

Your guide
to the
ACEVO
mentoring
scheme



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one another

acevo

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Contents

3	Foreword from CCLA
4	Welcome to the ACEVO mentoring scheme
5	How mentoring at ACEVO works
8	Five reasons to be a mentor
9	Five reasons to be a mentee
10	Beginning your peer mentoring relationship
12	How to approach your first mentoring meeting
13	Resources to help you during your mentoring relationship
19	Approaching the end of your mentoring relationship
21	How to approach the ending of your mentoring relationship
22	What to do if...
23	About ACEVO and CCLA

Foreword from CCLA



CCLA is pleased to support ACEVO in the production of this guide promoting its mentoring service which has proved itself to be extremely valuable to civil society leaders.

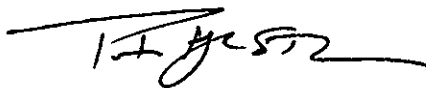
We are one of the UK's largest charity fund managers and our ownership ensures our stability and independence. We have over 50 years of experience in providing investment management services to charities, and our staff have a deep understanding of their particular needs and challenges.

Our aim is to help our clients harness the power of investment markets to maximise their social impact, and we provide trusted, responsibly managed and strongly performing products to all organisations irrespective of their size and sophistication.

Through our work we see at first hand the pressures on leaders in the third sector. This can be for a variety of reasons ranging

from knotty problems being addressed by experienced leaders to the intense pressures on new leaders who may be seeing management challenges for the first time. Many find it difficult to get the support they need, and mentoring can be very helpful in helping them to engage and resolve these problems.

The ACEVO mentoring service provides an excellent mechanism for civil society leaders to identify and work with mentors from all walks of life, and we are pleased to be able to support this initiative.



**Peter Hugh Smith, chief executive,
CCLA Investment Management Limited**

Welcome to the ACEVO mentoring scheme



Inspiration to lead groundbreaking change that gets your organisation closer to achieving your vision. Confidence to make a decision you've been avoiding but which you know will benefit the people you support. Reassurance that you're doing the right thing.

A good mentoring relationship can help with all of these things. Not just for mentees, but for mentors too – because mentoring through ACEVO benefits both. This guide will explain how and exactly what is involved in mentoring through us.

We know that free time is so important – and precious – for you, our members. But mentoring doesn't have to take up too much of it. In fact, it can give you time back, as, hopefully, it'll help you to stay focused, be more efficient and strategic in your role driving positive change in your organisation and community.

This guide has case studies and testimonials from former and current mentees and mentors who testify to exactly this. It also has guidance on everything from what to discuss in the first meeting to how to handle the end of the mentoring relationship. These are guidelines, rather than rules, and we hope they help you make the most of your mentoring relationship.

Our vision is to see civil society leaders making the biggest possible difference and the mentoring scheme is helping us do this. It's a key benefit of ACEVO membership and we want to encourage more people to use it because we think it's a fantastic way to support you.

I do hope this guide helps you form a successful mentoring relationship. Or, if you are still thinking about being a mentor or mentee, I hope it inspires you to sign up to the scheme.

If you have any more questions at all about ACEVO mentoring, do get in touch with ACEVO's membership team on 020 7014 4600 or membership@acevo.org.uk who'd be happy to answer them.

A handwritten signature in black ink that reads "Vicky Browning".

**Vicky Browning, chief executive,
ACEVO**

How mentoring at ACEVO works

What is mentoring?

Mentoring is a partnership through which one person – a mentor – shares knowledge, experience, skills or information to support the development of someone else – a mentee. Mentors do this through supporting, encouraging and challenging mentees.

Together, you tackle specific issues that the mentee is keen to talk about to someone with more experience. For an ACEVO mentee, this might be anything from dealing with the board of trustees to how to handle a merger.

How is mentoring different to counselling and coaching?

Like counsellors, mentors act as a sounding board when mentees are solving a problem or making difficult decisions. They also help mentees clarify issues so they can see the larger picture. But unlike counselling, mentoring is not about supporting someone through personal emotional issues.

