

A close-up photograph of a glowing incandescent lightbulb against a dark background. The bulb is tilted, showing its filament and base. The glass is covered in vibrant, iridescent reflections of various colors (red, blue, yellow, green), creating a rainbow-like effect. The light from the bulb illuminates the surface below it, which appears to be a textured, reflective material with similar colorful highlights.

Going For Great: A Practical Guide for Mentoring

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Introduction

Welcome to the LGBT Great Mentoring Program!

Becoming a Mentee is a hugely beneficial experience that will enable you to develop and improve your skills, boost your confidence and visibility, and support you to take the next step in your career development.

Influential Mentors encourage Mentees by sharing best/unsuccessful practices, tips and tricks, and helping them to set challenging but achievable goals.

By connecting with our LGBT Great Mentors, you will have the opportunity to hear first-hand how their personal and professional experiences have shaped their approaches to commercial and leadership issues.

The LGBT Great Mentoring Programme

- 1.** Mentoring refers to the formalised medium-term collaborative learning partnership between you and a more senior LGBT+ leader or ally.
- 2.** In the mentoring relationship, your Mentor will share with you their professional and personal experiences.
- 3.** Your Mentor will support you to achieve your personal and professional goals and develop your full potential.

What mentoring is not.

- 1.** Mentoring is not counselling.
- 2.** Mentoring is not a replacement for your managers.
- 3.** Mentors are not oracles and do not have all the answers.



A photograph showing a person's hands holding a light-colored mug filled with dark liquid, likely coffee. The person is wearing a dark long-sleeved shirt. In the background, a dark book is on the left, and a small potted plant is on the right. A cat is resting on the person's lap. The scene is set on a light-colored table.

1. Debunking Mentoring Myths

5 Myths about Mentoring

What do the stats say?

Debunking Mentoring Myths

1.

Mentoring requires no thought

Multiple studies have demonstrated that the most successful Mentor/Mentee relationships are built around a set of structured objectives and processes, which are implemented using a set of learnable skills.

2.

All mentoring pairings are perfect

The core of a mentoring relationship is effective communication, shared understanding and a willingness to build a strong relationship. Getting hung up on the “perfect on-paper match” is unhelpful and unnecessary.

3.

Mentees are “unsuccessful” employees

Mentoring is for everyone. Even CEOs need Mentors. According to a study by Harvard Business Review, 84% of CEOs said Mentors had helped them avoid costly mistakes. Improving skills and building new relationships is a universal goal for high- and lower-performing employees alike.

Tips

Approach the mentoring relationship in a structured and organised way.

Agree on the logistics ahead of time:

- How often / where are you meeting?
- Take notes during the session and share the key learnings with your Mentor.
- Set written goals and review progress towards these regularly.

Debunking Mentoring Myths

4.

You can't be *both* a Mentor and a Mentee

In many cases, experience is domain-specific. As a result, exploring both roles can provide great insight into the approach and feeling of being on the other side of the conversation.

5.

Mentoring leads to instant results

In some cases, it does; in others, the effects take longer to become apparent. Effective mentoring is about striking a balance between quick wins and long-term, high-impact goals.



89%

of Mentees go on to become a Mentor themselves.

(Source: McCarthy Mentoring)

What do the stats say?

97%

Of Mentees consider the Mentor/Mentee relationship to have been valuable.

Source: McCarthy Mentoring

90%

Of LGBT+ employees would like to be involved in mentoring.

Source: LGBT Great.

83%

Of LGBT+ employees would like to access specific LGBT+ focused development programmes.

Source: LGBT Great.

67%

Of female Mentees rated having a Mentor as “extremely important” to their career development.

Source: DDI

5x more likely

Mentees are 5x more likely to be promoted than those that haven't completed a formalised mentoring programme.

Source: Forbes

“
A Mentor is someone
who allows you to
see the hope inside
yourself.

Oprah Winfrey

A Mentors Perspective

How to be an effective Mentor

Whether you are an experienced mentor or just beginning to explore the role of a mentor, it is important to understand how to be an effective mentor in order to maximize the impact of your mentoring relationship

By being an effective mentor, you can have a positive impact on your mentee and help them reach their goals.

- 1. Establish Your Goals:** It is important to establish your goals for the mentoring relationship.
- 2. Listen:** You should be an active listener and strive to understand your mentee's point of view.
- 3. Provide Guidance:** Provide guidance to your mentee. Offer advice when appropriate and challenge them to think critically.
- 4. Build a safe space:** Encourage your mentee to share their experiences and feelings without judgement.

