



The City Hive Academy

Presents:

2024 Mentoring Workshop Guide

POWERED BY

**Federated
Hermes** 



CITY  HIVE

Mentoring agreement	1
Preparing to be a Mentor	2
Personal & professional developmental areas: What's on the agenda?	3
Soft-skills	4
Further suggested reading	5

Mentoring Agreement

We are excited to welcome all mentors to our Mentoring Training workshops, in collaboration with Coach Mentoring Ltd.

We believe mentoring is a formal relationship, requiring certain expectations. We recommend observing the following points to ensure you find your own mentoring experience enjoyable, enlightening and above all, impactful.

Responsibilities in a one on one mentoring relationship:

We recommend mentees take overall responsibility in driving their sessions.

Mentees should set the agenda and communicate this, and any action points from the previous meeting, ahead of each session. Whilst the mentor may want to take notes, generally the mentee will be responsible for note-taking throughout.

Confidentiality:

The City is a small place. The mentoring relationship is a safe and confidential space, with both parties able to discuss issues and challenges in the workplace openly and honestly.

Boundaries:

Respect each others boundaries and communicate if you have any concerns. Whilst it is natural that you will discuss day-to-day work and progress, please do be mindful that mentoring is not about working through 'technical' tasks, it is a relationship formed to identify personal and professional plans, and the skills needed to progress towards them.

Meeting Logistics:

Be mindful that your mentee may only be available out of office hours. If you would like to meet face to face, make sure you are both comfortable with the arrangement. It's lovely to be able to meet in person, but not always practical.

Preparing to be a Mentor

Don't worry if you are completely new to mentoring. Our Introductory session with Coach Mentoring is designed to help you help your mentee create a structure for your sessions, to ensure they maintain purpose and direction.

However, if you are keen to learn more, here's three recommended texts from the Coach Mentoring Ltd. team to get you underway...



[Mentoring In Action: A Practical Guide for Managers by David Megginson:](#)

This book advises on creating mentoring programmes but also features useful case studies on developing individual mentoring relationships.



[The Mentoring Pocketbook by Geof Alred:](#)

How to prepare to be a mentor, how to conduct mentoring sessions, how to maintain the relationship through the different stages and how to evaluate mentoring.



[The Best Mentors Think Like Michelangelo by W. Brad Johnson and David G. Smith. Harvard Business Review](#)

“Michelangelo approached the craft of sculpting with the humble conviction that a unique and beautiful piece of art already existed within the stone, and his job was only to release it. The best mentors approach their art in the same way: helping mentees become who they want to be, not who the mentor thinks they should be”.

Personal & professional developmental areas: What's on your Mentee's agenda?



