



UNIVERSITEIT VAN AMSTERDAM



*The Diversity Company*

# Mentoring Programme Brochure

## For mentors

University of Amsterdam



# Why a mentoring programme?

This mentoring programme gives talented, ambitious staff from the University of Amsterdam the **opportunity** to discuss and explore issues relating to their career with a mentor over a 9-month period.

A mentor acts as a sounding board and can give help and support to the mentee's career and can give tips on development areas, drawing on their own experience of working in academia.



“Mentoring is a brain to pick, an ear to listen,  
and a push in the right direction”

— John C. Crosby

# How does the mentoring programme benefit mentee, mentor and the UvA?



Mentee

- An opportunity to work on your personal and professional development.
- Discuss dilemmas and choices in your career ("how does it work, what choice should I make?").
- Explore the balance between your own ambitions, the expectations of others (e.g. your family) and the expectations of the UvA.



Mentor

- Share your personal knowledge and experience of working in academia.
- Contribute to a more diverse and inclusive organisation.
- Offer a different perspective on the experiences of and barriers encountered by other groups of staff.



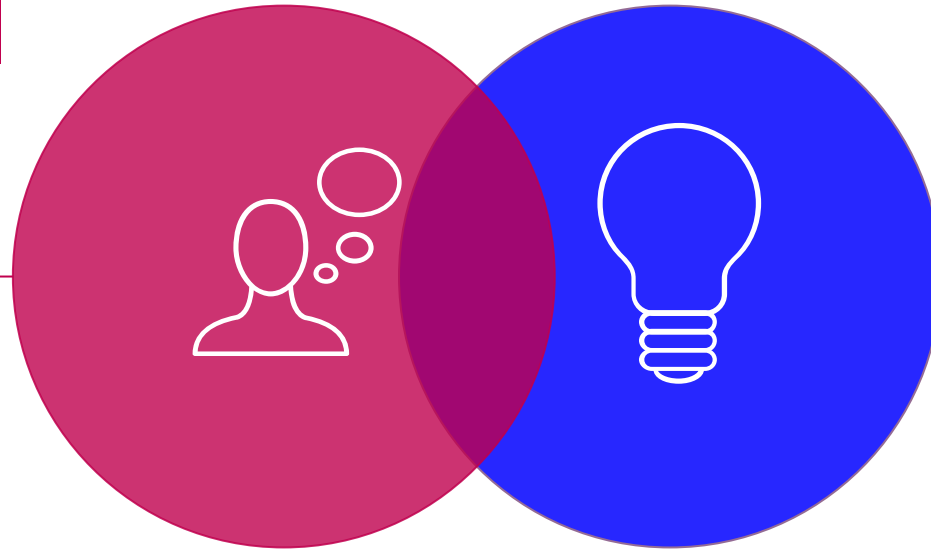
- Contribute to an inclusive work environment with a view to recruiting and retaining diverse talent.
- Encourage staff to plan their careers and provide the necessary support.
- Deepen and broaden the quality of our staff.

# Who is the mentoring programme for?

## Mentee

The UvA mentoring programme is aimed at the following target group (during this pilot phase):

- All ll academic staff positions except professor
- Support and management staff on grades 9 to 12
- *particularly from groups of staff who are under-represented in senior academic and support and management roles*

