentee main mentoring goals?</li><li>• What actions will we implement?</li><li>• What will be the measure of success?</li></ul> <p><b>4. Keep track and FOLLOW UP on subjects covered</b></p> <ul style="list-style-type: none"><li>• Check the Meetings Logbook</li></ul> <p><b>5. Summarize KEY LEARNINGS</b></p> <ul style="list-style-type: none"><li>• Main learnings and actions to carry on after the closing of the relationship</li></ul>	<p>  </p> <p><b>1. LOGISTICS</b></p> <ul style="list-style-type: none"><li>• We will preferably meet on:</li><li>• DAY _____</li><li>• TIME _____</li><li>• We will meet/speak: _____ (Webex, skype, phone,...)</li><li>• Who will initiate each meeting: _____ (Write email to take next appointment, reschedule if cancelled, etc)</li></ul>
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