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School

WBS Global Mentoring Programme Induction 2022/24

Donna Curtis –
Global Mentoring Programme
Manager



WBS Mentoring Steering Committee



Andrew Leach
Co-Chair



Sanjiv Patel
Co-Chair



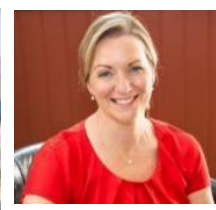
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Steering Committee



Claire Scott-Bardwell
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Gary Lloyd
Steering Committee



Sally Learoyd
Steering Committee



Sarah Jackson
Steering Committee



Nupur Gadkari
Steering Committee



Arwen Wilcock
Steering Committee



Asheeka Hyde
Mentee Representative



Daniele Todaro
Mentee Representative



Sarah Pymm
Director of Global Alumni
Engagement



Donna Curtis
Mentoring Programme
Manager

WBS Global Mentoring Programme's Definition



Mentoring is about one person helping another to achieve something that is important to them.

It is about giving help and support in a manner that the recipient will appreciate and that will **empower** them **to move forward**.

It is also about creating an **informal** and **confidential** environment in which they **feel encouraged** to explore their hopes and concerns.

The WBS Mentoring Programme is available to enable students and alumni of WBS to benefit from the experience of alumni.

It also enables alumni to continue their relationship with WBS and other alumni.

Over 10 Years of Achievements

- Helped **over 1,200 mentees**
- Supported by over 250 WBS Mentors
- Celebrated **over 10 years** of Global Mentoring
- Over **30 different** nationalities from 2022 Programme
- Year on year, **over 90% of mentees** would recommend the scheme
- Globally **connects** the WBS communities



Re-accredited in 2022

Accredited since 2016 ...



**INVESTORS
IN PEOPLE**

TJ Awards
2013

Bronze Finalist

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Mentee/Mentor Live Panel



Top 4 Questions

Questions	%
How have things changed since you have been working with your Mentor?	10.96%
Could you give us some pointers on what you think are keys to success?	10.96%
What was the most valuable or significant thing that you learnt from Mentor?	10.50%
How do you make remote mentoring work? What are your top tips?	9.59%

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Cultural Awareness



Culture

A system of shared beliefs, values, customs, behaviours, and artifacts that the members of a society use to interact with in their world

Cultural spectacles



The Culture Map

COMMUNICATING

Low-context

High-context

EVALUATING

Direct negative feedback

Indirect negative feedback

PERSUADING

Principles-first

Applications-first

LEADING

Egalitarian

Hierarchical

DECIDING

Consensual

Top-down

TRUSTING

Task-based

Relationship-based

DISAGREEING

Confrontational

Avoids confrontation

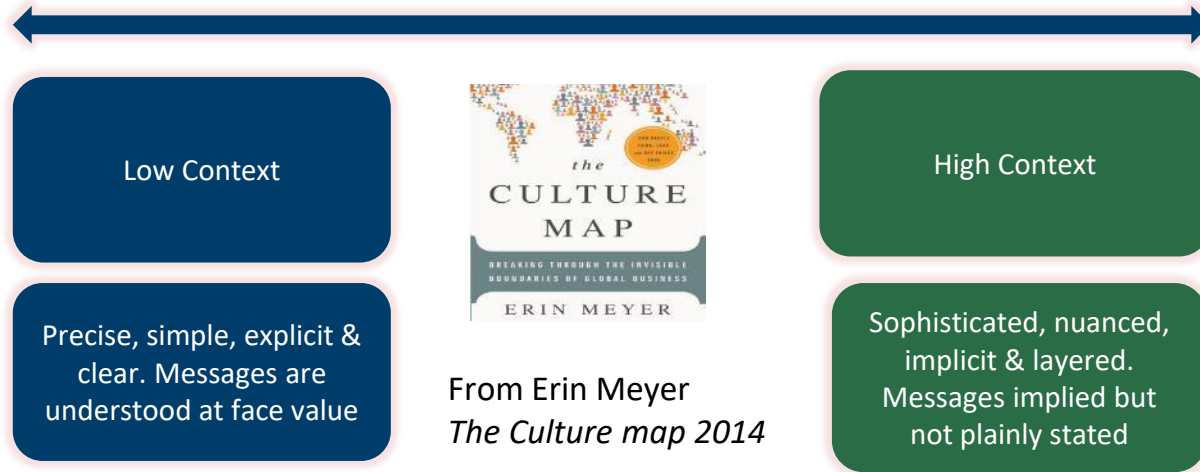
SCHEDULING

Linear time

Flexible time

The Communicating Scale

US Netherlands Finland Spain Italy Singapore Iran China Japan
Australia Germany Denmark Poland Brazil Mexico France India Kenya Korea
Canada UK Argentina Russia Saudi Arabia Indonesia

