



# SESSION AGENDAS

For Mentors

# SESSION 1

## Get to know each other

Your first session should be a casual meeting in which you start to get to know one another. You can ask about each other's past and present on a personal and professional level. Most importantly, be sure to relax! Mentors are here to listen, guide, coach and advise mentees. Aim to be open and share about yourself and ask your mentee questions too.



### Before the Session

- Review your mentee's profile on Together
- Review your mentee's LinkedIn profile, if available
- Prepare by reading through the Mentor Handbook
- Watch this [LinkedIn video](#) on mentoring others
- Check out the other videos and articles in the resources area of the platform



### During the Session

The conversation topics below will help you to learn about each other relatively quickly. As a general rule, you should listen as much as you talk. Aim to be a present and attentive listener.

#### 1. Quick Career History

Exchanging your career histories helps you understand each other's backgrounds, find common ground and build mutual respect. You could start by asking your mentee the following questions.

- What are you most proud of in your career?
- Did you think this is where you would be at this point in your life?
- What's unique about your career approach?
- What used to be a weakness of yours that you have worked on?

#### 2. Mentoring Profile Overview

Discuss things about your mentee's profile that were interesting to you. Some relevant questions are below.

- What would you like to improve on next?
- What is your next big challenge?
- What do you hope to accomplish in 6 months, 1 year, 3 years, 5 years, and 10 years?
- Ask about personal interests that intrigued you

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### 3. Time Commitment & Scheduling

Discuss and agree on meeting frequency and logistics.

- How often would you like to meet? We recommend that pairs meet twice monthly but it is up to you and your mentor to decide what works best.
- What times are you generally available to meet? And for how long?
- How will you communicate? Will you meet in person? Virtually? Between meetings, will you keep in touch by email, MS Teams or a different channel?



## After the Session

- Fill out a 1-minute feedback form about the session

# SESSION 2

## Setting Goals

**Objectives:** Discussing goal setting, building trust, establishing confidentiality

It's time for your second session – a good time to discuss the goals that your mentee would like to achieve through the 4-month relationship. They may choose to use the Mentorship Agreement to structure their plan. If so, offer to review it and give feedback.

### On trust and confidentiality

Trust is something that grows over time and is often earned through action. It may be difficult, therefore, for your mentee to open up right away about a challenge or problem they have. This is perfectly natural and to be expected. Their trust levels will depend on many factors, including their personalities and cultural backgrounds. In general, take the mentee's cue about what they want to talk about. You can also ask questions to help them feel at ease, to convey interest and to start building trust.

In this context, it is important for mentees and mentors to discuss confidentiality parameters. In principle, most or all of the content of your sessions should stay between you and your mentee. Ask your mentee about what they are open to discussing and how. For example, it's good practice to not mention colleagues' names when either of you are discussing a given problem or challenge. Also think about and discuss what information, if any, you agree can be shared outside the mentoring sessions.



### Before the Session

- Make sure you've filled out the feedback form for session 1
- If time permits, watch this [video about goal-setting](#)



### During the Session

- Review the Mentorship Agreement together
- Discuss with your mentee their goals and what it takes to achieve them
- Help your mentee work through their High-Level Action Plan on initial first steps



### After the Session

- Fill out a 1-minute feedback form about the session

# SESSION 3

## Solve a particular problem

**Objectives: Help your mentee re-examine a past or current problem**

By session 3 your mentee may have some goals in place for the mentoring relationship, possibly through using the Mentorship Agreement. You could ask about their progress in this regard and offer to discuss goal-setting again. Or you ask them if they would like to discuss a specific problem or challenge. It could be something from their daily work or it could be a larger career journey question.

Some communication tips for helping your mentee address a specific problem include:

- Listen attentively and ask questions to clarify or probe.
- Reflect back to the mentee your understanding of the problem.
- Take your time in thinking about how to respond.
- You could consider sharing what you might do in a similar situation.
- You could offer to role-play difficult conversations to help your mentee come up with options.