Mentees learn from the experience of mentors, often someone further ahead

on their chosen career path. Coaching is more fundamentally about how a person thinks, feels and acts in situations.

And a coach is a trained professional who will not necessarily have the same career experience as the person they support.

Why ACEVO offers mentoring

We help civil society leaders like you to develop your career, and mentoring supports personal and professional development. It's a benefit of membership with ACEVO making it a low cost opportunity to get invaluable advice and support from a peer.

Mentoring also offers a safe space for civil society leaders to reflect on issues in their organisation which they can't talk freely about with anyone else.

Our members often have stressful, demanding and challenging jobs and we think the kind of support they receive through mentoring relationships is invaluable. Being supported in your role can help you develop the skills, energy and vision to change the world for the better.

Three types of ACEVO mentoring

We match civil society leaders who are members of ACEVO in mentoring relationships with external colleagues to help them with their professional development.

As a mentee, you can choose, and might be offered, one of three different types of ACEVO mentoring.

1 Peer mentoring

Our most popular kind of mentoring, this gives members the opportunity to be mentored by another civil society leader who signs up to become part of our peer to peer scheme.

2 Business and financial management mentoring

Sometimes it can be really helpful to get an external perspective from someone in a similar position outside the civil society sector. They could offer a different point of view on a particular challenge you're facing, from business planning to managing budgets.

It's why we work with the Worshipful Company of Management Consultants (WCoMC) to offer ACEVO members mentoring from business and financial management consultants. Working with them, we match members with consultants with expertise in strategy and business planning, financial management, purchasing, IT and telecommunications, project management, change management and communications.

You can directly request to have a mentor through this route, or we might suggest it when we are doing the matching process, if it is appropriate.

To find out more about WCoMC, please visit wcomc.org/charities/ProBonoConsulting

3 Private sector mentoring

Having a mentor from outside the charity sector can be refreshing and reassuring, and can help with everything from dealing with trustees to managing performance or handling pressure from funders.

We work with The Kilfinan Group to match ACEVO members with senior business people in the private sector. The organisation was founded in 2003 by Nicholas Ferguson CBE, chair of estate agent Savills. They are a group of senior business people who provide free, informal and confidential mentoring to almost 200 charity chief executives in London, Scotland and Northern Ireland.

Again, you can request to have a private sector mentor, or we might suggest it when we are doing the matching process, if it feels right.

Find out more about The Kilfinan Group at kilfinangroup.org

How an ACEVO peer mentor and mentee match is made

We offer a personal mentoring matching service done by the ACEVO membership team.

Mentees and mentors fill out an online form with information on their job role, career experience and what they're looking to get out of the scheme.

We ask mentees to approach the scheme with a clear objective so we can find a mentor with the right experience. We then review our network of contacts to find an appropriate match.

Once we've made a mentoring match, we send an introductory email to the mentor and mentee, so they can arrange an initial call to see if they can work together. If they feel they can, we suggest meeting face to face within three weeks of speaking.

See pages nine and 10 for more information about how to handle the first meeting, which is a chance to assess the chemistry of the match and figure out how you can work together and for how long.

How we support mentors and mentees

We encourage mentors and mentees to check in with us after the first meeting to let us know how the match has gone. If, for whatever reason, the match isn't a good one, we can find another mentee or mentor for you.

As you and your mentor/mentee work together, we'll send you an email after six months to ask how it's going and whether you need any additional support. Once the mentoring relationship has ended, normally after 12 months, we'll email you some questions about how it has gone so we can continue to improve the scheme and support members.

What to do next if you want to be a mentor or mentee

You have received this guide because you have shown an interest in becoming a mentee or mentor. If you haven't signed up to the scheme yet, you can do so by completing an online mentor request form or mentor registration form.

Just give us some basic information on your job role, career experience and what you're looking to get out of the scheme and we'll do the rest. If you have any questions, call our membership team on 020 7014 4600 or email membership@acevo.org.uk

Before signing up to the scheme, please make sure you are ready to commit to it. Mentoring relationships shouldn't be onerous, but they do require both sides of the partnership to commit to giving each other time and attention. Our mentors are busy people in senior positions who give their time for free, so please respect this generosity.