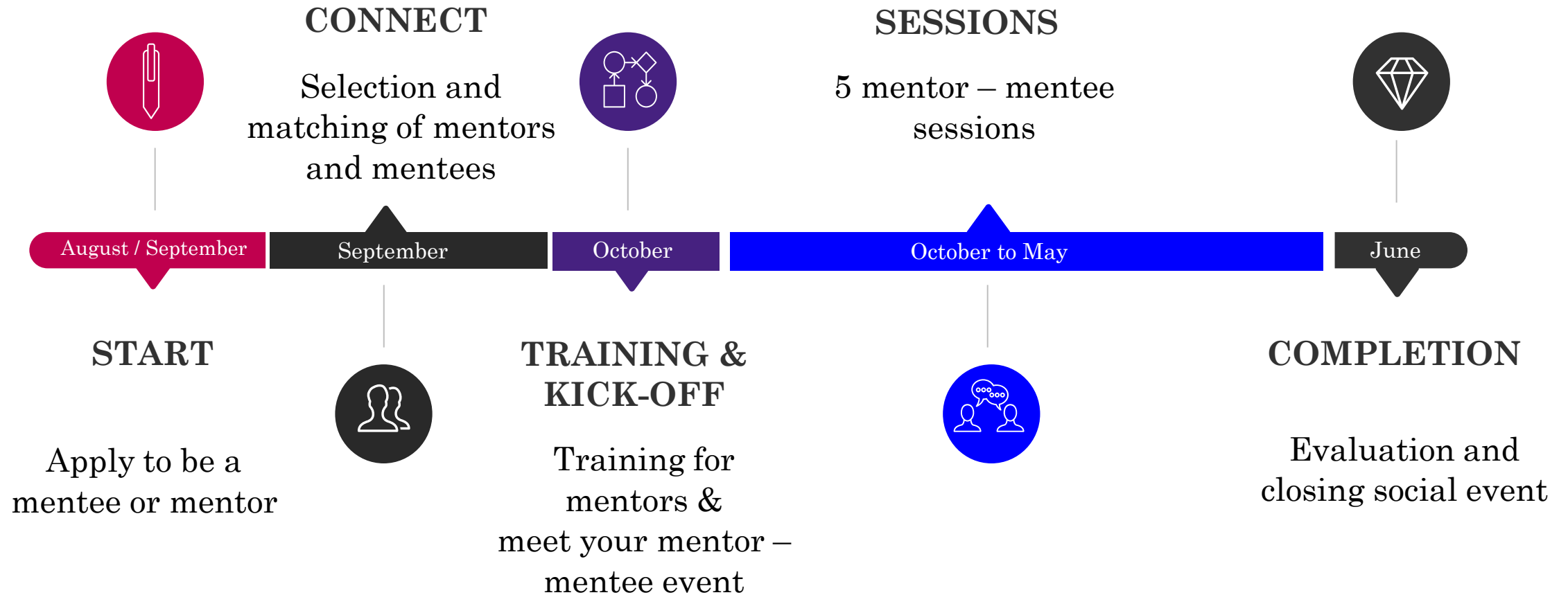


## Mentor

The UvA mentoring programme is aimed at the following target group (during this pilot phase):

- Academic staff: heads of department, professors, associate professors
- Support and management staff: managers
- Executive Board
- *In short: any UvA staff who, based on their experience and interest in staff development, are keen to act as mentors*

# The mentoring programme



# Mentor-mentee matching procedure

## Step-by-step plan

### 01 Mentee – apply by September (full = full)

**The mentee** should clearly indicate the nature of their question, dilemma or learning need on the application form, their motivation for participation in the mentoring programme and what they expect to gain from participating in the programme. There are only a limited number of places available. **If insufficient places are available, applicants will be selected.** So make sure you apply as early as possible. A brief introductory telephone conversation, based on the application form, may follow (in September).

### 02 Mentor – apply by September

**The mentor** indicates on a short application form what their motivation is for participating in the mentoring programme and the value/knowledge they bring to the programme. We ask mentors to submit their applications as soon as possible. A brief introductory telephone conversation may follow in September

### 03 Matching – September

**The programme coordinator** matches mentee and mentor. Since trust and mutual understanding are key criteria in this context, the mentee's question and differences in culture and background will be considered as much as possible.

- Matching can take place within or outside a unit. When there's a match within a unit, cross-matching across that unit will be applied.
- An academic mentee will usually be linked to an academic mentor, while a support and management mentee will usually be linked to a support and management mentor.
- When matching mentee and mentor, the coordinator will ensure that there is no line management relationship between mentor and mentee.

### No match

Only if after the introductory meeting (intake) there is no 'click' (or if the conditions described are not met), upon request of the mentee, a different mentor will be found.

