



Association for Cultural Enterprises

Mentoring Programme Prospectus

2022-3

Produced by Dr Mark Hughes, Director, *mch Positive Impact*, and Tom Dykes, Director of Digital, *Association for Cultural Enterprises*

Contents

Overview of Mentoring	4
The Mentoring Programme at a Glance.....	5
Mentoring Programme Timeline.....	5
Requirements and Expectations for Participation.....	7
Realities of the Mentoring Programme	8
Next Steps	9
Appendix 1: Detailed Information on Key Aspects of the Programme	11

Welcome to the Cultural Enterprises Mentoring Programme

Cultural Enterprises has established a new programme to help develop junior talent in the arts and heritage sector. We strongly encourage and welcome mentee applications from all backgrounds, ages, locations, especially from BAME backgrounds which are traditionally under-represented in the arts and heritage sector.

The programme **only open to members**, is by application, with a limit of **six one-to-one mentoring relationships**, and designed to last **twelve months**.

We have made the programme **free**, one of the many benefits of Association membership.

While there are no formal limits to who can or cannot apply to become a mentee or mentor, we might expect them to follow the below outline:

Mentees:

- May be in a junior, supervisor, management, or head of department role
- Can come from any area of the sector, based in any location at any age
- Introverted or someone not usually in a position of leadership who wants to develop skills – it's open to everyone!

Mentors:

- May be a head of department, team leader, or director/CEO
- Line management or leadership experience
- Gets a sense of satisfaction from helping others develop and learn

Our programme is designed to help each participant in the following ways:

For Mentees:

- Help you identify which areas of professional life you need support
- Set appropriate goals and assess actions and progress
- Commit to action and develop lasting personal change and growth
- Continually improve your abilities and develop new skills
- Grow confidence and self-esteem
- A half-day mentee training session

For Mentors:

- Be given training in mentoring, emotional intelligence, and how to use questioning techniques in order to identify solutions and actions
- Support your mentee in setting appropriate goals and methods of assessing progress
- Encourage a commitment to action and the development of lasting personal change and growth

Overview of Mentoring

Definition

The definition of mentoring can be quite wide and varied. So, for this programme, we are mindful of and agree with the following definitions.

“Mentoring supports a plan. It requires a relationship built upon trust. Through the relationship, the mentor supports the mentee to achieve their plan.”

The former charity, Believe

“Mentoring is a structured and trusting relationship that brings young people together with caring individuals who offer guidance, support and encouragement aimed at developing the competence and character of the mentee.”

The US organisation Mentor/National Mentoring Partnership

“Mentoring is ‘off-line’ help by one person to another in making significant transitions in knowledge, work or thinking.”

Mentoring Executives and Directors, Clutterbuck & Megginson

Scope, Focus and Characteristics of the Mentoring Relationship

A mentee enters a mentoring relationship with a desire to develop themselves as a person. Consequently, all areas of the mentee’s life are potentially within the scope of the mentoring relationship. The focus of the mentoring relationship is on the development of the mentee. In practice, the mentor often learns as much from the mentoring relationship as the mentee, however this should be considered a bonus rather than a primary aim.

Our programme includes an introduction and matching session, where the qualities, beliefs, skills and knowledge required for successful mentoring will be reviewed. The session will also clarify the similarities and differences between mentoring and other professional relationships (such as coaching).

The Mentoring Programme at a Glance

Why: One of the ways in which the Association aims to support its members is through the provision of development opportunities. Our programme will assist in the development of commercial and people skills, confidence, strategic thinking & performance. Mentoring, and the use of simple coaching techniques, can enhance the culture of any organisation by helping people to realise their potential.

What: A chance for participants to experience a one to one mentoring relationship. The relationship will currently be based on video calls online between mentor and mentee, with the possibility for additional communication via email, phone, and potentially in person.

