



CtC Mentoring Policy

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1 Purpose of this Document

Changing the Chemistry (CtC) is committed to delivering a strong and sustainable member to member support network and helping each other is part of the CtC DNA. Often this results in members providing one-off coaching or specialist advice as part of supporting each other on their board journeys. This could be general support, e.g. help with networking, or more specific support, e.g. preparing a board CV. These types of ad hoc advice or guidance are fundamental to how CtC operates and such activities are not within the scope of this document.

The requirements detailed below will not apply in the case of any one-off coaching arrangements which form the bedrock of CtC's success to date and its future aspirations. However, in some scenarios members may benefit from more formal and longer term mentoring support. The purpose of this document is to describe the arrangements for members to access such support from fellow members who have volunteered to offer this service. It sets out what is available in terms of more formal mentoring support, how to find a mentor, what the mentor will offer as a service, what is expected of all parties, and the process for managing quality.

In addition to the requirements set out below, all CtC Members are bound by the conditions they committed to when signing up to join CtC including the CtC Confidentiality Agreement (included in the Membership form), and Code of Conduct (which includes a Liability Waiver).

2 Overview of Mentoring

For the purposes of this document, CtC is using the following definition of Mentoring from the "The Professional Charter for Coaching and Mentoring", developed by the European Coaching and Mentoring Council (EMCC) in partnership with the International Coach Federation (ICF);

Mentoring can be described as a developmental process which may involve a transfer of skill or knowledge from a more experienced to a less experienced person through learning dialogue and role modelling, and may also be a learning partnership between peers."

2.1 Identifying a need for Mentoring

Members are encouraged to access directly any member of Changing the Chemistry with relevant experience to act as their mentor. Profiles of members on the CtC platform highlight their relevant Board experience, and members can also highlight if they are prepared to act as mentors. There are many members of CtC who are able and willing to guide and support other members to address specific development areas that they have identified in relation to their development as an effective Board Member or to support them in gaining a Board position. For guidance, a CtC Catalyst can help signpost members to the right resources and help with the decision on what kind of mentor might be useful (email Catalyst@changingthechemistry.org for more information).

The table below provides a sense of how the experience of mentoring and coaching differ compared to the help from a CtC Catalyst, and CtC suggests members consider which approach will be most helpful with the area of development identified in relation to the journey to the boardroom. If a coach is needed, please look at the CtC Coaching policy, available in the Resources section of the CtC membership platform (see Documents in the All Members Group).

CtC Member Support Comparison

Coaching	Mentoring	Catalyst
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Coaches will rarely offer or give advice; they provide encouragement and challenge to help the person develop and, in CtC, progress their board journey	CtC Mentors will often provide direction and advice and may help make connections or identify opportunities for Mentees that will help them on their board journey	Catalysts are experienced Board members who also have a good understanding of how CtC works and what opportunities exist to support members on their board journey
Coaches need not have first-hand expertise of the skills, knowledge or behaviours that the Coachee is planning to develop	Mentoring is usually a planned pairing of a more skilled or experienced person with a less experienced person	A Catalyst will help the Catalysees consider what next steps are needed on the member's board journey and how to approach this
Coaches in CtC help the Coachee to identify objectives related to their board journey and facilitate problem solving	CtC Mentoring involves helping Mentees to develop their career, skills and expertise; often drawing upon the experience of the Mentor in the process, to help them along their board journey	Catalysing involves challenging Catalysees and guiding them towards the steps they need to take to achieve Board roles
Coaches in CtC hold the coachee accountable for committing to actions that will achieve their objectives relating to the boardroom	Mentors act as role models and may focus on influencing skills and encourage self-development	Catalysts will help Catalysees find ways to give back to CtC as part of the peer support network

2.2 Finding a Mentor?

For CtC members wanting to find the person who will be the best fit for development to the boardroom, the following steps are recommended:

a) Search for a Mentor on the CtC website

CtC Profiles are visible to all members and have been designed to assist members in identifying who might be a good fit for what someone is looking to achieve. If support in finding a Mentor is required, please contact mentoring@changingthechemistry.org

b) Contact one or more potential Mentors

Having identified a possible Mentor, members are asked to contact the Mentors who appealed and have a chat with them about what they are looking to achieve. If it feels like a good fit, then meet to discuss things in more detail, asking:

- Could this person help achieve the board development objectives in an enjoyable way? Do they have an appropriate style?

c) Contract with the Mentor

Having identified a suitable Mentor, the CtC member needs to agree with the Mentor some expectations around the amount of time involved. Please bear in mind that Mentors are usually busy people; as part of CtC's peer support network, they will be willing and happy to give time, but it is important to be reasonable. Members should also remember that in benefiting from the peer support network that is CtC, there is an expectation to 'pay this forward' and contribute in return.



2.3 Matching Mentors

CtC's involvement is limited to providing the platform to enable CtC members to identify a Mentor, and enabling members to share their profiles on the CtC membership platform to facilitate the connection between members seeking mentoring to help them with their board journey and the members who are contributing their time as Mentors to support CtC achieve greater diversity of thought in the boardroom.

It is the responsibility of the member who has a development need to identify the most appropriate Mentor.

3 Quality Management

All Mentors are expected to operate ethically, within their own competence and with care for the well-being of other members.

3.1 Complaints Procedure

If a Mentor does not meet the expected standards of behaviour or if there is a concern about practice, a complaint may be made using the CtC Complaints Procedure found on the CtC website.

3.2 Requirements for Mentors

The approach CtC has agreed with regard to essential requirements for Mentors is:

- Relevant and significant experience on a Board
- A commitment to work in the best interests of the Mentee and of CtC



4 Document Control

Version 1.0 created 18 January 2017.

Version 2.0 created 11 May 2017 to include details around how BuddyPress is being used to support the Coaching & Mentoring policy. No change to the process for members to access Coaching ing support just additional information added on how BuddyPress is supporting this, and where to find documents and where to send them. Also reflects the switch from Developing Members Committee to Members Support Committee.

Version 3.0 created 10 January 2020 to separate out Coaching and Mentoring and reflect changes in the structure of CtC and the CtC website. This was then tweaked to accommodate changes to the coaching policy from June 2020