I had a mentor who was a senior banker at a global bank. It was fascinating. He helped to normalise some tough decisions I had to make.

Andy Cole, chief executive, The Royal Star and Garter Homes

Five reasons to be a mentor

Charity sector leaders, like the ones below, tell us that they really enjoy and benefit from being an ACEVO mentor.

★ Make new connections

“Quite often I have gone on to work with mentees when our mentoring relationship has ended. Or I have connected them to someone else in the sector.”

Kate Welch, chief executive, Social Enterprise Acumen CIC

★ Develop a professional relationship with another senior leader in the sector

“Being an ACEVO mentor has been a good balance between providing guidance and support, and having the necessary freedom for the relationship to develop naturally. It is useful to have assigned roles, even between two equals, as it makes it clear whose issues should be the primary focus, without anyone feeling guilty about talking too much, or feeling left out.”

Pontus Rosen, former chief executive, Association for Art History

★ Give back

“I’ve enjoyed mentoring through ACEVO and valued the opportunity to offer support and guidance where I can to other senior leaders in the sector. My own career has benefited from having both formal and informal mentoring relationships and so it’s rewarding to give back as a mentor myself. As leaders of charities, it’s important to lead by example and volunteer our time and skills where we can.”

Jessica Taplin, chief executive, vInspired

★ Benefit from a skills workout

“Being a mentor is a really interesting development opportunity for chief execs and directors to get out of their comfort zone, test out problem solving skills and open up interesting conversations with a peer.”

Andy Cole, chief executive, The Royal Star and Garter Homes

★ Do your job better

“Learning is a two-way process in the ACEVO mentoring relationship. By helping my mentee to reflect on problems in their organisation, I’ve looked at issues in my own with a different and more external perspective. I’d say that this has benefited my own professional development and is helping our organisation to stay on track with its aims. Mentoring is definitely a positive learning experience.”

Peter Gorbing, chief executive, Dogs for Good

Five reasons to be a mentee

Signing up to become an ACEVO mentee will develop your skills and help you form a rewarding relationship with a peer, as these leaders discovered.

★ Get support from someone who has been in your shoes

"I wanted to talk to somebody who had experience of sitting in my seat as chief exec. It has been really helpful to talk to somebody else who'd faced similar issues."

Rachel Griffin, chief executive, Suzy Lamplugh Trust

★ Invest in your leadership skills

"Ever limited training and development budgets and increasing demands on time make prioritising learning and development for third sector leaders a real challenge. It is however a false economy not to invest in the development of your own leadership."

Caroline Price, director of services, Beat

★ Be challenged by someone who you can be honest with

"I feel I have got someone on my side who I can openly and honestly bounce things off, whose brains I can pick and who can give me a fresh perspective on things while challenging (gently) my ideas and thoughts."

Helen Briscoe, former chief executive, Primrose Hospice

★ Gain confidence

"Having a mentor is a complete reality check. It makes you stop and think and you can make sure you're not wildly off in your analysis. I have breathed a sigh of relief after discussing things with my mentor as I've thought 'OK, that was an appropriate approach'."

John Schless, chief executive, Students' Union, University of Greenwich

★ Get a different perspective

"I really value the opportunity to test things out with a mentor through the ACEVO scheme. Even if you've been doing the job for a while, there are always new ways of looking at things."

Steve James, chief executive, The Avenues Trust Group Ltd

Beginning your peer mentoring relationship

Your first mentoring meeting is a great chance to get to know your potential mentee or mentor and assess whether you can work together. It's also about setting some goals and boundaries.

Before the first meeting

Make contact

It's best to have a quick call once you have received an email from us introducing you to your mentee/mentor. Use it to figure out if you could have a mentoring relationship with the other person and, if appropriate, set up a face to face meeting. It could be on Skype if you live far apart, but in person is ideal.

Prepare to meet your mentee/mentor

Ask them for brief background information. For example, they could send you their CV or LinkedIn profile. You can read over each other's application forms, which we will share with you, to get an understanding of where the other person is at in their career.