Who: All participants must be employed by an organisation with membership of the Association for Cultural Enterprises and have the support of their employers to participate. There are no age limits, and we welcome applicants from all areas of the sector. The programme will be managed by Cultural Enterprises. The introductory and matching session will be delivered by Dr Mark Hughes of [mch](#) and Tom Dykes of Cultural Enterprises, while the mentor training will be delivered Dr Mark Hughes of [mch](#).

When: The programme is expected to run from May 2022. It will be up to each mentoring relationship to decide whether it wishes to continue beyond May 2023 (without Cultural Enterprises support) or conclude at this time as well. It is expected that the mentoring will take place during normal working hours.

Where: Because of the unpredictable limits on travel and social gatherings due to Covid-19, this will be a digital mentoring programme. The benefit of this approach means there is no geographic limit to mentoring relationships. Mentees will be expected to arrange online meetings with their mentor during the programme. If there is a possibility and a desire to meet in person then that is at the discretion of both parties.

How Many: Six mentoring relationships, totaling twelve participants. It is expected that a mentor will only mentor one mentee. A mentee can only be mentored by one mentor at any one time.

How Often/Long: On average, it is expected there will be a face to face meeting online once a month. Participation is likely to involve a commitment of 12 months.

How Much Time: To accommodate the preparation for and attendance at regular mentoring sessions, participants should be willing and able to commit four hours per month to their mentoring relationship. As detailed above, it is expected that the mentoring will take place during normal working hours. Mentors and mentees must attend the Introduction and Matching Day (Friday 6 May 2022). In addition, mentees must attend a half-day's training session (13 May 2022) mentors must attend a full day's training session (12 May 20212).

How Much Money: The Mentoring Programme is completely free. The only requirement is that mentors and mentees are both employed by members of the Association for Cultural Enterprises. Should you wish to meet in person, any travel costs must be borne by the individuals concerned.

Mentoring Programme Timeline

1 March 2022

Applications open

4 April 2022

Applications close

8 April 2022

Successful mentees and mentors chosen and contacted

6 May 2022, all day

Introduction and Matching Day, mentees and mentors*

12 May 2022, all day

Mentor Online Training Day, mentors only*

13 May 2022 , morning only

Mentee Online Training Day, mentees only*

After mentor training, mentors will contact their mentees to set up the first meeting

Ongoing mentoring relationship

May 2023- There will be a review with the Association to bring the programme formally to an end. The mentoring relationship can continue informally without the Association after this date if both people so desire.

*A detailed outline of each session is provided in the appendices.

Requirements and Expectations for Participation

All Participants

1. Participants must attend all relevant training and information sessions

Training/Session	Who Must Attend	Time and Date	Location
Introduction and Matching	All participants	6 May 22 (all)	Zoom
Mentor/Mentee Training	All mentors/mentees	13 May 22 (mentees) 12 May 22 (mentors)	Zoom

2. Participants should be willing and able to devote an average of four hours/month to the mentoring relationship

We understand that some mentoring relationships may only feel the need to meet every six to eight weeks and in such cases the monthly commitment may be far less than four hours/month. However, based on previous mentoring programmes four hours/month is considered a realistic and indicative level of commitment.

3. Mentees are expected to organise the online meetings with their mentors

The meeting arrangements will be decided by each mentoring relationship

4. Where relevant, each participant's employer must 'buy-in' to the programme by formally committing to allow the participant to attend the relevant training sessions and spend (an indicative) four hours of work time/month on mentoring

Failure to obtain employer support is likely to lead to the participant needing to take annual leave to attend the programme's compulsory sessions. In the case of the mentoring sessions, it may be possible to match the participant with another participant who is willing to conduct the mentoring in the evenings or at weekends.

5. Participants must be willing to participate in the evaluation of the programme

We may choose to evaluate the programme as a means of illustrating the value of mentoring to employers and future participants and to help improve the programme's delivery.

6. Participants must be members of the Association for Cultural Enterprises

If you are unsure as to whether you are a member or would like to become a member to participate, please contact info@culturalenterprises.org.uk.

