
Overview

What is the profile of the mentees?

- The mentees are Singaporean members of the SGLN Community from across all industries and functions, who have been working professionally for ideally 3 years or more.

How many mentoring pairs are you looking for in this programme?

- We are looking to make 100 pairings in this programme.
- Every mentor will be asked to indicate their mentee capacity, capped at a maximum of 3 per mentor.

What are the mentoring topic areas?

- The four mentoring topic areas are:
 1. Display new perspectives and motivation to seek out regional/global job exposures to prepare for global leadership roles
 2. Embrace a complex, ambiguous environment
 3. Create and leverage networks and communicate with clarity and 'heart' for impact
 4. Embrace and manage diversity by being sensitive to the cultural context and exercising cultural flexibility
- One matching criteria of mentors to mentees will be the overlap in the selected topic area above, in combination with the other questions asked as part of understanding each individual's mentoring profile.
- Mentors will be expected to have expertise in at least one of the four topic areas.

What are the key dates we need to take note of? When will the mentoring programme start?

- Applications open on **Monday, 8th January 2024**.
- Applications will close at **11:59pm (Singapore time)**, on **Friday, 2nd February 2024**.
- All mentors will be notified via email by the **third week of February** if they have been selected for the programme.
- Onboarding for mentors will be done virtually and together with the mentees on **Thursday, 29th February, 7 – 8pm** (date/timing subject to change).
- The mentoring programme officially commences on **Friday, 1st March 2024**.
- All mentoring pairs will be required to complete all feedback forms (one at the start, and one at the end of the mentorship) by **March and September 2024** respectively.
- Other group sessions (online or in-person) may be organised, and mentors are encouraged to attend as part of the programme. We will provide advance notice for such sessions.

Commitment

What is the overall commitment like?

- The *SGLN Community Mentoring Programme* takes place over **7 months** (March to September 2024).
- Mentoring pairs can flexibly schedule the number of times they want to meet. Ideally, each pair should meet for **at least 3 sessions**, with each session lasting **at least 45 minutes**. Further sessions will be at the discretion of both the mentor and mentee.
- Mentors will be paired with the mentees on a 1-to-1 basis, but can take up to 3 mentees in total. Mentoring sessions can be done individually (1-to-1) or in groups.
- Mentors will have to approve the pairing, with mentees getting first pick on their desired mentor. In essence, there has to be a mutual agreement to the pairing before it is finalised.
- Mentors and mentees are expected to be responsive in the **programme evaluation component** of the programme. This includes the feedback forms at the start and the end of the mentorship.
- Ideally, the best mentoring relationships carry forward beyond the end of the formal programme commitments!

How many mentees will we need to take on?

- You can choose the number of mentees you would like to take on based on your mentoring capacity, capped at 3 mentees per mentor.

Why are there no minimum sessions mandated for this Community mentoring programme?

- We have refrained from mandating a minimum number of sessions in this programme to allow for better flexibility and adaptability for each mentoring relationship.
- We recognise that every mentoring relationship evolves organically, and we want to empower both mentors and mentees to determine the frequency of their interactions based on their unique needs, preferences, goals, and schedules.

What are the roles and responsibilities of the mentor?

- Development of your mentee depends on the nature of the relationship in alignment with the mentoring goals agreed upon between mentee and mentor.
- This could include exploring career aspirations, personal strengths and weaknesses, collaborating on means to “get there”, implementing strategies, and evaluating one’s growth along the way.
- In essence, the mentor provides the “light” for the mentee to follow.
- Here are a few (non-exhaustive) roles and responsibilities that you can consider as starting points in establishing good mentoring rapport with your mentee:
 - Support the mentee’s development of professional and interpersonal competencies through strategic questioning, goal setting, and planning.
 - Create a supportive and trusting environment.
 - Agree to, and schedule, uninterrupted time with your mentee.
 - Stay accessible, committed, and engaged during the length of the programme.
 - Actively listen and question.
 - Give feedback to the mentee on their goals, situations, plans, and ideas.
 - Encourage your mentee by giving them genuine and positive reinforcement.
 - Serve as a positive role model.