Soft Skills

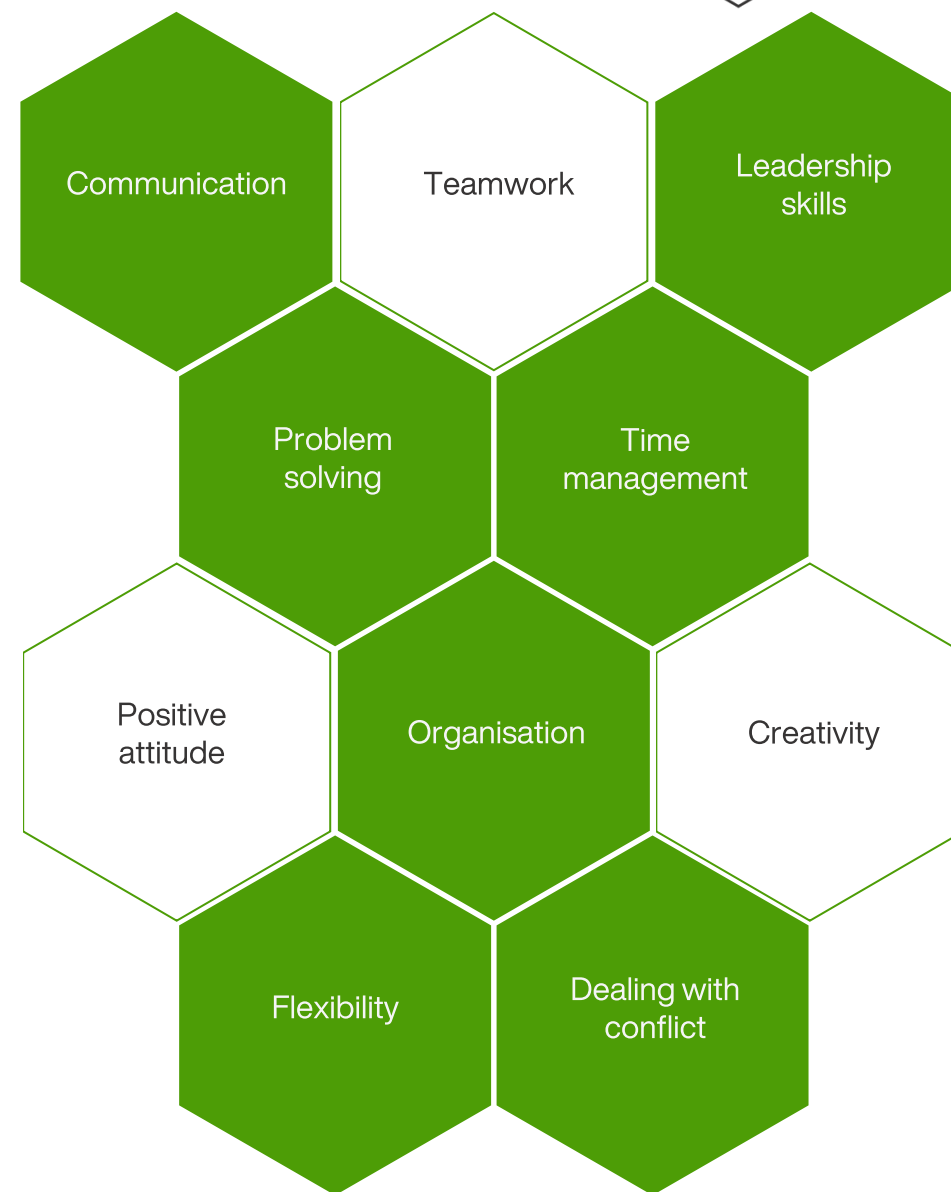
In our industry, there is an understandable emphasis on hard skills - those specific skills and abilities that show experience and understanding in a measured way. Soft skills are those required to work with others, show leadership and grow within a company. They help us build work relationships and to navigate the workplace in order to use hard skills to their full potential.

Many people in the workplace today miss out on the opportunity to hone the soft skills that are critical to career progression. One of the key roles a mentor can play is that of a soft-skills 'coach'. These are some of the areas your mentee may wish to explore and sharpen in your sessions...

Further suggested reading:

10 Reasons Soft Skills are Important to Your Career

[Read here](#)



Our Mentoring community has shared some of their top recommendations of sources they turn to for inspiration and advice. Here are recommendations of books, speakers, blogs and podcasts we think you may find helpful. If you have any personal favourites let us know at Academy@cityhive.co.uk. We are always looking for recommendations to share!

With special thanks to our Recommendation contributors:

- Mandy Kirby, Shanta Calcutta, Nneka Opara and Taylor Thompson (City Hive)
- Samuel Hon (City Hive Mentor)
- Natalie Saad and Gerald Gabriel Boateng
- (#TalkAboutBlack)
- Dimple Mistry (City Hive Academy Advisor)
- Jayne Styles (Diversity Project Ambassador)

Promoting Inclusion in the Workplace



<https://pearnkandola.com>

Pearn Kandola is a business psychology consultancy. There's a lot of useful content and resources to explore here, particularly on race and allyship.



Inclusive Culture

A go-to-guide for CEOs to level the playing field and create a sense of belonging. Described as 'an enormously useful tool' that has 'helped me evolve my thinking', it provides practical steps that have been shown to work to build the trust, fairness, and diverse perspectives of an inclusive culture.

Introduction

Part 1 – Deciding the steps to take now

Part 2 – Digging deeper if you want to

Part 3 – Recap, key points, checklists & resources



Neurodiversity In Business

NiB is a business-led forum that aims to share best practice on recruitment, retention and empowerment, supporting neurodiverse colleagues.