Mentees Only

Mentees are expected to be motivated to develop themselves both professionally and personally. Furthermore, there is an expectation that they are willing to be open and to trust their mentor.

Mentors Only

Mentors are expected to give of their time with no expectation of anything in return. The reality is that you are likely to gain just as much from mentoring as the mentee, however a motivation to focus on the development of the mentee is important.

Realities of the Mentoring Programme

Perfectly suitable mentee candidates may not be invited to participate

If the programme is oversubscribed, preference will be given to those:

- Working within cultural enterprises and having an interest in a career in the arts and heritage sector
- With a clear development issue and desire to progress in their career
- Who are managing or delivering a main aspect of their job unsupported
- Who are being managed by those with little or no experience in a main aspect of their job
- Who have not already been part of a mentoring scheme

Attending all the relevant sessions is no guarantee that a participant will take part in a mentoring relationship

Mentoring is primarily about relationships and as such they cannot be forced. For example, a situation may arise where a mentee stipulates that they only want to be mentored by one particular mentor. If that mentor does not feel comfortable mentoring that particular mentee then the mentee will end up not being mentored.

You may not get to work with the mentor or mentee you wanted.

While both mentors and mentees will be able to state who they would and would not like to be matched with, the ultimate decision on mentor-mentee matches will be made by the organisers. In order to accommodate other relationships, a mentor or mentee may have to forego their first choice of match.

A mentoring relationship may not last long

Despite the best efforts to recruit suitable candidates, provide sufficient training and support and to match the most suitable participants with one another, some mentoring relationships may not work out. This may not be the fault of either participant, but just a further example of the fact that mentoring (like many relationships) cannot be forced.

Consequently, after as little as two or three months the relationship may cease. If a relationship comes to an end in the first one to two months, we may be able to rematch the participants in question. Such re-matching is rare however and will be at our discretion.

The Good News

Good News for Mentors

Although good mentors enter a mentoring relationship expecting nothing in return for their efforts, they often gain:

- (i) The satisfaction of contributing to another individual's person and professional development
- (ii) A greater understanding of their own strengths and weaknesses
- (iii) The development of valuable interpersonal skills

In relation to the latter, mentors will receive a full day of training in key emotional intelligence and communication skills. Such training has been proven to be of real benefit to participants, not just in their mentoring relationships, but in their professional and personal lives as well.

Good News for Mentees

Based on countless case studies, mentoring may prove to be one of the most valuable aids to each mentee's professional and personal development.

Next Steps

If after reading the prospectus you would like to participate in the programme, please complete an application form. Completed application forms must be received by Cultural Enterprises on or by midnight Monday 4 April 2022.

mch and its Involvement with the Programme

In 2020, *mch* was engaged by the Association for Cultural Enterprises to assist in the development and implementation of a mentoring programme for its members.

mch is a Bath based professional development firm that works exclusively with Third Sector organisations. The company was founded in 2005 by Dr Mark Hughes, who will deliver the mentor training for this programme.

The company's website (www.mchpositiveimpact.com) provides a fuller overview of its experience and the type of work it conducts.

If you have any general questions relating to mentoring, please feel free to contact Mark Hughes on 07932 918 767 or via email: info@mchpositiveimpact.com

However, if you have any questions in relation to this programme, please feel free to contact Tom Dykes: tom@culturalenterprises.org.uk

Appendix 1: Detailed Information on Key Aspects of the Programme

Recruitment Process

All applicants must complete an application form in full.

All application forms must be received by **midnight Monday 4 April 2022** to be considered for the programme.

We will review each application to ensure each applicant can, in principle, meet the previously outlined requirements of the programme.

While there will be no face to face or telephone interviews for the programme, we may phone certain applicants, if there is a need to clarify their application forms.

Where applicable, the employers of applicants deemed eligible for the programme will be contacted.