At the first meeting

Identify goals

Find out how you'd like to use your sessions together and what the mentee would like to achieve by the end of your agreed timeframe. Discuss the mentee's longer



term goals and how the mentor can support them to work towards these.

Set boundaries

Talk about confidentiality early on and agree the boundaries of confidentiality so you both feel comfortable and can be open.

Discuss what you both want out of the process, and your expectations of what mentoring is. This can help to establish your working relationship.

Think about how you can work together to establish the mentee's goals and any limitations each of you may have in meeting these.

Discuss practicalities

Allow time to discuss things like how often you will meet, how long for and where, and put a date in the diary for your next meeting if you can. Have an open discussion about how long your relationship will last so that you can agree a rough end date. Normally, ACEVO mentoring relationships last around one year.

Assess chemistry

A good match feels natural, comfortable and honest. Do you share the same values about working in the civil society sector? Is there any conflict of interest? Discuss whether it feels right to work together at the end of the first session. Suggest the

other person sends you, or ACEVO, an email if they change their mind and try not to take a 'no' personally.

Following the meeting

Follow up

Mentees can send a follow up email clarifying what was discussed and what they want to talk about next time. This will help them set their own agenda.

Check in with ACEVO

We'd love to know how your first meeting went.

If the match doesn't feel right for any reason, get in touch and we can discuss options.

Template – A first meeting checklist

Introduce yourself

A brief career history, what you enjoy working on and why.

Discussion points for the mentee

Career history, goals and key challenges. Discuss the mentee's main work issue at the moment – what is keeping them awake at night?

Discuss goals

What one thing would the mentee like to achieve through the mentoring relationship? You could use management tools, like CLEAR, to help you do this (see page 15). How can the mentor help the mentee with their goal? How does the mentee feel about being challenged by the mentor?

Tackle practicalities

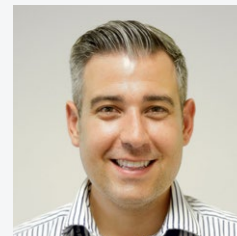
How long we'll meet for and where, when we'll review the relationship and keeping in touch between meetings. How much communication do you expect between meetings? What will happen if one of you can't make a meeting?

Action points

Date of next meeting.

How to approach your first mentoring meeting

John Schless is chief executive of Greenwich University Students' Union and currently mentors a new chief executive. Here, John offers his advice on how to best prepare for and tackle the beginning of the mentoring relationship.



Assessing the chemistry of a mentoring match starts, for me, with a phone call before we meet face to face. The call is to say 'hello', get a sense of the person and discuss what you want to gain from the relationship.

After one such call with a potential mentee, and a few emails, we didn't meet in the end. It gave the person a chance to realise they didn't have the time for a mentoring relationship, which is fine. You need to get on for the mentoring to work and mentees need to be ready for it.

Chemistry isn't always easy to assess. My current mentee is a different character to me – it's an interesting balance. She's a reflective person, whereas I'm more 'Let's crack on'. Our relationship has helped me reflect on how I manage my team.

Establishing a focus

After the initial call, I think the impetus is on the mentee to arrange the first meeting. It's good for a mentee to see their mentor in their work environment the first time you meet, as I did with my ACEVO mentor. They can see who you are, your organisation, and get the layers of what you're about. Then you can find somewhere mutual to meet after that.

I'd expect a mentee to have looked me up on LinkedIn before we meet so they understand who I am and where I come from professionally. I'd also expect them to have an open agenda for what they want to talk about for the first meeting, and ones that follow. One mentee came to meetings with the same issue and I asked her to come to the next and tell me what would be done about it. It helped her to reflect and come up with the answers she already had in her head.

Setting parameters

One of the questions I ask a mentee in the first meeting is if they are prepared to meet a challenge. My ACEVO mentor challenged me to push back to my board when I was a nervous new chief executive. This helped me to feel confident to do it and I have used the approach with mentees.

