



HORIZONS
UNLIMITED

Clutterbuck
Associates

Mentoring Consultancy Services

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"No other developmental intervention has such a significant impact as mentoring does on retention, career success and talent management. It's hard to find a truly successful person, who didn't have the benefit of one." (David Clutterbuck)

Mentoring – why invest now?

Organisations today need to navigate turbulent waters and find new ways to flourish when economies are not growing. Younger managers and leaders lack experience yet are charged with huge responsibility to do more with less. As the workforce ages, we need to find potent ways to transfer knowledge and experience inter-generationally, and support our leaders to develop themselves. Increasingly, organisations are looking to mentoring programs to facilitate career development, manage emerging talent and increase bench strength, support diversity initiatives, and recruit, engage and retain valued employees.

What is mentoring?

At its most powerful, mentoring facilitates deep, personalised learning by tapping into the wisdom of someone with greater experience. It does this through using skilful questioning to highlight issues, provide perspective and allowing personal reflection time. It all comes down to learning conversations that improve the quality of the mentee's thinking.

If there is a common thread to the stories of the majority of people who reach the top of their professions, it is that they have had one or more people in their lives, who supported and guided them at key decision points or transitions in their lives.

Great mentoring relationships can develop informally, without HR intervention. But informal mentoring can work against organisational diversity objectives and often ends up a form of personal sponsorship. A supported mentoring programme overcomes these problems by ensuring that:

- Mentors and mentees understand their respective roles and have an appropriate mindset and skills to fulfil those roles well
- Participants can have practical support to sustain and get the most out of their relationships
- Mentoring is aligned to key business objectives
- The vast majority of matches work (You may have to “kiss a lot of frogs before you find a prince” through informal mentoring)
- The quality of mentoring is monitored, so organisers can constantly improve the process

How we can support you

Horizons Unlimited is the Australian partner for Clutterbuck Associates, the international thought leader in workplace mentoring. Together we offer a full range of mentoring consultancy services.



Design

We work with organisations to design best fit mentoring programs. Some organisations develop very structured programs whilst others very informal, voluntary and unstructured programs. Good program design will be dependent on the culture of the organisation and what has worked well and not so well in the past. It might be that there is a combination of approaches, e.g. structured programs for Senior Executives and talent but also more voluntary informal programs for middle management and for people below that is there is an online offer.

We work with the client to design the program - covering all elements from selecting mentors and mentees, communication, training, matching, measurement, support etc.

Launch and Communications

Launching and communicating a mentoring program is often something that we find is not structured or considered at the outset. We like to work with clients around how best to position, launch and communicate the program to mentors and mentees and also the wider audience (e.g. Line Managers and HR Business Partners) so that all stakeholders are aware, supportive and engaged with mentoring.

Training

Providing training to mentors and mentees is a key foundation to good mentoring relationships. We can provide one to one short briefings for senior executives or run workshop half day, or full day sessions based on your needs.

Train the Trainer

We can train your selected individuals to deliver mentor and mentee training through an accredited 2 day program. We can also train your colleagues about how to manage mentoring programs (design, set up, matching, evaluation, management, etc).

Support

We have a full library of mentoring program support materials for mentors, mentees and administrators of mentoring programs. Providing mentors and mentees with these materials will enable the ongoing momentum, good practice and support of the program.

We can support pre and post training by providing:

- Manuals – we provide all participants with “How To Be a Great Mentor” or “How To Be a Great Mentee” manual
- Online mentoring platform

Supervision

Mid and end point mentor and mentee review/supervision sessions are an excellent approach to maintaining momentum, developing learning and sharing learning. We facilitate group supervision sessions for mentors and mentees. For mentors these provide additional skills for their mentoring relationships.

Evaluation

We have a number of approaches to post-program evaluation which include:

- Mentoring Dynamics Survey (MDS) system, our in-house developed online evaluation tool which provides light touch control of your evaluation process. The system sends out generic evaluation questions to all participants at 3 points across the program (beginning, middle, end)
- Designing bespoke surveys, facilitated focus groups or 1:1 telephone or face to face conversations with all participants via semi-structured interviews

To get a good balance of quantitative and qualitative feedback we recommend using a combination of the above methods.

Online Platforms

We have an online mentoring space/platform so that organisations have a core platform to share information, online training, materials and case studies on mentoring. This enables organisations to provide support in a non directive, light touch way, and facilitates easy program management and administration. This works particularly well for large dispersed organisations where they are looking for support, consistency and broad reach.

About Horizons Unlimited

Horizons Unlimited is a coaching and mentoring consultancy. The principals of Horizons Unlimited combine the pragmatism earned through years of working in key business roles in blue chip companies, with the passion of wanting to make a difference for other people. Within our practice we have deep expertise and experience in:

- Executive coaching
- Team coaching and development
- Leadership and career development
- Design and installation of mentor programs
- Gender diversity and flexible work

Horizons Unlimited has been involved in mentor programs since 1997, when we established the highly successful program for *Marketing Women*, an NFP association supporting young female marketing practitioners. We have facilitated a similar public program for female executives, for *Network Central* since 2006. Horizons Unlimited has designed and managed mentor programs for a number of private and government organisations.

Horizons Unlimited became the Australian partner of Clutterbuck Associates in 2011.

About Clutterbuck Associates

CA's coaching and mentoring track record includes the design, delivery, management and measurement of coaching and mentoring programs at all levels within a range of sectors and organisations.

The practice was founded by Professor David Clutterbuck who actively lectures, trains, publishes and carries out research in the field of mentoring and coaching. He is a prolific writer and has published over 50 books. He is best known for "Everyone Needs a Mentor", "Mentoring in Action", "Mentoring Executives and Directors" and "Techniques in Coaching and Mentoring. David is a co-founder and Honorary Vice President of the European Mentoring and Coaching Council (EMCC) and is a visiting professor at both Sheffield Hallam and Oxford Brookes Universities.