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## Overview

This standard is about helping individuals – either in your own team or from another work group – to develop and maintain their performance through mentoring.

Mentoring includes providing information and advice to individuals and facilitating their access to the people and resources they need in order to develop and progress.

This standard is relevant to managers and leaders who have a specific responsibility for mentoring individuals.

This standard links closely with all the other standards in key area *DC Develop and support individuals*.

## Performance criteria

- You must be able to:*
- P1 Help individuals clarify what they require and expect from mentoring.
  - P2 Check that mentoring is appropriate to meet the individual's requirements and expectations.
  - P3 Ensure that individuals' mentoring requirements and expectations are in line with your organisation's objectives.
  - P4 Clarify your own expectations of the mentoring process.
  - P5 Establish with individuals the information and advice they require and the people and resources they need to access.
  - P6 Establish with individuals
    - P6.1 the mentoring you will provide
    - P6.2 the timescale
    - P6.3 the location, frequency and duration of meetings
    - P6.4 points at which progress will be reviewed
    - P6.5 how progress will be measured and assessed.
  - P7 Facilitate individuals' access to the information, people and resources they require for their development.
  - P8 Provide advice to individuals based on your own knowledge and experience and facilitate individuals' access to other sources of advice, if required.
  - P9 Encourage individuals to reflect on their progress and articulate their thoughts and feelings about it.
  - P10 Monitor individuals' progress and provide specific feedback designed to improve their performance.
  - P11 Agree with individuals when they no longer require mentoring.
  - P12 Encourage and empower individuals to take responsibility for developing and maintaining their own self-awareness, performance and impact.

## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 How to establish a mentoring contract with individuals and what the contract should cover.
- K2 How to facilitate individuals' access to the information, people and resources they require.
- K3 The importance of individuals reflecting on their progress and how to help them do this.
- K4 The importance of monitoring individuals' progress and how to do this.
- K5 How to give individuals specific feedback designed to improve their performance.
- K6 The importance of recognising when individuals have achieved their development objectives.
- K7 How to empower individuals to take responsibility for their own development.

### Industry/sector specific knowledge and understanding

*You need to know and understand:*

- K8 Industry/sector requirements for supporting individuals to improve their performance.

### Context specific knowledge and understanding

*You need to know and understand:*

- K9 Individuals in your area of work, their roles, responsibilities, competences and potential.
- K10 Your organisation's objectives.
- K11 Sources of information, resources and advice in your organisation.
- K12 Your organisation's policies and practices in relation to mentoring.

## Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Seek opportunities to improve performance
- 2 Find practical ways to overcome obstacles
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Keep people informed of plans and developments in a timely way
- 5 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 6 Support others to make effective use of their abilities
- 7 Give feedback to others to help them maintain and improve their performance
- 8 Recognise the achievements and success of others
- 9 Inspire others with the desire to learn
- 10 Make appropriate information and knowledge available promptly to those who need it and have a right to it
- 11 Introduce people and organisations with common interests to each other
- 12 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation

## Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Communicating
- Empathising
- Empowering
- Evaluating
- Influencing
- Information management
- Inspiring
- Leading by example
- Learning
- Mentoring
- Monitoring
- Motivating
- Networking
- Planning
- Presenting information
- Problem solving
- Providing feedback
- Questioning
- Reflecting
- Reviewing
- Valuing and supporting others

## CFAM&LDC3 Mentor individuals

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