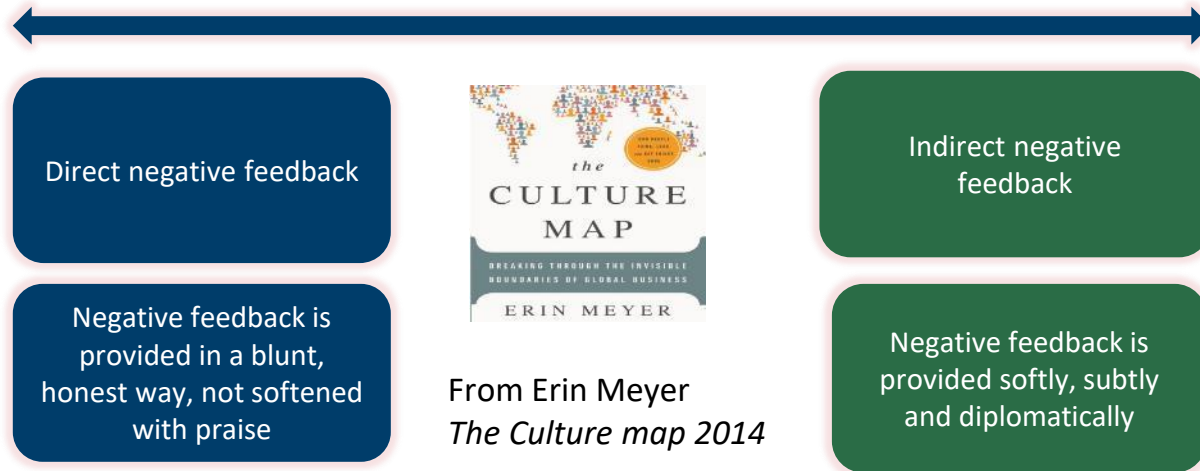


The Evaluating Scale

Russia France Italy US UK Brazil India Saudi Arabia Japan

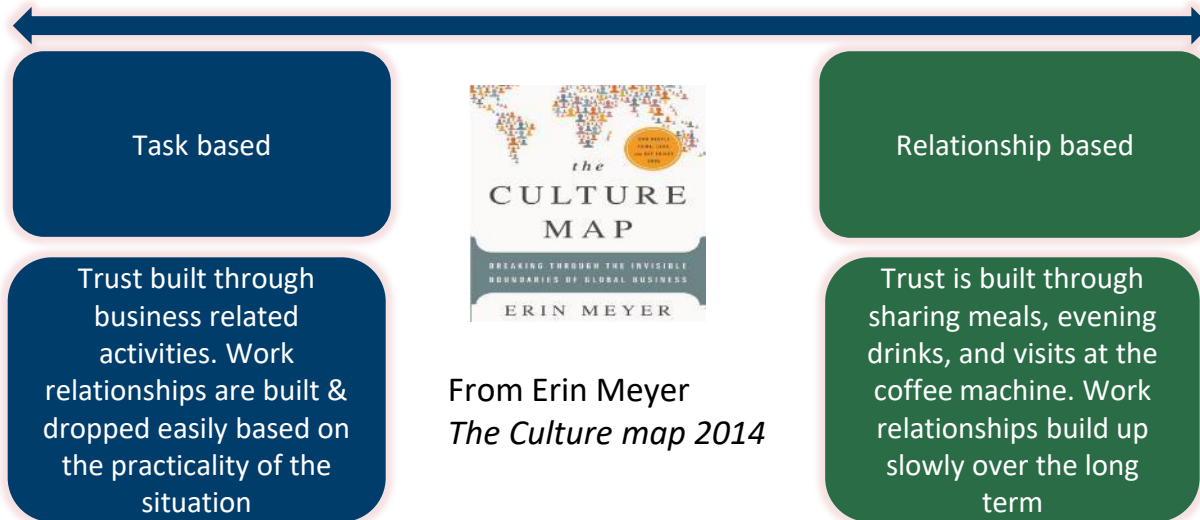
Israel Germany Norway Australia Canada Mexico China Korea Thailand

