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LONDON

The Handbook of a Mentee

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Are you a new manager? Are you looking to take the next step in your career? Are you just starting out in hospitality and are not sure which path to choose? Whatever position you are in, apply now to have a Mentor with Edwardian Hotels London.

Mentoring is a relationship in which a more experienced colleague uses his or her greater knowledge and understanding of work or the workplace to support the development of a more junior or inexperienced member of staff.

Is Mentoring Right for You?

In the pages that follow you will find information, tips, and tools to assist you in your experience as a mentee. It should be emphasised that even though entering a mentoring relationship can appear easy, it is not a decision to be taken lightly!

Participating in a mentoring relationship requires

- Time, energy, and enthusiasm
- Commitment to regular meetings with your mentor
- Engagement in discussion and reflection on your goals and your progress towards achieving those goals
- Taking specific actions to stretch your growth and learning
- Passion about your own growth and development

You may find, after some careful consideration, that mentoring is not for you or that you do not have the time to invest in this sort of relationship right now. This is ok! It is far better to make that decision now, before the relationship begins, than to do so when a mentor has already invested time and energy in you. If you do decide to embark upon this developmental journey, the potential rewards are tremendous.

Those rewards include:

- Discovering new interests or deepening a commitment to one previously held
- Learning from a more experienced individual
- Taking risks in a safe environment with constructive guidance and feedback
- Developing valuable personal and professional skills
- Identifying and pursuing personal, professional, or academic goals

Mentoring is a great opportunity for you to grow, both personally and professionally. So if you are ready to stretch yourself in new ways, to learn, and to explore your interests and strengths, then let's get started!

It's a Commitment!

Mentoring is one of the most important and potentially fulfilling ways to grow your career. Having a mentor will;

- Support you in defining some realistic career goals
- Help you to understand that hospitality can be a career for life
- Help you realise that if something in your career doesn't work, you can change it or build on it through another avenue within the industry
- Support you in learning what it is to create and develop a professional network.

By becoming a mentee with Edwardian Hotels London you will commit to 12 months of mentoring achieved through a minimum of 6 one-hour meetings with your mentor. This may be either a virtual or one-to-one meeting.

Each session should take the form of a discussion with your mentor about a different key management or industry topic.

Edwardian Hotels London will take responsible for matching mentors and mentees through the details provided on your application form.

As a mentee you should recognise the commitment that your mentor is making on your behalf. Equally, your mentor will be learning from you by undertaking their own continuing professional development.

Remember, you get out of the process what you put in.

A great relationship with your mentor can help lay the groundwork for a more rewarding career in hospitality.