For example, my current mentee, a new chief executive, was feeling the pressure of her role. I waited a few months before I asked if she thought she was in the right job. She didn't like the question but eventually thanked me for asking it as it helped her to be determined to deal with the pressure. Being a chief exec can be lonely and having someone to talk to about things is a very important thing.

It's helpful to talk about why you want a mentee/mentor in your first meeting. As a mentor, I ask what they want from me, why they took their job and about the scale of their organisation to understand how it differs from my own. 'Was this a good meeting?' is a good question to consider together at the end.

Building rapport

Setting an end date for your mentoring relationship in that first meeting is a good idea and is what my ACEVO mentor did with me. I'm two years in to one mentoring relationship, which has become more informal as it has progressed. With another non ACEVO mentee, we're working towards a year. Being a mentor is a privilege and I've grown as a person by being one.

It's pretty formal in the first meeting as you're often strangers. But you're building rapport, and you're not their manager so it's good to be open and have a conversation. After all, as a mentor you offer a reality check to someone in a leadership position who has made themselves vulnerable and asked for your support and wisdom. And, for a mentee, the right relationship can help you to learn to run your organisation from your gut."

Resources to help you during your mentoring relationship

Approaches

There are a number of practical things you can do and tools to use to make your mentoring relationship a successful one.

Management tools

Management tools, like CLEAR, can help you consider how you can develop your skills to meet your goals. You could use it at the start of each session to map out the aim of your meeting.

CLEAR

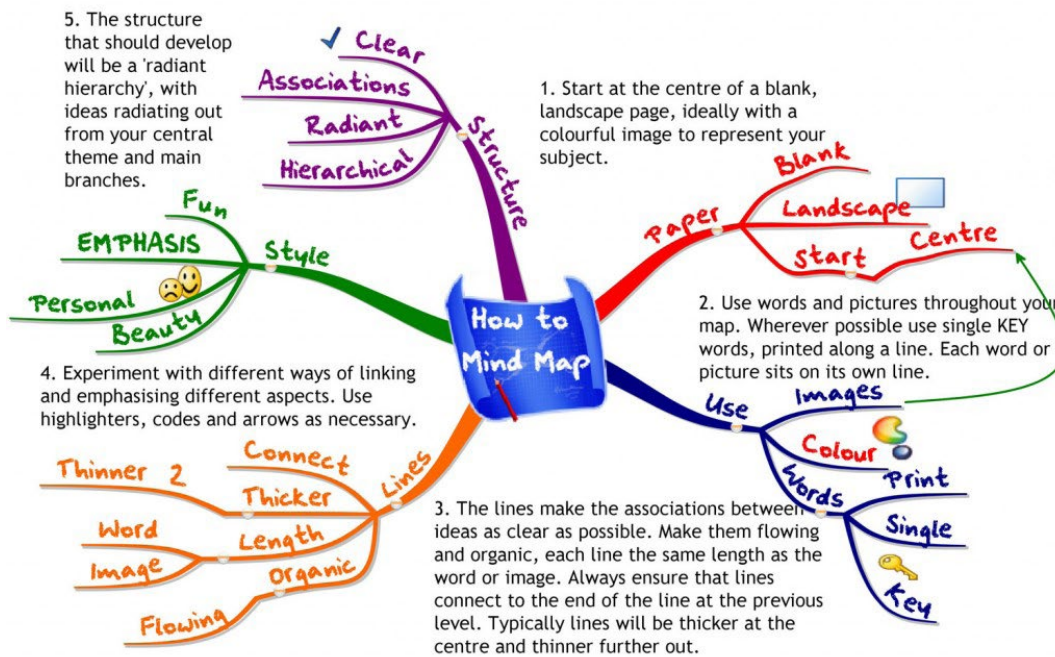
Contract *Establish the aims for the session.*

Listen *Discuss, listen and understand what the mentee wants to achieve, and their situation.*

Explore *What are all the different ways in which they could approach this issue?*

Action *Agree what the mentee is going to do. What commitment, on a scale of one to 10, do they have to take these agreed actions?*

Review *Review the current session, and revisit this at the beginning of the following session.*



Drawing and mind-mapping

Get creative during your mentoring sessions. Using drawing to explore a situation or goal can sometimes open up new perspectives. Another creative technique is to mind-map an issue, goal or situation. A mind-map is a pictorial representation of an idea. The situation or idea goes in the middle of a piece of paper and other associated ideas radiate out from it. The mind-map above comes from mind-mapping.co.uk a website with more information about using mind-maps.