The only instances where employers will not be contacted are if:

- (i) The applicant explicitly requests that they are not contacted
- (ii) The applicant is either self-employed or a Chief Executive/Director of an organisation and does not report to a Board of Trustees.

The employer will be sent an overview of the programme and asked to sign a formal document which commits them to allowing the applicant to attend the programme's compulsory sessions. The commitment should be given by the applicant's direct line manager or someone more senior.

Employer commitments must be received by **the Introduction and Matching Day** in order for the applicant to participate in the programme.

If an employer does not provide a commitment and the applicant is not able to commit to mentoring out of normal working hours, then they will be unable to participate.

Both successful and unsuccessful applicants will be informed via email by **Friday 8 April 2022**.

In the event of the programme being oversubscribed, participants will be selected in line with the preferences previously outlined. Final selection will be at our discretion.

Compulsory Sessions

An overview of the programme's two key sessions are detailed below.

Session One – Introduction and Matching Day, Friday 6 May 2022

What - Dr Mark Hughes explains the value of mentoring, what it involves, and the qualities required by mentees and mentors. We discuss practical steps and tools for developing a successful mentoring relationship.

Each mentor and mentee will get the chance to meet each other, and this will help inform us on the final matching process.

Who – Mentors and mentees

Duration – Full day

How - Zoom

The primary focus of this session is to match mentees with mentors. Consequently, a significant part of the day will be spent on one to one discussions between mentees and mentors. At the end of the day, each participant will privately state which mentors (or mentees) they would and would not want to work with. Ultimately however, the organisers will make the final decision with respect to mentor-mentee matching.

It is expected that participants will be informed as to the results of the matching process within a week of the session.

As previously outlined, attending session two is no guarantee of being matched (and thus participating in a mentoring relationship). Furthermore, participants may not be matched with their most preferred mentor/mentee.

In addition to the matching process, the following issues will be discussed in session two:

- (i) The concept of mentoring and its distinctiveness from other professional relationships e.g. coaching.
- (ii) Practical considerations with respect to mentoring
- (iii) The anticipated needs and wants of mentees from the mentoring relationship
- (iv) What mentors feel they can contribute to the mentoring relationship

Session Two – Mentee Training Day, Friday 13 May 2022

What – Prepare mentees on how to get the most out of a mentoring programme

Who – Mentees only

Duration – Half-day day

How – Zoom

Give mentees top tips on how to maximise their impact, help choose goals, and structure their conversations with mentors. There will be a chance to speak to a previous mentee to discuss their experience.

Session Three – Mentors Training Day, Thursday 12 May 2022

What – Deliver training in key emotional intelligence and communication skills

Who – Mentors only

Duration – Full day

How – Zoom

The premise behind this session is that before mentors can help their mentees, they should be comfortable with the types of assistance that may be requested and have the right tools to be of assistance.

Consequently, this session will be a day of genuine personal development for the mentors. Two key areas will dominate the session:

- (i) Emotional Intelligence
- (ii) Communication

Ongoing Support

We will aim to contact every participant after the first two to three months of their mentoring relationship. Primarily, this will be to check that the relationship is progressing and that there are no issues that need clarifying or questions that need answering. We will also aim to contact every participant at the end of the programme. The purpose of this call will be to discuss whether (and if so how) they plan to continue with their mentoring relationship. The impact of the mentoring experience will also be examined. Finally, we will also be available to discuss any concerns/issues that an individual participant may have during the mentoring relationship. The key contact for this programme is Tom Dykes, Director of Digital, tom@culturalenterprises.org.uk.

During the mentoring relationship *mch* may also send mentors email reminders containing key mentoring concepts and tips.

Evaluation

Participants may be asked to provide their views on specific aspects of the mentoring programme e.g. Recruitment, Information and Training Sessions, Matching and Ongoing Support. Furthermore, participants may be asked to comment on the progression they have made as a result of the mentoring programme and the impact it has had on their development.