Netherlands Denmark Spain Argentina Kenya Ghana Indonesia



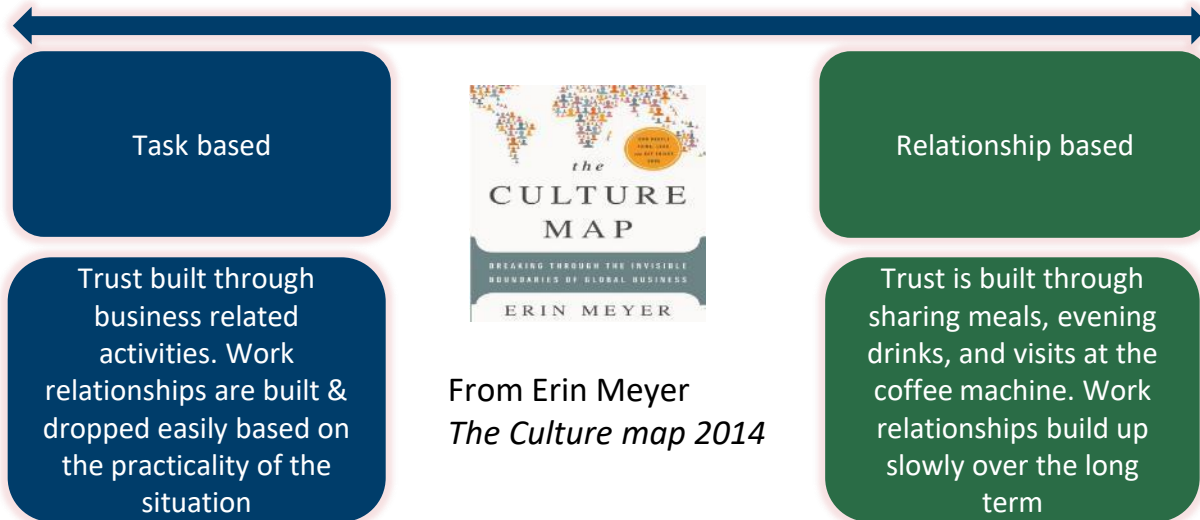
The Trusting Scale

US Denmark Germany Poland France Italy Mexico Brazil Saudi Arabia
Netherlands Finland Spain Russia Thailand India
Australia Austria Japan Turkey Nigeria



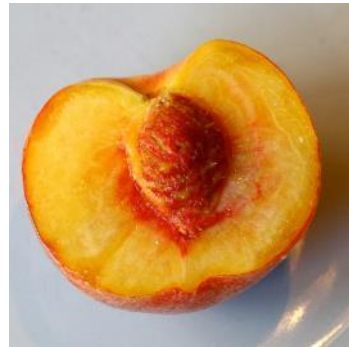
The Trusting Scale

US Denmark Germany **UK** Poland France Italy Mexico Brazil Saudi Arabia
Netherlands Finland Spain Russia Thailand India
Australia Austria Japan Turkey **China** Nigeria



PEACH vs COCONUT

Friendly does not equal relationship based



Choose your communication medium



Case Study

Kwang was very much looking forward to his first assignment on the WBS Mentoring Programme and meeting his new mentee. Kwang, a Korean national and a friendly, quiet man in his early forties, had been living in the Netherlands for the past 6 years. He indicated when joining the mentoring programme that he would prefer a face to face relationship with his new mentee, so he was allocated a Dutch DLMBA student, Nicolas, who was based only a 10 minute tram ride away.

Nicolas worked as a senior technical director in a multinational aerospace company and was hoping to progress to a Board level role within the next 6 months. The first few meetings with Kwang & Nicolas went very well with both achieving a good degree of trust and respect for each other over a relatively short period of time. At the beginning of their 3rd meeting, Nicolas asked Kwang to give him some feedback on a presentation that he was planning to give to the Board the next day. After running through the presentation, Nicolas was surprised to find Kwang highly critical, aggressive and almost angry when giving his feedback. Nicolas was very offended and became defensive, his emotions therefore stopping him from really hearing the feedback. The presentation was not well received by the Board and Nicolas started to feel resentful of his mentor to the extent that he is now avoiding Kwang's calls and repeated attempts to set up another meeting.