# Mentor training

## Training and support during mentorship

### Effective Mentorship training (2 hours)

- Introduction
- Overview of programme by HRM department

### Training – delivered by The Diversity Company

- Criteria for effective Mentorship
  - Managing expectations and Contracting
- How do you become an effective mentor?
  - Skills
  - Tips
- Mentor handbook
- Support from HRM department and The Diversity Company
- Q & A's



# Criteria for successful mentorship

## Managing expectations and contracting



A man in a dark suit is standing in front of a chalkboard, holding a piece of chalk and writing the word "Mentor" in large red letters. The word "Mentor" is the central focus. Surrounding it in white chalk are various terms associated with mentorship: "practice", "development", "advice", "experience", "skill", "ability", "lesson", "learning", "motivation", "instruction", "training", "education", "inspiration", "knowledge", and "potential". The man's face is partially visible behind the text, and he appears to be in the middle of writing.

### Mentor

- Full confidentiality.
- Agree on mutual requirements at the outset.
- A mentee will be linked to a mentor from a different department/faculty or unit.
- An academic mentee will usually be linked to an academic mentor. A support and management mentee will usually be linked to a support and management mentor.
- No line management relationship between mentor and mentee.

# How do you become an effective mentor?

*Listen to your  
mentee: active  
listening*

- Don't jump to conclusions
- Ask questions, reformulate, make sure you understand each other
- Assume that what worked for you won't always work for your mentee
- Keep asking questions and clarify where necessary

*Build from your  
own experience*

- Share what you know without suggesting that it is 'set in stone'. That way, the mentee can investigate further as they see fit (without feeling pressured)
- Explore together how the mentee's horizons can be broadened
- Adopt a non-judgemental approach: unconventional ideas may be the key to the mentee's success.

*Make yourself  
available*

- Making yourself available not just in terms of physical availability, but more in terms of the interest you show in and your commitment to your mentee.

# Successful mentorship training

Mentoring takes place within a relationship of mutual respect - what skills do you need for this?

- An **open and mindful approach** to each other's values, attitudes and differences
- Willingness to **learn from each other** in unexpected ways:
  - Ability to empathise
  - Honest, challenging and open toward each other
  - Respect each other's input
  - Respect differences in personality, experience, learning and work styles



IMPROVE  
SUCCESS  
TRAINING  
MOTIVATE  
WORK  
INSPIRE

# Kick-Off Event!

## Meet your mentor - mentee

In October, we will launch the mentoring programme with an **inspiring, joint event!**  
**All** mentors and mentees will meet their mentee/mentor for the first time.

### Meeting of all mentees and mentors

- Congratulations, you have been selected participate as a mentee in the mentoring programme
- Overview of the UvA Mentoring Programme
- Details of the role of mentee and mentor
- The right match; introductions