Black And Great by Rene Germain

I recommend "Black and Great" by Rene Germain, an excellent book for those looking to grow professionally. It provides readers with honest and practical advice to thrive and build the careers of their dreams whilst embracing their blackness.



Layla F. Sadd, "Me and White Supremacy":

"Summons forth a new type of leadership and accountability that this time so desperately calls for and is the pathway to a greater healing that generations of people and communities so desperately need". This book helped me unpick the layers of unearned privilege present in the United Kingdom that I was benefitting from, as well as learning to recognise my own unconscious biases.



The Opportunity Index: A Solution- Based Framework to Dismantle the Racial Wealth Gap by Gavin Lewis

BlackRock Managing Director and co-founder of the #TalkAboutBlack movement, Gavin Lewis, skillfully plots the origins of the racial wealth gap and its impact on the inequalities faced by the Black community today.



Better Money Conversations with Michelle Gyimah

Michelle is an expert in gender and ethnic pay gaps and equality. This podcast is specifically aimed at supporting Managers in creating a more equitable and fair playing field.

In the Workplace: Leadership & Development



Tools - The Management Centre

This site is a veritable cornucopia of practical advice on management advice and techniques! Top articles includes Effective Delegation; Goal Setting; Making the Most of Your Check-ins and Modes of Decision Making.



The Making of a Manager: What to Do When Everyone Looks to You, Julie Zhuo

"As your team's manager, you're expected to have all the answers. But what if you feel like you don't know what you're doing?" A "different" take on being a manager in contrast to a common view.



Inspirational Leadership Toolkit Workshop with Dr Sam Collins

I attended the Aspire 2022 Inspirational Leadership Toolkit Workshop with Dr Sam Collins and found her workshop eye opening. It allowed me to reflect and re-evaluate my journey, priorities and how I lead my team. It was insightful and inspiring. If you are someone who is determined to move into, or excel, in a leadership role, this is a great lady to know! I would explore Aspireforequality.co.uk and attend a workshop or event.



The Diary of a CEO with Steven Bartlett

This is really inspiring. Steve hosts a whole range of people from big business owners to experts on skills like speaking and listening. There's some highly motivational stories and sound advice. His TED Talk, "Entrepreneurs Should Follow Their Instinct", is also worth a watch.



Busy Cure By Zena Everett

I bought the audio version of the "Crazy Busy Cure" and Zena also coached me for a period of time. This book has been amazing in improving my productivity, realising that MY time is the most valuable and offered some great tools to be less "Crazy Busy". Zena is pragmatic, straight talking but also incredibly supportive. I found this book necessary reading as I grew into a leadership position. Highly recommended reading/listening.



Work Appropriate

Podcast from author Anne Helen Peterson. It has a US focus but still interesting, funny, and occasionally gloriously petty – during one podcast Anne attempts to answer the question, "What if I hate my company holiday gift?" Peterson's book "Can't Even: How Millennials became the burnt- out generation" is also worth a read.



Unlock Your Career Success: Knowing the Unwritten Rules Changes Everything By Christine Brown Quinn

If you're working hard at your job, but your career isn't progressing as quickly as you'd like, more hard work is not the answer! It's time to debunk the myth of a one-dimensional meritocracy and discover what really drives career progression.

Inspirational



Luvvie Ajayi Jones TED Talk "Get Comfortable With Being Uncomfortable"

It's all about embracing discomfort and finding the courage to be 'the first domino' or the person who has the courage to speak up and start the change.



The High Performance Podcast

Presented by Jake Humphrey and Professor Damian Hughes, this podcast turns the "Lived experiences of the planet's high performers into your life lessons".



The Mel Robbins Podcast: Motivation is Garbage.

Her podcast is always super relatable and illuminating! This episode focuses on motivation. "How do you keep going when you don't feel like it? If change was easy, we'd all have six-pack abs, a million dollars in the bank and healed our trauma".



Hidden Brain | Podcast on Spotify

Shankar Vedantam reveals the unconscious patterns that drive human behaviour, shape our choices, and direct our relationships.