



**02: Training package for employees trained to become mentors**

Developer: Mindshift Talent Advisory, Portugal

Module 1– **Principles and techniques of mentoring and reverse mentoring**

Handout 2: Scenario 1 – Linda & Robert becoming mentors at the workplace

*Learning is finding out what you already know. Doing is demonstrating that you know it. Teaching is reminding other what they know just as well as you. You are all learners, doers, and teachers –* Richard Bach

Everybody at the beginning of their career was an apprentice. Still, on the career path, someone can again become an apprentice. The apprenticeship model of learning is not something new, it is about helping someone to learn, it is all about mentoring. Someone who has relevant expertise and knows how to pass on their knowledge, skills, and behaviours - a mentor! In organisational contexts, the concept of reverse mentoring was promoted by Jack Welch, former CEO of General Electric, who in 1999 turned the company upside down by putting, as he said, "the young and talented teaching the old", thus creating one of the first reverse mentoring programmes. In this sense, and in an organisational context, the term reverse mentoring refers to mentoring practices where an employee considered junior mentors and supports a senior employee. The concept of reverse mentoring is strongly connected to the world of business, and focusses on the skills that one generation can pass to the other, for example:

Put like that, it seems that this skills transfer is unbalanced, but the reality can go further than this. Pairing up older and young individuals at the workplace, through mentoring practices, is nothing more than passing on skills, knowledge, and values.

**information cards**

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| **Linda Crawford (66) presentaion** |
| Linda is 66 years old (born in 1955), and she works in a clothing factory. She has been working since she was 18 years old. She started as a sewing machine operator and worked her way up in the company until she became a production supervisor. Linda never had the chance to study, but she took on the opportunities her company gave her to progress within the factory. No one knows the factory like Linda, from the machines to the workers.Linda is very charismatic; highly motivated; likes to take the initiative. She is a natural leader. Plus, with her 48 years of experience she has trained and given support to almost everybody working on the production line. When someone wants to know about the factory, how it works and how things get done, they ask Linda.There is only one thing Linda isn’t quite comfortable with: and that is working with computers. And the new plant manager wants to digitalise the company. |

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| **Robert Powell (25)** |
| Robert is 25 years old (born in 1996); he is a graphic designer with excellent IT skills, especially with design and photo-editing software. He has exceptional creative skills and was recently hired to develop the company’s new branding campaign. This is Robert second job since he left college. Despite being an excellent time manager with good organisational skills and with great attention to detail, he somehow isn’t quite certain about his skills and stresses a lot about getting things done in the right way.He is working in the clothing factory for three months and still knows nothing about the company. So, how is he going to pull a new branding strategy to help the company stand out from the competition? |

**situational cards**

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| **Situational card 1 – Linda (66)**  |
| Hi Linda, you were called to the HR department and the following happened:**Carla Thomson (HR Manager):***Linda, the company is growing, and everything is digitalised now. To run your tasks on a daily basis you will have to be able to work with the new software the company achieved. With this programme you will be able to control shifts, exchange information with other workers, receive your payslips. Basically, all that you used to do on paper will be done through this new programme.***Linda:***But you know that computers are not my field of expertise!***Carla Thomson (HR Manager):***Yes Linda, we know. But don’t worry with that. The company has a new mentoring programme. The aim of this programme is to pair up different collaborators from different areas and departments and have them exchange knowledge and skills through oriented mentoring sessions.***Linda:***What does that mean in practice?***Carla Thomson (HR Manager):***In your case, to be straight to the point, we are going to pair you up with Robert Powell, our new graphic designer who knows all about software, computers, social media, and all there is to know about the internet and how things work in this digitalised world we live in*. He will be you mentor.**Linda:***My mentor? But he only has 25 and he has only been here in the company for three months. What can he possible teach me? Can’t see that happening…***Carla Thomson (HR Manager):***Well Linda, as I said he understands a lot about technologies, and you need training and support in that area. And as you said, “he has only been here for three months”. For that reason, you are going to mentor him as well and give him the support he needs. Don’t worry, everybody in the company will receive training and information about this new mentoring programme.* |

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| **Situational card 2 – – Robert (28)** |
| Hi Robert, you were called to the HR department and the following happened:**Carla Thomson (HR Manager):***Robert, we can see that you are having a hard time getting familiar with the dynamics of the company and we have noticed also that you are having some problems fitting in with people from the different departments.* **Robert:***That’s true Carla, I’m really worried with the re-branding project and focused on finding the right concept that I barely have time to get in touch with my colleagues.***Carla Thomson (HR Manager):***But you know, being in contact with your colleagues could ease your job, you know that?***Robert:***How so?* **Carla Thomson (HR Manager):***The company has a new mentoring programme. The aim of this programme is to pair up different collaborators from different areas and departments and having them exchanging knowledge and skills through oriented mentoring sessions. We think you could be mentored by Linda Crawford, and you can be her mentor.***Robert:***Be Linda’s mentor, how so? What can I possible have to teach her? Linda knows all about the company history and she has been here for so long, I bet there is nothing I can teach her.***Carla Thomson (HR Manager):***Well Robert, that is why we have this training department. We are pairing up people with different skills of expertise and knowledge. And both you and Linda will benefit from each other’s skills and expertise. Linda needs to be trained and guided in the use of technologies and you can use some of her experience and know how to learn more about the factory and the company. Her experience will definitely help you to unblock your ideas for the re-branding project, and also, she will introduce you to everybody in the factory. And you could use that time to unlock your creativity by getting in touch with our company DNA.***Robert:**That sounds great actually. Just let me know when and how to start! |