Case Study -Questions

1. What do you think is going on here?
2. What advice would you give to Nicolas?
3. What advice would you give to Kwang?

When Communicating I prefer

Low Context

Messages are precise, clear and understood at face value.

High Context

Messages are less direct and meaning is implied not explicitly stated.

When Evaluating I prefer

Direct Negative Feedback

Feedback is direct, upfront and to the point.

Indirect Negative Feedback

Feedback is 'cushioned' with the reciprocate reading between the lines.

When learning to Trust others I prefer

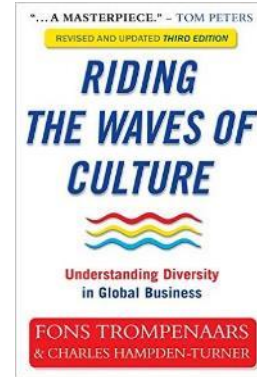
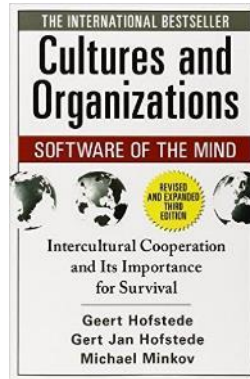
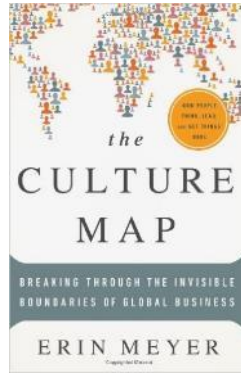
Task Based

Trust is built via business activities and professional relationships aren't always sustained at a personal level.

Relationship Based

Trust is built through social activities, meals and drinks and strengthened through taking time to know others at a personal level.

Further reading



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A Mentoring Relationship!



The Role Play ... A mentoring relationship!



What did you observe about the relationship between the mentor and the mentee?

The Role Play ... A mentoring relationship!

If you were a mentee what would you like to hear?

What questions could the mentor ask to help the mentee? (answer below ...)

Break out and discuss

**“How can you
be effective
in your
relationship?”**



COMMIT and PRIORITISE





GET TO KNOW YOUR MENTOR

RELATIONSHIPS TAKE TIME AND EFFORT

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CHALLENGE and BE PREPARED TO BE CHALLENGED



COMMUNICATE EFFECTIVELY – HOW, WHEN, WHERE



Meet



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How can I help?



Help: Communicate; Commit; Challenge

Mentors: **contracting**, establish how sessions work;

- Agree when, where, how ...
- Would you like **discussions points** and or post-session **summary** and/or **action points**, if so by when? What if they're not received, then what?
- Feedback: Find out what **kind of feedback** mentees prefer and build feedback into sessions **“What will you take from this session?”**
- What happens **if no contact?**
... AND **revisit** how you work, every 6 months or at least in 12 months



Help: Communicate; Commit; Challenge

Mentees: communicate **openly and honestly**

- Request and **schedule meetings**.
(1 x hour a month)
- Each meeting, consider what do **you want to achieve** from the session?
- If agreed, send **discussion points beforehand** and/or follow-up notes, ... and **say** if you are unable to do so.
- **Feedback** – **communicate back** your understanding of sessions or at least keep for your own record.
- Help your mentor and yourself; ... **do NOT hide difficult times**.



Mentors and Mentees can help:

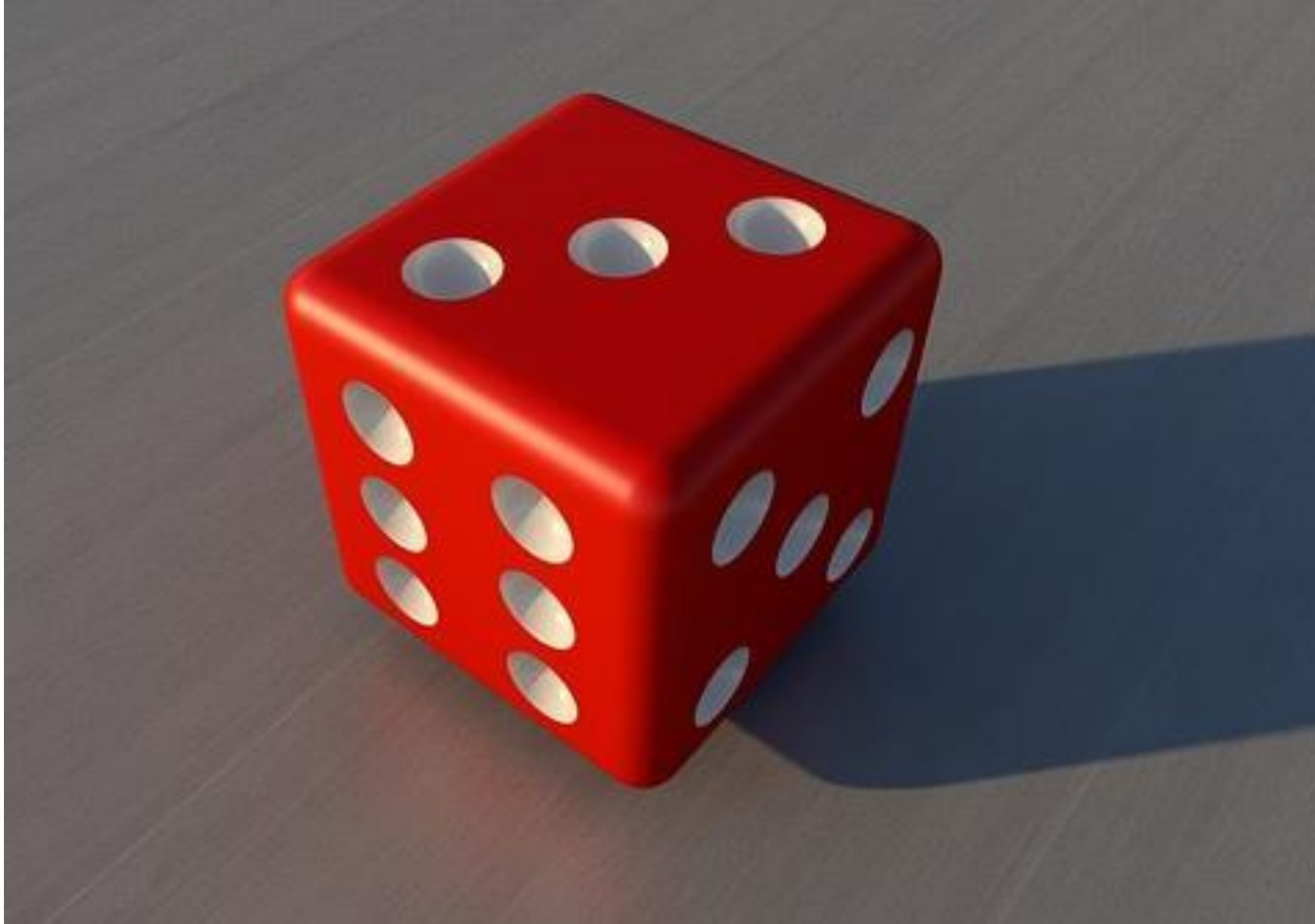
- Commit and **keep to meeting** dates/times. WBS recommends:-
 - Commit to **1 x hour session** a month
 - **2 x face-to-face** sessions in the **first 3 months**
- If there's **no contact** WBS Mentors provide gentle encouragement/nudges to help maintain focus.
- **Mentees check-in** with your mentor. Share, if no help is required/or busy for 'X amount' of time.
- Do not have unknown contact of **more than 8 weeks** – contact WBS if any issues.



BOUNDARIES



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3 x mentoring interactions

Need help or support?