### Before the Session

- Make sure you've filled out the feedback form for session 2



### During the Session

- Ask about your mentee's progress in developing goals for the mentoring relationship
- Encourage discussion about a specific problem



### After the Session

- Fill out a 1-minute feedback form about the session
- Find a date that works for both of you for session 4

# SESSION 4

## Shadowing

**Objectives: Share a particular aspect of your work through job- shadowing**

Consider a job shadowing exercise for this session (or use the session to discuss a future job shadowing exercise). As a mentor, you can share various types of activities with your mentee by inviting them to observe or shadow you. It is particularly helpful for learning about a more senior person's context, workflows and challenges.

Some sample questions:

- Inviting your mentee to an in-person or virtual meeting. Consider the various meeting types and the learning that accompanies them:
  - Weekly team meetings
  - Meetings that your mentor attends with peers or more senior colleagues
  - Meetings with working groups on special topics
- Ask if your mentee would be interested in reviewing documents or project plans that you're working on and discussing them afterwards.
- If appropriate, ask your mentee if they are interested in completing a short task or assignment that they could learn from.

Coordinating a job shadowing exercise takes can take some preparation time. Discuss which type of meetings or projects your mentee is interested in and plan together how the shadowing would work. Some mentees may be open to this type of exercise while others may not be comfortable with it.



### Before the Session

- Make sure you've filled out the feedback form for session 3
- If you've set up a shadowing exercise for session 4, remember to:
  - Discuss with your mentee ahead of time if and how they should interact with your colleagues in a meeting
  - Also for meetings - let the mentee know ahead of time about any suggested business attire



## **During the Session**

- For meetings – be sure to introduce your mentee to other colleagues
- For other tasks – encourage your mentee to ask questions



## **After the Session**

- Fill out a 1-minute feedback form about the session

# SESSION 5

## Networking

**Objectives: Involve more colleagues in your mentee's progress through networking**

One of the best ways to accelerate one's career is to talk to people one normally wouldn't meet. As you may have experienced yourself, a strong network of contacts can help you accomplish your daily work and explore career options.

In this fifth session with the mentee, you could focus on networking, its benefits and your personal experience with it. How has it helped you? What is your view of networking in the UN? Depending on one's personality, networking can come easy or be challenging; you could discuss this too.

You could also ask your mentee who they might enjoy talking to and learning from. Ask for some direction in this regard. Are colleagues in specific job networks or duty stations particularly relevant? Would they like to meet colleagues in non-Secretariat UN entities? Also consider your mentee's career goals as you think of which contacts might be helpful.



### Before the Session

- Make sure you've filled out the feedback form for session 4
- If you'd like, watch this 2-minute video on helping your mentee make connections



### During the Session

- Discuss networking benefits and which contacts might be helpful to your mentee



### After the Session

- Fill out a 1-minute feedback form about the session
- Find a date that works for both of you for session 6



# SESSION 6

## Peer feedback

**Objectives: Involve more colleagues in your mentee's progress through feedback**

One of the best ways to grow is to ask peers for feedback. In this session you could help them process feedback they have received from others. Keep in mind that this can be a difficult and sensitive exercise, especially for junior-level staff. Aim to mostly listen to your mentee and ask a few questions about their reactions and feelings about the feedback.

Additionally, you could ask your mentee if they would like some feedback from you (it's best to do this before the session). If there's interest, focus on positive feedback because of your role as mentor, not as teammate or manager.

You could reflect on the following:

- What is one thing you've noticed your mentee doing well? How might your mentee further improve that skill?
- Is there a challenge or developmental activity you could suggest based on your conversations or your mentee's goals? It could be something simple such as encouraging them to discuss a problem with a colleague or to apply for a position that they've been talking about.
- Review your mentee's profile on the platform or on LinkedIn – specifically the skills sections. Are they underselling themselves in some way? Or perhaps over-selling skills that are not aligned with their career goals?



### Before the Session

- Make sure you've filled out the feedback form for session 5
- Prepare for giving feedback by [reading this article](#) or [watching this short video](#)
- Ask your mentee whether they'd like feedback from you in the session. If so, prepare some comments in advance.



### During the Session

- Talk through the peer feedback your mentee received from others
- Give your mentee feedback if they're open to it



### After the Session

- Fill out a 1-minute feedback form about the session

# SESSION 7

## Reverse it

Reversing roles in a mentoring relationship can be fulfilling and fun. Your mentee may have expertise on a topic or specialized skills that you'd like to learn more about. Explore with your mentee what they could share with you during a session.