You could try out these approaches in your mentoring relationship and take it back to your organisation.

Journals

Keeping a mentoring journal can help you reflect on what has been discussed during sessions. You can include your thoughts, feelings and insights about the discussion.

Or, to be more creative, you could try one of the techniques below (from *Facilitating Reflective Learning through Mentoring and Coaching* by Anne Brockbank and Ian McGill):

- Take 20 minutes to make a list under one of these headings:
- 'What I want', 'How I feel', 'Why not?', 'Things to do'.
- Take 20 minutes to see things from a different point of view.
- Write two sides of a conversation with someone about the issue you're working on.

Walking and talking

Change the venue for your mentoring session, and if weather permits, take a walk while you talk. It can energise a session and bring fresh perspective.

Skills

Your mentoring relationship will help to hone your people skills which you can use to benefit your organisation and career.

Active listening

Listening is a key skill in mentoring, one that needs practice. It's so important not to go into 'solution mode' but to listen to each other which will help the other person feel heard, valued and understood.

Things that stop us listening well are:

- Comparing what is being said to our own experience.
- Rehearsing what we are going to say when the speaker stops.
- Solving the speaker's problem for them.
- Thinking about something else entirely, like what we're going to have for dinner.

Things that help us listen well are:

- Turning yourself off completely and concentrating on the other person and what they are saying. When you notice yourself not listening well, bring your attention back to the speaker, and, gradually, you'll find it becomes easier to concentrate on what they're saying.
- Tuning in to the unspoken messages underneath the words. These can become easier to hear when you turn your awareness to them.
- Being aware of body language – both your own and the other person's.
- Using sounds like 'Mms' and 'Ahs' to show the other person you are hearing them.



- Keeping your mind open and suspending judgement. Concentrate on the content of what is being said.
- Reflecting on a time when someone listened to you with all of their attention and showed you that they understood you and your issue. What behaviour and skills did they use to do this and how could you do the same?

Reflecting

Offer your mentee's/mentor's thought or idea back to them using their, or your own, words. Check your responses explore, clarify, understand and reflect back what you think you heard. You could use the phrase, "I think I heard you say X, Y, Z. Is that right?" Or, "When you said X, I remembered you also said Y. I wonder if there's a connection?"

Open questions

Open questions encourage someone to expand and explore what they're talking about. They tend to start with words or phrases such as: what, how, where, describe, tell me about.

Closed questions are ones that elicit only a short answer, like "yes", "no" or a specific piece of information. Compare, "Are you okay?" with, "Tell me how you feel about that".

Some examples of useful open questions for your mentoring relationship are:

- Tell me about your experience of...
- How do you feel about...?
- What were your reasons for...?
- What are your next steps?
- Tell me about your relationships at work.
- How did you get to where you are?
- What key challenges do you face in your role?
- What are your career goals over the next three years?

Setting boundaries

These set the parameters of a mentoring relationship between a mentor and mentee, protecting both. Boundaries can help

you establish an honest and professional partnership because they make the limits of the relationship clear.

It's best to talk about them in the first session. For example:

- **Time and frequency** When you will meet, inside working hours or outside them, how long for and how often?
- **Location** Where will you meet? Somewhere more formal, like one of your organisations, or informal, like a café, pub or park? Or will you talk on Skype or by email sometimes?
- **Length of the mentoring relationship** We recommend that a mentoring relationship lasts for a year but you might want to meet for shorter or longer than this. How will you manage things if either of you wants to end the mentoring relationship before the agreed time?
- **Contact outside sessions** Is emailing or talking on the phone between sessions OK?
- **Confidentiality** What is your understanding of what 'confidentiality' means, and do your ideas align with each other? What do you agree stays between you? How will your notes of sessions reflect this?