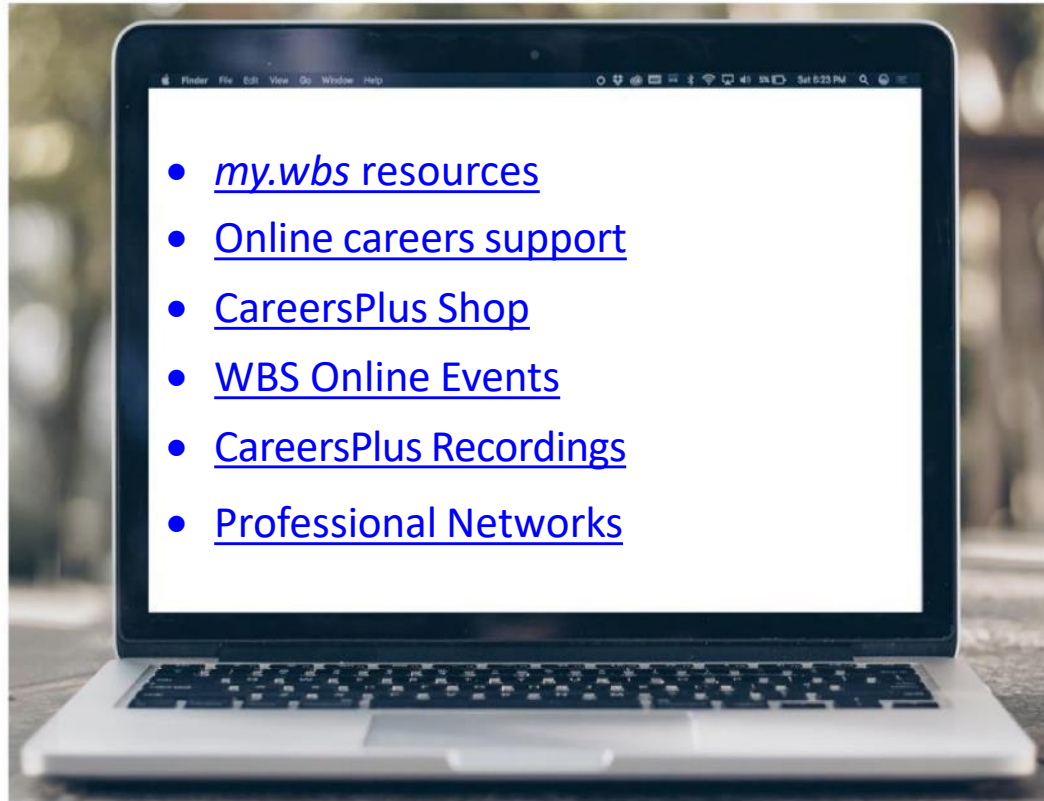


- We can't fix or help, if we do NOT know about it!

- Issues notify donna.curtis@wbs.ac.uk or mentoring@wbs.ac.uk



WBS help: Careers resources



•Strengths Profiler Insights *tailoring*

•*your communication*

WBS help: Online Career Management Module

Latest News & Updates

Events & Opportunities

wbs WBS Careers Online

Find opportunities + manage your profile, cv and applications online

As a **WBS student** you can access a **multitude of resources** on our website and **get advice** on how to research your career ideas, prepare **job applications**, and write CV and Covering letters.

YOUR CAREER MANAGEMENT

CLICK HERE

INCLUDING:
PERSONAL VALUES
CAREER PLANNING
BUSINESS MODEL & YOU
MAPPING YOUR CAREER
MARKETING YOURSELF
NETWORKING
CAREER TRANSITIONS
... AND MORE

• <https://my.wbs.ac.uk/go/career-management>

Help: Stay Connected



Exclusive network group for Mentees; and Mentors

Link sent **after ALL inductions** are complete



WBS Mentor and separate Mentee Online Area

Help - Keep us informed and feedback

- Annual Survey
- Ad-hoc surveys
- Quarterly snapshots (mentee only)

NB: Non-respondents will be individually contacted.





Relationship Connection

- Formal relationship connection email – sent to all
- One email sent to **the mentee and mentor**; with contact plan, session templates, induction resources and mentee/mentor profiles
- Emailed out **after the mentee is inducted**, unless specified otherwise individually





My Mentor helped me find the motivation and the confidence needed to land a great job



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**WBS Mentoring
Programme Induction
2021/23**

**Andrew Leach
Conclusion**



On behalf of WBS Mentoring Steering Committee; Thank you!

Donna Curtis

Mentoring Programme Manager

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www.my.wbs.ac.uk/go/mentoring

Useful links slide

- Online Career Management Module – created by industry experts: <https://my.wbs.ac.uk/go/career-management>
- Professional networks <https://www.wbs.ac.uk/alumni/professional-networks/>
- Global Networks <https://www.wbs.ac.uk/alumni/geographical-networks/>
- CareersPlus shop to access self-assessment tools <http://www.wbs.ac.uk/shop/careersplus>
- Events and Webinars: <https://www.wbs.ac.uk/campaign/online-events/#careers>
- Career Recordings Link: <https://my.wbs.ac.uk/-/careers/37235/resources/in/591324/>
- Cultural Awareness webinar: “Leading Global Teams Across Virtual Barriers” with Keith Warburton
<https://ca.bbcollab.com/collab/ui/session/playback/load/ca39c9d8a0ca422b8cce01aff621b0bd>
- Ask Warwick Alumni <http://www.warwickgrad.net/>