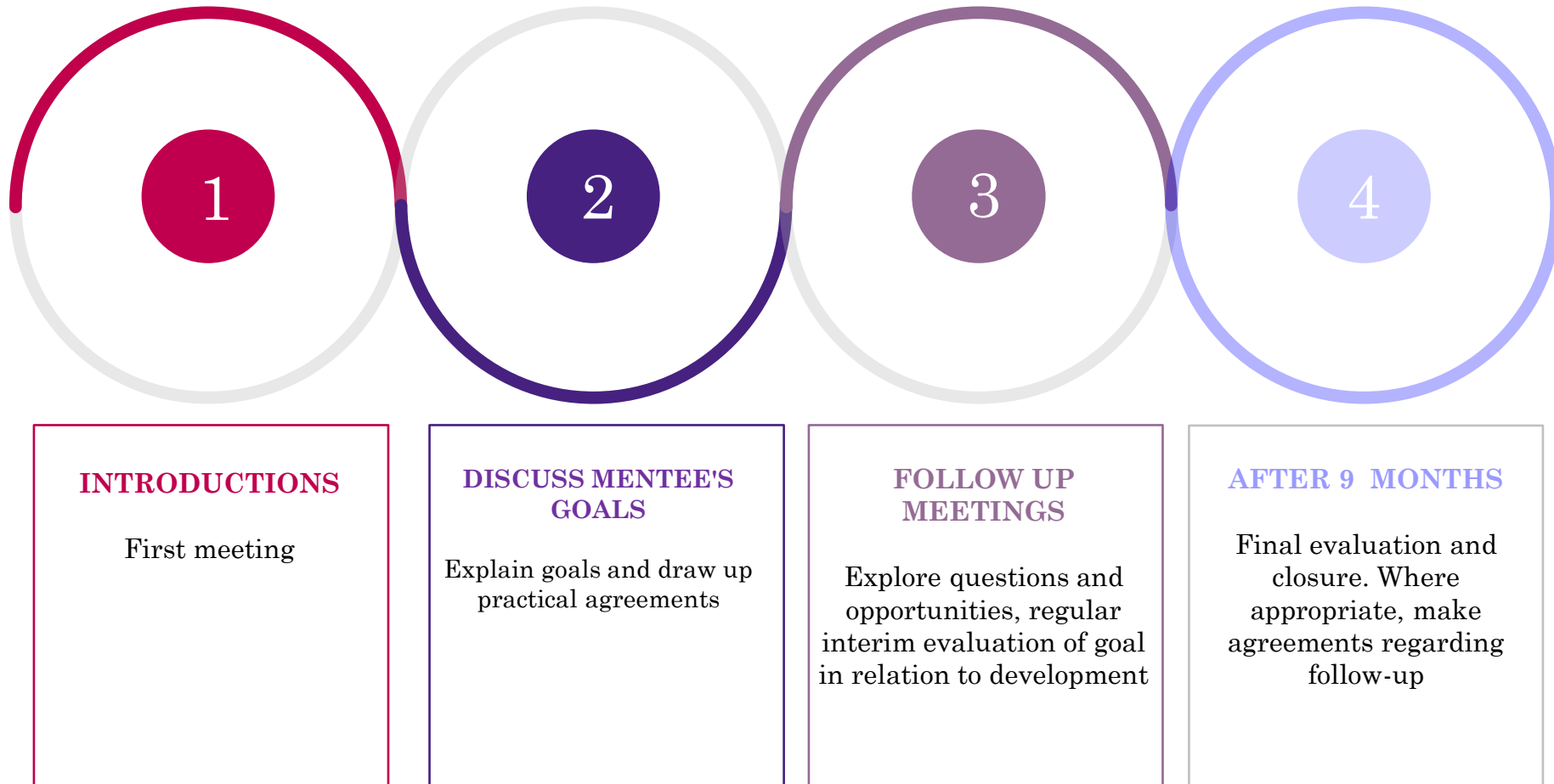
# Mentoring: 10 golden rules

## For mentor and mentee

1. Listen actively
2. Make yourself available
3. Don't judge
4. Keep an open mind
5. Respect confidentiality
6. Agree on logistics
7. Draw up agreements and agree on confidentiality
8. Define goals
9. Document and follow up on topics that arise
10. Check the handbook for mentors!



# Stages of the mentoring programme



# Mentee's responsibilities

The mentee is responsible for the procedure, the process and the success of the mentoring relationship



## Mentee

- ✓ Actively seeks answers to questions relating to their career and professional development.
- ✓ Asks for support from an experienced colleague/member of staff in a more senior and/or management role.
- ✓ Is responsible for their own professional and personal development.
- ✓ Is jointly responsible for the mentor-mentee relationship.

# Types of questions the mentee may have

- **Personal questions, e.g**
  - How do I approach my career development?
  - What do I do if, despite my efforts and performance, I have the sense that I don't really belong in the UvA or that my talents are not being recognized?
  - How do I balance the expectations of others (family, friends) with my career?
- **Role related and organisational questions**
  - How does academia work? How do I build a network, for example?
  - How do I make career choices, bearing in mind the importance of a good balance between teaching, social impact and research?
  - How do I tackle obstacles that I encounter within the culture and organisation of the UvA?
  - How do I increase my visibility within the UvA?
- **Other relevant topics**



# Got a question about the mentoring programme?

This programme was developed by the HRM department of the University of Amsterdam. The mentoring programme will be delivered in conjunction with [The Diversity Company](#).



If you have a query, please contact Mahlia Joenoes ([m.joenoes@uva.nl](mailto:m.joenoes@uva.nl)) or reach out to the talent mentoring programme directly ([mentorprogramma@uva.nl](mailto:mentorprogramma@uva.nl)).