“ The LGBT Great mentoring programme successfully connected me with a mentee from another organisation and the experience has been highly rewarding. We had a very constructive relationship and I was able to act as a sounding board for some career decisions they were considering and help them think through their next steps. At the same time, my mentee was very open to sharing their experience of identifying as non-binary in the workplace – and always encouraged me to ask them questions, which really helped further my understanding of that community. ”

Karin Cook, Chief Operating Officer, Quilter





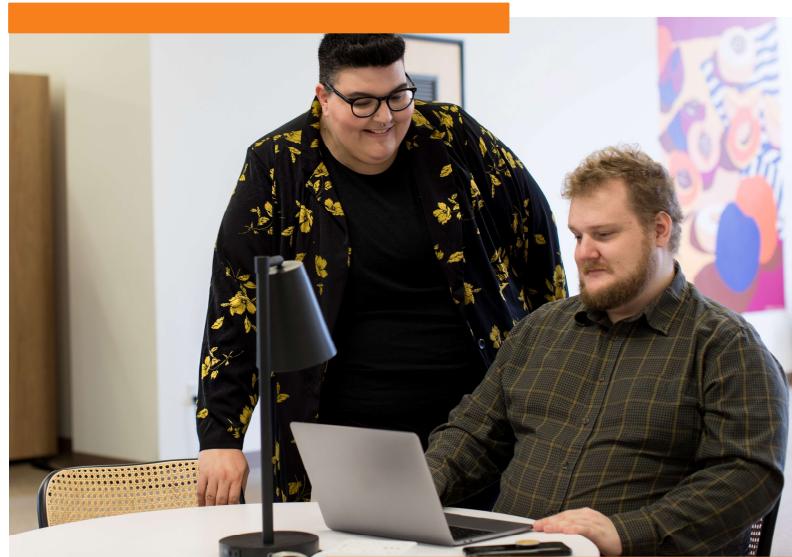
2. How to Approach Being a Mentee

Tips and techniques to get the most out of your mentoring experience

Preparing for the First Conversation

In the most successful formalised mentoring relationships, preparation occurs on both sides.

Whilst this does not have to be exhaustive, light research on your Mentor and taking a moment to consider your overarching goals for the whole process will ensure those first conversations are as engaging, fruitful, and enjoyable as possible.



Initial Self Reflection

- Review your **Mentee responses** submitted to LGBT Great.
- Reflect on your **expectations and goals** for what you want to achieve in the short and mid-term.
- Reflect on your **preferred learning style** as this may influence the approach taken by your Mentor.
- Think honestly about how much time you can commit to the mentoring program. Perhaps shorter, more regular sessions would suit you.
- What are the key things you want the **Mentor to know about you**.

Concrete Steps

- Consider your ideal next promotion & the relevant job description.
- Jot down 1-2 two of your core strengths.
- Jot down 1-2 key issues or challenges facing you at work.
- Research your Mentor – their background, organisation, and career.

What can you expect from your Mentor?

1.

Learning through Experience

Mentors are willing to share their unique experiences and should provide concrete examples to follow.

2.

Connecting with Others

Mentors understand the challenges of building a network and will likely be happy to support you in connecting with other stakeholders.

3.

Challenging your thinking

Expect your Mentor to challenge your thinking, preconceived ideas – and perhaps even biases.

4.

Creating safe spaces and dialogues

Mentors are expected to help build an open and safe environment for discussion and sharing around LGBT+ issues.

5.

Inspiring and supporting you

Although the primary drive should come from you, your Mentor is there to help guide and support you.

What do Mentors expect from you?

1.

Be the Driver

Set the pace, the agenda, and goals for the relationship. Be confident and assertive in communications with your Mentor.

2.

Be Specific

Be targeted with what you want to achieve and cover in your mentoring sessions.

3.

Be Receptive

Be open to any feedback from your Mentor. Their perspectives – however different – may be more complementary than you expect.

4.

Be Considerate

Consider not just their diaries, but also their background, positions, and any potential differences of opinion.

5.

Be Prepared

Ensure you come to the meeting prepared with a list of questions. Take notes and follow up with a list of action points for review.

Structuring the First Conversation

1. Kickstart the conversation (20 mins)

Get to know your Mentor.

Begin to build a rapport using some example questions and points below:

1. Introduce yourself, your organisation, and your role. Thank them!
2. Top 3 priorities for the mentoring program?
3. How would you like this relationship to work?
4. In six months, what would you like to have achieved?
5. Invite some open questions from your Mentor.
6. Is there anything else you wanted to discuss at this initial phase? Now is the opportunity to raise it – even if you cannot cover it in the first meeting.

2. Review and discuss your goals (30 minutes)

Align with your Mentor on the key themes you would like to explore throughout the mentoring program (see pages 17-21 of this guide for some examples).

3. Formulate a plan (10 minutes)

You own the responsibility for driving the relationship and planning engagements.

1. Schedule a series of meetings that work for your Mentor, roughly every 1-2 months.
2. Collate notes from the conversation and share these with your Mentor.
3. Reflect and consider whether this is the right match for you – let LGBT Great and your Mentor know.



