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## Overview

### What is the profile of the mentees?

- The mentees are from the pioneering cohort of SGLN Fellows, participants of the recently launched SGLN Fellowship
- They comprise a group of mid-to-senior level Singaporean leaders who come from different functions and industries.
- The average number of years of working experience for the pioneering SGLN Fellowship cohort is around 17 years.
- Most of them have been based in Singapore for a majority of their professional career, with some of them having experienced varying levels of overseas stints.
- They have been identified as leaders who have expressed aspirations to take on global leadership roles within the next five years, and demonstrated strong potential towards that.

### How many mentors are you looking for in this programme?

- We are looking for around **60 mentors** to mentor these SGLN Fellows.

### What are the mentoring topic areas?

- The mentoring topic areas map back to the **four key learning outcomes** of the SGLN Fellowship. They 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.

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

- Applications open on **Monday, 8<sup>th</sup> January 2024**.
- Applications will close at **11:59pm (Singapore time)**, on **Friday, 2<sup>nd</sup> February 2024**.
- All mentors will be notified if they have been successfully paired with a mentee via email by the **third week of February**
- Onboarding for mentors will be done virtually and together with the Fellows on **Wednesday, 28<sup>th</sup> February 2024, 7 to 8pm** (*timing subject to change*).
- The mentoring programme officially commences on **Thursday, 1<sup>st</sup> March 2024**.
- All mentoring pairs will be required to complete all programme evaluation requirements (outlined above) by **September 2024**.
- Other group sessions (online or in-person) may be organised and mentors are encouraged to attend as part of the mentoring programme. We will provide advance notice for such sessions.

## Commitment

### What is the overall commitment like?

- The *SGLN Fellowship Mentoring Programme* takes place over **7 months** (March to September 2024).
- Mentoring pairs are expected to commit to a minimum of **5 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 SGLN Fellows (i.e. the mentees) on a 1-to-1 basis.
- Mentors and mentees are expected to be responsive in the **programme evaluation component** of the programme. This includes but is not limited to: recording down arranged mentoring sessions on the mentoring platform provided, providing progress updates and feedback on the same platform and/or other mentoring programme surveys.
- Ideally, the best mentoring relationships carry forward beyond the end of the formal programme commitments!

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## How many mentees will we need to take on?

- To ensure the quality of the mentoring relationships in the programme, all mentors will only be assigned **one** unique mentee.
- We will undertake a matching process to ensure that mentees are paired with suitable mentors.

## Why is there a minimum of 5 sessions for the mentoring programme?

- Through our experience in past mentoring programme runs, we believe that a structured yet impactful mentoring experience starts with setting a foundational yet frequent-enough cadence between mentor and mentee within a defined timeframe.
- We have extended it from the previous minimum of 3 sessions as we have received numerous feedback from both past mentors and mentees that 3 sessions was not sufficient enough.
- By setting this minimum number of sessions, we intend to offer a deeper exploration of goals, challenges, as well as personal and professional development opportunities, allowing for a more thorough mentorship engagement through this programme.

## 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).

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## Eligibility

### What are the eligibility criteria for mentors in this programme?

- Mentors should meet the below eligibility criteria:
  - You have worked for **at least 20 years** ideally
  - You have **global leadership experience**
  - You have expertise to mentor in **at least one of the SGLN Fellowship learning outcomes / topic areas** as mentioned above
  - You are able to commit to the **key programme dates** outlined below
  - You are able to commit to completing at least 5 sessions with your assigned mentee
- We are looking for around **60 mentors** to mentor these SGLN Fellows.

### Given that there are only 60 mentoring pairs, 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.
- We will match suitable mentors to the mentees based on all the information provided in the mentors' registration of interest forms.
- Key matching criteria include overlaps and alignment in mentoring goals, areas of interests, soft skill areas, among other information provided in the individual's mentoring profile.

### What happens if I am not selected for the programme? Can I join the SGLN Community Mentoring programme?

- Given that this programme has limited spaces, we seek your understanding if we are unable to pair you with a suitable mentee at this juncture. However, we highly encourage you to consider being part of our wider SGLN Community Mentoring Programme.
- If you have indicated "No Preference" in your registration of interest form, we will automatically invite you to join the SGLN Community Mentoring Programme.
- We will match suitable mentors to the mentees based on all the information provided in the mentors' registration of interest forms.

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## Pairing and Commencement

### How do I meet my mentee?

- We will connect you and your mentee via email in the first instance.
- You will have the opportunity to meet your mentor during the virtual onboarding session scheduled on **Wednesday, 28<sup>th</sup> February 2024, 7 to 8pm** (*timing subject to change*).
- 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?

- We recommend that mentor-mentee meetings take place **once a month** within the span of the 7 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 Fellowship 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?

- As this is a structured mentoring programme, you will be required to record the details of your mentoring sessions on the mentoring platform provided.
- Private specificities that transpired in the mentoring process can be kept confidential.
- Additionally, we will also 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.