Template – Working agreement for ACEVO mentoring

We are entering into a mutually beneficial mentoring relationship for professional development through ACEVO. Features of our relationship include the following skills, knowledge and traits.

	Skills	Knowledge	Traits
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Mentee

Mentor (if applicable)

Our goals

Mentee – I will consider this mentoring successful if...

Mentor – I will consider this mentoring successful if...

Proposed meeting dates and times

Meeting date and time	Pre-meeting work (reading, collecting information etc.)	Topics for discussion	Post-meeting work (to be completed at the end of the meeting)
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Confidentiality

We agree to the confidentiality of...
(list what you have agreed will remain confidential between you)

Signature of mentee

Date

Signature of mentor

Date

Template – Session form

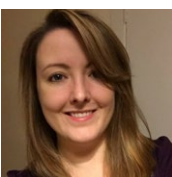
What was addressed in the last session or can we bring forward from the last session?

What is today's agenda?

Key areas to work on...

How did today's session go? On a scale of one to 10, how do each of us feel the session has gone in terms of meeting our goals?

Action points from today's session?



I fully support the ACEVO mentor scheme and would implore charity leaders to spare a few hours a month to help develop resourceful and skilled charity leaders of the future. There needs to be far more peer mentoring in the sector – sharing knowledge and supporting each other is vital.

Caroline Price, director of services, Beat

Approaching the end of your mentoring relationship

A good ending can help you put what you've learned into action in your organisation and career. It's a really important part of the mentoring process.

Talk about the end at the beginning

Agreeing an end date at the beginning of your mentoring relationship can shape your work together, giving it structure, purpose and a timeframe. The time you work together will depend on what the mentee wants to achieve through the mentoring.

Reviewing your mentoring relationship

Regularly consider how you are both finding your mentoring relationship. You might both be keen to continue but want to change things slightly, like, for example, where or when you meet. Addressing this openly contributes a lot to making mentoring successful.

Questions to think about are:

- Are the practical arrangements working?
- Can the mentee identify progress as a result of the mentoring?
- Is the mentor's style and approach working for the mentee?



- How is the mentee's approach to preparing for meetings and completing agreed tasks going?
- Has the partnership come to a natural end, or is an end in sight?

If the relationship is petering out, the mentee's goals change to become ones a mentor can't help with, or either of your circumstances alter, don't be afraid to bring up the prospect of ending your work together. You may have an early ending to your relationship because of changes like these and it's important to try not to take this personally.

As the end approaches...

Make a note to talk about the fact that the end is coming up around three quarters of the way through your agreed timeframe. Think about if you'd still like to end then or, if you both agree, you might want to continue. Under the ACEVO umbrella, mentoring can go on for up to one year when we'll automatically email you both an evaluation form.

If you tell us that you'll finish the mentoring before this, we email this form then.

After the final meeting

1 Contact ACEVO

We will send you an evaluation form to find out more about how you found the process.

If you want to, get in touch to request another mentee or mentor.

2 Take your mentee or mentor's feedback on board

It will help you to reflect on the experience and to put it into practice in your career and organisation – and in any future mentoring relationships.

Checklist of things to discuss in your final session

- What were your goals when you started working together? Talk about what has been achieved and how you got there.*
- How have you developed or changed? Tell your mentee/mentor what you have noticed.*
- What did you each find useful about the mentoring?*
- What wasn't so useful or could you have done differently?*
- What have you learned?*
- How will you use this learning in the future in your career and what support do you have to make sure this will happen?*
- Will you keep in touch?*

How to approach the ending of your mentoring relationship

Kate Welch has mentored four people through ACEVO and numerous others in nearly 25 years in the charity sector. Chief executive at Social Enterprise Acumen CIC, Kate is also an ACEVO trustee. Here, she shares her tips on working towards a fulfilling mentoring ending.



The ACEVO mentoring relationships I've had have naturally come to an end as I've always worked on an outcome basis with mentees. At the first meeting, I'll ask what it is that they want from the relationship and will support them through their journey towards that outcome.