Some ideas include:

- Discuss one of your mentee's projects or events that is of interest to you
- Discuss a technical skill
  - Software/apps that aid in remote working
  - Software/apps used for communications (short video production, social media tips, etc.)
  - Knowledge management software used by your team
- Experience at another duty station – have you worked somewhere that your mentor might consider in the future?
- Languages – does your mentee speak a language that you used to study? You could spend some time refreshing your knowledge.



### Before the Session

- Make sure you've filled out the feedback form for session 6
- Watch [this short video on why reciprocity improves mentor mentee relationships](#)
- Decide with your mentee on the topic
- Complete any pre-work suggested by the mentee



### During the Session

- Let yourself be guided by your mentee. Ask questions and give feedback.



### After the Session

- Fill out a 1-minute feedback form about the session

# SESSION 8

## Leadership in any role

**Objective: Develop ideas on how to show leadership regardless of your level or role**

Senior leaders are vital for articulating vision, driving progress toward common goals, delegating responsibilities, distributing resources and motivating teams. But managers and individual contributors of all levels can show leadership in their everyday roles and functions.

Some ways to do this are listed below. Use a session to help your mentee reflect on if and how they are practicing these behaviors in their current job. Which ones would be challenging for them? Consider giving feedback on how they can exhibit the behaviours more often or in different ways. Also consider sharing if you practice these behaviours or others that exhibit leadership.

### **1. Give recognition to others**

Acknowledging the good work of others helps increase team spirit and a positive work culture. When you praise a colleague, you are also demonstrating confidence and showing that you care about the work of the team and how people feel.

### **2. Seek feedback from managers and other colleagues**

Understanding how others perceive us is key to learning and growth. In individual meetings with your manager and in team meetings with peers, ask for positive and constructive feedback.

### **3. Increase your self-awareness**

Make time to reflect on what you want in your career and how you're going to achieve it. Your participation in this mentoring programme is one way to do this! The more time you spend on identifying your strengths and gaps, the more ready you will be to make good career choices and advance in an organization.

### **4. Demonstrate excellence**

No matter your level or title, it's important to be present and proficient in your functions and to have a mission that drives you. Consider developing a personal mission statement that keeps you focused. What do you want to achieve in the next few months? What impact do you want to have on your team, the organization or the world, through your work?

### **5. Be solution-centric**

Voicing problems is an important step toward driving change, but a leader will focus on possible solutions. A solution-centric leader envisions solutions, articulates them and engages others to help achieve them. Communicating with a positive tone is a key skill in this regard.

### **6. Share your views**

This one can be especially difficult for more junior individual contributors. Sometimes it can seem as if more senior colleagues are not interested in all views. But often it is simply a matter of finding the right way to say things – and then everyone in a room will listen. Leading with a positive statement and framing your perspective as an option or opportunity is a great way to present your view.



## Before the Session

- Read the article **“How to be a Leader and at any Level”** by Hilary Jane Grosskopf.
- Reflect on the ways in which you’ve demonstrated these behaviours and include detailed examples if possible.



## During the Session

- Ask your mentee their thoughts about what makes a good leader.
- Ask about their thoughts on the article and the behaviours described in it.



## After the Session

- Fill out a one-minute feedback form about the session.

# SESSION 9

## Reflect and decide on next steps

### Objectives: Reflect and decide on next steps

Here are some suggested topics:

#### Reflect

- Encourage your mentee to share about which conversations were most useful and why
- Discuss the logistics that worked best for meeting
- Acknowledge the communication skills demonstrated by your mentee during sessions that could help them to further grow and develop. Did they express themselves well? Did they ask good questions? Did they demonstrate openness and flexibility?

#### Going forward

- Your mentee may want to arrange further meetings with you. If they ask about this, take some time to consider it and let them know later. There's no need to decide during the meeting.



### Before the Session

- Reflect on past sessions. Which topics did you feel most comfortable with?



### During the Session

- Discuss the overall experience and share specific feedback too



### After the Session

- Fill out a 1-minute feedback form about the session
- Respond to the post-programme survey from the Together programme team. Your comments will help the programme grow.