Maintaining Momentum

Prepare to hit the ground running before every subsequent conversation by sending your Mentor a quick note to confirm:

- A brief reminder of what you covered in the last meeting.
- Share 1-2 questions for each theme you would like to discuss in advance.
- Share examples of how you have been able to action the discussion from the first meeting.

Mentoring in a hybrid environment is an opportunity.

- Acknowledge and explore the impact of hybrid working.
- Consider using Zoom or Teams for your mentoring meetings.
- Be empathetic to working from home limitations.
- Leverage the online collaboration tools (in Teams, Miro) for real-time discussions and exercises.
- Keep your camera on!

“

Show me a successful individual and I'll show you someone who had real positive influences in [their] life. I don't care what you do for a living—if you do it well I'm sure there was someone cheering you on or showing the way. A Mentor.

Denzel Washington



3. Tips for Having Effective Conversations

5 examples of mentoring objectives and how to break them down

“

I've learned that people
will forget what you said,
people will forget what
you did, but people will
never forget how you
made them feel.

Maya Angelou

Example Objective #2

Building Confidence and Resilience

Improving confidence to bring your whole self to work

DISCUSSION POINTS

- 1.** How do you approach building confidence at work?
- 2.** Can you share some examples of when you have felt uncomfortable at work? How have you overcome this?
- 3.** Did you ever feel unqualified for a position or project? How did you proceed?
- 4.** How did you learn to deal with conflict/risk-taking?
- 5.** How have you approached difficult managers? What is your perspective on “managing upwards”?
- 6.** What tips do you have for dealing with difficult stakeholders?

Example Objective #1

Professional Development

Develop a clear vision and plan for my career progression.

DISCUSSION POINTS

- 1.** Let's look at where you are in your career. What are the challenges you are currently facing? How do you tackle them?
- 2.** What have been the most pivotal decisions in your career? How did you tackle them?
- 3.** What are the three biggest challenges you have faced in getting to your current position?
- 4.** Based on your experience, what are the three key areas I should focus on to achieve my goals?
- 5.** How would you describe your leadership style?

Example Objective #3

Connecting and Networking

Build meaningful relationships with leaders and colleagues

DISCUSSION POINTS

- 1.** How do you approach building your network?
- 2.** How do you personally tackle LGBT+ conversations with (1) your team and (2) the leadership team?
- 3.** What does it mean to you to be an ally?
- 4.** How would you describe your communication style at work and when engaging externally?
- 5.** What professional groups/organisations are you a part of? What have you gained from these?
- 6.** Is there anyone in the industry you would be able to put me into contact with?

Example Objective #4

Improving Visibility

*Have my voice heard internally and externally
as a champion of LGBT+ sustainability*

DISCUSSION POINTS

- 1.** Can you share an example of how you approached making your voice heard in a new environment?
- 2.** What three adjectives do you want people to use to describe you (1) internally and (2) externally?
- 3.** What has your experience been in remaining a visible leader/manager in a hybrid working environment?
- 4.** What steps has your organisation taken to improve LGBT+ visibility?
- 5.** What does it mean to you to be an effective and visible sponsor of LGBT+ DE&I initiatives?

Example Objective #5

Personal Growth

Growing your personal brand and selling your strengths.

DISCUSSION POINTS

- 1.** What is one non-work goal you have? Have any learnings/experiences from work influenced you in achieving that goal?

- 2.** As an LGBT+ individual/ally, how have you approached having difficult conversations about LGBT+ issues/inclusion in the workplace?

- 3.** What motivates you personally?

- 4.** How do you tackle the work/life balance (especially in a hybrid working environment?)

- 5.** If you were to recommend one book for me to read, what would you recommend and why?

Next Steps

1.

Introduction To Your Mentor

LGBT Great will email you with an intro to your Mentor and outline why we have matched you together.

2.

Schedule Your First Meeting

Reach out to your Mentor to schedule the first meeting. Please ensure mentoring@lgbtgreat.com is cc'd into the Outlook invite.

3.

Pre-Meeting Preparation

Complete the steps on page 11 of this Guide.

4.

Complete First Meeting

Right up your notes and add any other thinking. Share these back with your Mentor and schedule your future meetings.

5.

Reach Out to Us

Feedback to LGBT Great and let us know you are getting on. Email us at mentoring@lgbtgreat.com.

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About Us

LGBT Great is a membership organisation that specialises in developing diversity and inclusion within the global financial services industry. Our vision is for the industry to become the most trusted sector of choice for LGBT+ talent, clients and investors with every firm advocating visibly.

We believe in a data-driven approach to DE&I. Our iiBT metrics are designed to provide an industry-specific framework to measure, role model and shine a light on success. Project 1000 is our five-year drive to recruit one-thousand LGBT+ and ally role models within the industry.

LGBT Great works collaboratively by supporting members and partners to better understand intersectional diversity and inclusion issues through our innovative insights, visibility and outreach programmes.



Disclaimer

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