We write that down in a mentoring agreement but don't agree an end date. Instead, we set the date for the next meeting, generally every month for an hour and a half.

Supporting outcomes

Being a CEO can be a very lonely job. Often the mentoring space is one where someone can get guidance from somebody who has been where they are before.

One mentee I had, for example, was a founder and wanted support to scale up their organisation, as I had done.

We had four Skype sessions and once she'd successfully grown the organisation, our relationship

ended because she had achieved her outcome. Another mentee was dealing with redundancies and restructuring, which I had experienced. Once she had gone through this programme of change, she left the job, so wasn't in the role to be mentored any more.

With one mentee, I sent an email asking if they wanted another session and didn't hear back. You've got to leave the ball in the mentee's court.

My role is to be a sounding board, giving my mentee the odd pointer while they go away and devise their plan. Sometimes I've hardly said anything which is strange for me. But it's mentoring, not coaching, and you offer a space where mentees can download what's on their mind.

Review regularly

Going back to the mentoring agreement and reviewing outcomes at the beginning

of each meeting is a good idea. The ultimate question is 'Have you got what you needed from this relationship?'

When we've known we were having a final session, I've had a glass of wine with a mentee instead of a coffee. By that time, you've built a relationship, and you can review what you've both learnt.

Connecting and signposting

I learn as much as my mentees, often around people and relationships, whether it's working with the chair or board, or managing change. I might do some more signposting at the end and have stayed in touch with some mentees.

As a mentor, you end with another new connection across the sector and a feeling that you perhaps helped somebody make more difference in the work that they're doing by building their confidence and self-belief."

What to do if...

Things don't go to plan or you feel uncomfortable or unsure about any aspect of your mentoring relationship:

Please contact ACEVO directly so we step in and try to resolve the issue.

Communication breaks down (for example, either side stops responding):

Let us know and we'll try and contact the other party. If we also don't get a response or they've changed their mind, we will look for a new match.

You're a mentor and your mentee's needs outstrip what could reasonably be expected of a mentoring relationship (for example, if their job is at risk, their safety or the safety of a third party is at risk):

Contact ACEVO and/or refer them to our one-to-one support services, including our governance advice line or if needed our CEO in Crisis service.

You feel you need to tell someone else something you've been told:

Ultimately mentors should consider themselves bound by ACEVO's own confidentiality policy which says you may break confidentiality under the following circumstances, usually due to a legal obligation, or to ensure your safety, or the safety of others.

- In the event that terrorism, money laundering or bomb threats are disclosed.
 - If a statute or court order is received requesting information is shared.
 - If instructed to by the police.
 - Where there is risk of abuse to an adult or a child.
 - Where there is a serious risk to the safety of yourself or others.
 - In the event that staff and volunteers are threatened or abused.
 - In the event that the service is abused, preventing others from accessing the support they need.
 - In the event that someone is taking steps to end their life and you feel they do not have the mental capacity to make that decision.
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About ACEVO and CCLA

acevo

ACEVO is the Association of Chief Executives of Voluntary Organisations. Mentoring is one of the benefits we offer our 1,100 members. They are charity and social enterprise chief executives, senior directors, chairs and trustees.

Through campaigning on everything from Brexit to diversity, we aim to achieve political change and champion our members' work. We also provide members with exclusive access to:

- Personal development opportunities tailored to senior leadership roles.
- Networking and learning events, including special interest groups.

- Business helplines for immediate expert advice on anything from employment law to pensions.
- Discounted professional services from criminal record checks to recruitment.
- Leadership and governance guides and policy briefings.
- Practical advice and emotional support when you need it most through our CEO in Crisis service.

To become a member of ACEVO, email membership@acevo.org.uk or call 020 7014 4600.

Find out more at acevo.org.uk

CCLA

The ACEVO mentoring scheme is generously supported by CCLA, which manages £8 billion of investments for charities, religious organisations and the public sector. Founded in 1958,

the company aims to deliver strong long-term returns for its clients. They are largely owned by their clients' funds.

Find out more at ccla.co.uk

acevo

imagine, inspire, improve

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