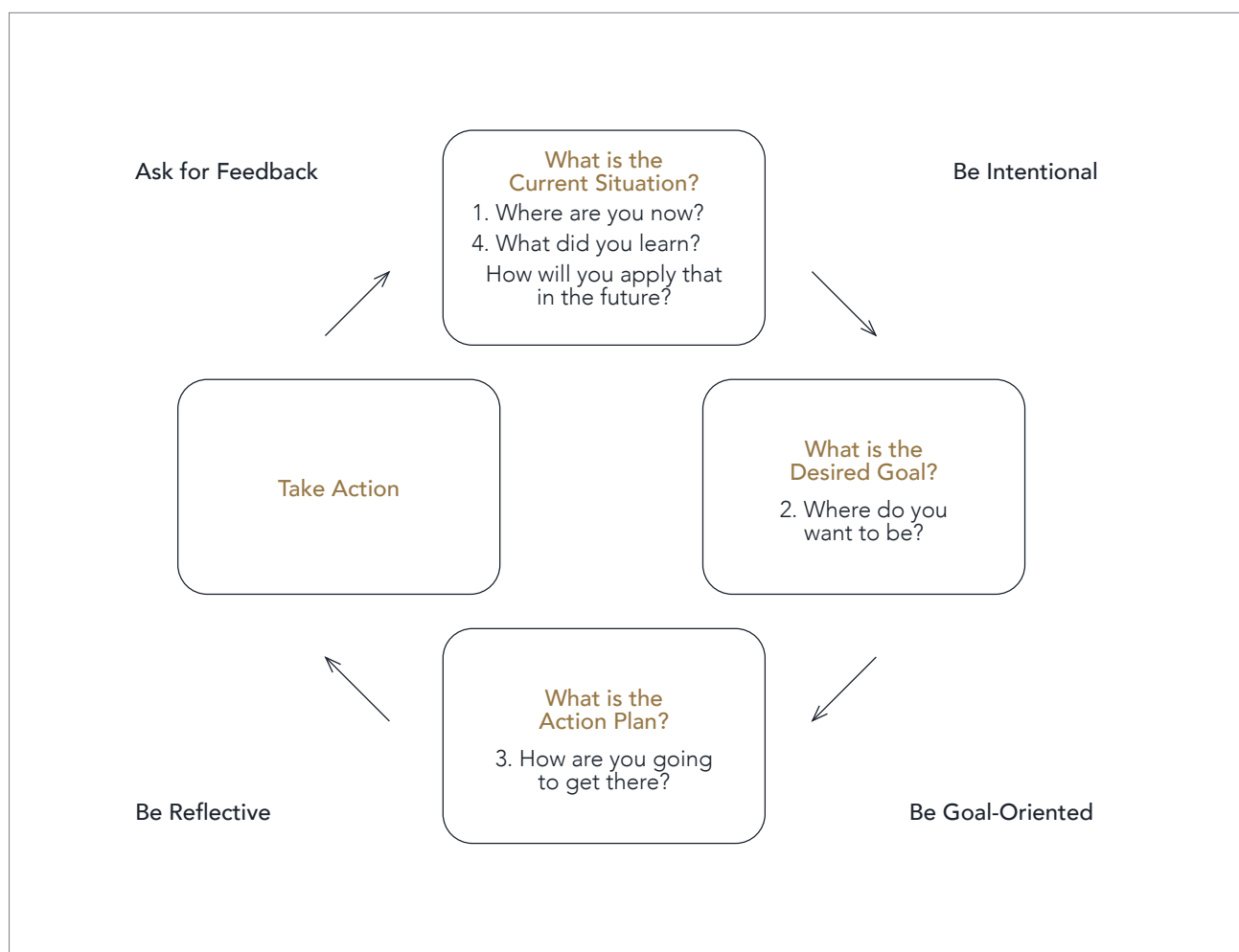
What to Expect

In the first month you will set 2 – 3 career goals with your mentor.

You should also expect to have a discussion each month about a topical management or industry issue. Your mentor will give you advance notice of what the topic of discussion will be so that you can prepare in advance. These topics can act as ice-breakers at each meeting and also provide a little structured learning during the mentoring process.

Each month you will discuss your progress towards your goals with your mentor.

If your goals change, that's ok, talk them through with your mentor.



Your mentor may not use the exact words contained in the above model, but the model can serve as a helpful guide both to you and your mentor as you meet during your mentoring relationship. One of the key steps in this model is the act of reflection. After you take action, your mentor will prompt you to reflect on what happened, why, what you learned, and how you will apply that new knowledge in the future. At the end of each meeting, you and your mentor should take a few minutes to debrief the conversation that you just had. The purpose of this debrief is to

- Review what was discussed
- Seek clarity on goals and action steps for the next meeting, and
- Evaluate the meeting's effectiveness

This debrief ensures that both you and your mentor are in agreement about the plan of action, and it also serves as feedback to both partners on the effectiveness of the relationship. What is working well between you and your mentor? What needs to change?

Your Role as a Mentee

You, as the mentee, are an active participant in the mentoring process, responsible for your own growth and development. As such, you must also learn and practice particular skills, including

- Setting goals
- Active listening
- Receiving and responding to feedback
- Taking initiative and ownership of your own development
- Building effective relationships
- Reflecting on key learning moments

Don't worry if you don't have all of these skills fully formed yet. This is part of the mentoring developmental process: practicing and learning how to effectively use your mentoring tool kit! And, you will do so with guidance from your mentor.