- Provide frank (and kind) corrective feedback if necessary.
- Openly and honestly share “lessons learned” from your own experience.
- Respect your mentee’s time and resources. Keep discussions on track.
- Participate in the scheduled events for the programme.
- Seek assistance if questions arise that you cannot answer.

What constitutes a good mentoring relationship?

- From our past mentoring programme runs, successful mentoring relationships involves:
 - Establishing mentoring expectations between both the mentor and mentee early into the mentoring relationship.
 - Building trust quickly in the mentoring relationship to foster psychological safety and open sharing.
 - Openness by both parties to learn and share with one another about their personal and professional challenges.
 - Sharing your wisdom and past experiences is what the mentee will be looking for from you as real-life stories and scenarios they can model, rather than directive instructions.
 - Availability and proactiveness to commit to the mentoring relationship (e.g. establishing a meet-up/check-in cadence).

Eligibility

What are the eligibility criteria for mentors in this programme?

- Mentors should meet the below eligibility criteria:
 - You have worked for **at least 10 years**
 - You have **leadership experience**
 - You **ideally have worked overseas before**
 - You have expertise to mentor in **at least one of the topic areas** as mentioned above
 - You are able to commit to mentoring at least 1 mentee over the course of the programme

How will the mentors be selected?

- Aside from meeting the above eligibility criteria, we will ensure that all mentor applications are assessed fairly and collated for comparison during the matching process.
- Mentees will ultimately have the choice to select their mentor, with mentors managing the request accordingly on the designated mentoring platform.

Pairing and Commencement

How do I meet my mentee?

- You will be connected with your mentee/s on the designated mentoring platform.
- Subsequent meetings should be arranged between mentor and mentee at a time of their convenience.
- Ideally, meetings should be arranged in a neutral setting with minimum distractions that fosters a safe and focused mentoring environment.

Is there a structure for the mentoring sessions?

- This programme has been designed for flexibility, and hence there is no mandated structure expected.

- Nevertheless, we recommend that mentor-mentee meetings take place with some degree of cadence within the 7 months (e.g. committing to one session a month or every two months). The consistency and timings of meetings would ultimately be dependent on the individual availability of both the mentor and the mentee.
- In terms of the agenda for each meeting, we will provide a suggested structure for sessions on our mentoring platform, and this will be covered in the onboarding session.
- Very briefly, we recommend the **first session** be used for you and your mentee to set some ground rules and expectations, and to get to know one another better. If time permits, it can also be used for the mentee to clarify their goals for the mentoring programme with you as their mentor (and vice versa if appropriate).
- The **follow-on sessions** will allow for discussions and conversations. For example, your mentee should be able to share with you on how they can proceed from where they are now, to where they want to be. Depending on the mentoring topic, this can be through tasks, actionable follow-ups etc.

What happens if I believe that a change in mentee is warranted?

- We understand that there may not be a perfect fit between mentor and mentee. We encourage you to authentically and transparently share your expectations coming into the mentoring relationship, and invite your mentee to do the same. This should be done in the first session to allow both parties to manage expectations moving forward in the following months of the mentoring journey.
- Nevertheless, if you strongly feel that a change is required, please contact the [SGLN Team](#) for further discussions.

What happens if I am no longer able to commit to the programme halfway through?

- We hope that mentors understand the extent of commitment required before signing up for the programme. This is because it is crucial for the quality and continuity of the mentoring relationship for both mentors and mentees to complete the programme in full.
- Nevertheless, we understand that extenuating circumstances may affect your ability to fulfil your commitment. If you ever find yourself in such circumstances, please [contact us](#) as soon as you can for further discussions.

Evaluation and Feedback

Will we be required to report on our mentoring progress?

- We ask both mentors and mentees to complete a **check-in** at the **beginning** and the **end** of the mentoring relationship (which will take no more than 5 minutes each!). This is for us to gather areas of improvement on how we can better support the mentoring journey where required.