As a Mentee you should;

- Share information with your mentor about your education and work experience which will allow the mentor to develop insights into you and your goals.
- Tell your mentor exactly what you are hoping to get out of the relationship.
- Apply the SMART technique to help you define your goals with your mentor.
- Define your realistic aspirations and stay motivated.
- Become aware of your abilities and potential – be prepared to challenge yourself with goal attaining activities and discuss those activities you have used or discovered to overcome any barriers.
- Undertake any assigned activities, learning and reading.
- If you have a professional problem, talk with your mentor, they may be able to provide some insights.
- Build your confidence through attainable activities, get outside your comfort zone.
- Be yourself, authenticity is essential to becoming a trusted manager and leader.
- Adjust your schedule to suit your mentor's wherever possible.
- Attend every meeting. Contact your mentor if a meeting needs to be re-arranged. Never fail to show up.
- Remember that a mentor doesn't provide advice on personal matters.
- Mentoring is built on trust and confidentiality, don't gossip, name drop or brag about our mentor with others or discuss with others the content of your meetings.

- Complete all learning activities that are set by your mentor. If you are struggling to manage your time, talk with your mentor – they have probably experienced this issue before.
- A mentor's comments are not advice, you're responsible for your own decisions.
- Please don't give or accept gifts during the mentoring process. Remember, a hand written note of thanks never fails to impress.
- Drive the relationship – you need to be the person to reach out and make contact with your mentor, respond to all communications in a timely manner and take the initiative to set up consistent meetings. Before the meeting ends always clarify when you are meeting next.
- Work and life will get in the way, that's a fact – so you need to be committed to making it work.

Some Advice

- Be aware of your mentor's background prior to the meeting.
- Prepare questions suitable to the topics you will be discussing. Preparation before each meeting will ensure the best use of both you and your mentor's time.
- Prepare to be challenged in the mentoring process. You will be speaking with a seasoned professional who is used to getting right to the point and managing their own and other people's time efficiently. Mentors may ask probing questions in a direct manner. Don't be offended or become defensive. It is the mentor's role to challenge a mentee, perhaps asking them for personal reflection, or through constructive criticism in order to help the mentee grow and understand corporate settings.
- Curiosity will serve you well as a mentee.
- Be hungry to learn, improve and grow. In a way, this relationship is almost entirely focused on you so take advantage of that.
- Have a hearty debate about things you feel passionate about.
- Don't be afraid to disagree – you shouldn't feel like you need to take every piece of advice that your mentor gives you without a question. If you disagree with something they have said then tell them. It will lead to a discussion with much more value than if you simply nodded your head in agreement.
- Carefully consider the mentor's advice and support. Some may be applicable, some not, but as a new manager or someone that wants to develop, using your critical skills for evaluation will serve you well.
- Your mentor isn't there to do the work for you, they are there to help you do your work better.
- Put the new skills you have learned into use in your everyday work.
- If your mentor has opened doors for you then make sure that you walk through them.
- If you get stuck with your goals, or anywhere in the mentoring process, remember, your mentor has been in your shoes. Talk to your mentor. They know that you are the future of our industry and they are in this process to help you learn about achieving your career goals.

Three Phases

There are three phases to a formal mentoring relationships that each requires a different focus of attention.

1. **The Beginning** – in this phase the mentoring pairs work on getting to know one another, set goals for the relationship, agree on commitments and expectations.
2. **The Middle** – in this phase the mentoring pairs go through an ongoing process of setting goals, creating an action plan, taking action, and reflecting on outcomes. It is a period of sustained growth and relationship development.
3. **The End** – in this phase the relationship must be redefined. The relationship and achievements are evaluated and accomplishments are celebrated.

Your Personal Learning Journal

At the beginning of your mentoring relationship and after each meeting with your mentor, write down what was discussed and agreed upon. Then spend some time writing your thoughts and feelings on that.

Some reflection questions to get you started:

What are your strengths?

What do you find difficult or challenging?

What do you worry about?

What did you learn about yourself in the past year? How?

How would you like to be different six months from now?

Final Thoughts

Mentoring relationships are wonderful opportunities for growth and development, expanding perspectives, learning new skills and abilities, taking risks, and discovering new frontiers. When done well, a mentoring relationship truly can have life-changing effects. It is our goal that, by developing and supporting a mentoring culture at Edwardian Hotels London, one day all of our interactions will be based on a purposeful interest and concern for one another's personal paths. That being said, do not feel that you are in this relationship alone! Although mentoring is traditionally conceived of as a partnership between two people, there is a vast array of resources here at Edwardian Hotels London available to guide and support you.

Good luck as you embark on this exciting phase of your developmental journey!



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