

Annexure B – Mentoring Behavioural Standards Framework

The Mentoring Behavioural Standards Framework recognises competencies in six key areas that span three levels of mentoring in order to support mentors across the board to understand the requirements of each. The competencies and examples given are indicators of behaviours or principles the mentors should be displaying in order to meet each competency level.

The following six competencies are recognized:

1. Self-understanding
2. Relationship building
3. Professional Skills
4. Role management
5. Personal/Professional knowledge
6. Personal/Professional development plan and measurement
7. Virtual Mentoring

Three levels of mentoring designations are recognised for COMENSA credentialing:

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| • CCM | COMENSA Credentialed Mentor | Designation Level 1. |
| • CSM | COMENSA Senior Mentor | Designation Level 2 |
| • CMM | COMENSA Master Mentor | Designation Level 3 |

Competency	CCM	CSM	CMM
1. Self-Understanding <ul style="list-style-type: none"> • Has a clear understanding of personal value system and how it relates to the mentoring relationship and the effectiveness in managing the mentees/sponsor's objectives • Be aware of diversity challenges and have sufficient maturity to identify and deal with personal prejudices biases and /or stereotypes • Demonstrate sufficient self-awareness to have a realistic perception of own 	<ul style="list-style-type: none"> • Understands and communicates own values effectively within the mentor/mentee relationship • Manages issues of diversity and is aware of own biases and stereotypes. • Behaves appropriately to facilitate the mentoring process • Is aware of own strengths and weaknesses and what they bring to the mentor/mentee relationship 	<ul style="list-style-type: none"> • Builds self-understanding based on established models of human behaviour and reflection of practice • Is self-aware and aware of others potential challenges around diversity, stereotypes and biases • Participates in regular supervision • Continuously reviews and updates skills to improve 	<ul style="list-style-type: none"> • Incorporates insights gained from extensive exploration of theoretical models of human behaviour and extensive insight gained from experience and personal reflection • Demonstrates high levels of self-awareness and maturity • Stays abreast and evaluates current research on mentoring and human

<p>strengths and weaknesses</p> <ul style="list-style-type: none"> • Take responsibility for own actions and demonstrate commitment to meeting obligations and keeping promises made. • Self-insight into why offering to mentor 	<ul style="list-style-type: none"> • Demonstrates and applies solid time management practices and personal commitment to the mentor/mentee relationship • Is able to separate own agenda from that of the mentee • Participates in regular supervision 	<p>their mentoring practices</p>	<p>development models</p> <ul style="list-style-type: none"> • Knows how to connect to self-knowledge, skills, wisdom and experience and how to communicate it and share it with their mentee to provide the most value. • Proficiently connected to all other levels regarding this competency
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Competency	CCM	CSM	CMM
<p>2. Relationship Building</p> <ul style="list-style-type: none"> • Has the ability to build and maintain effective, trusting relationships with both the mentee and , where appropriate, the sponsor • Is able to communicate effectively within the mentor/mentee relationship and, where appropriate, with the sponsor • Demonstrates the ability to 	<ul style="list-style-type: none"> • Demonstrates interest, empathy and genuine support for the mentees development and goals • Effectively builds and manages trust • Understands the difference between mentoring and other modalities of practice • Focuses on mentees agenda • Is able to gently challenge the mentee 	<ul style="list-style-type: none"> • Seeks to further understand the mentees thinking around issues/goals • Effectively recognises and works with mentees emotions, body language, beliefs and values. • Focuses attention on the mentees performance • Shares personal thinking and experience around mentees issues/challenges 	<ul style="list-style-type: none"> • Able to fully explain different approaches/models /strategies of working with humans to mentees • Invites the mentee to share thinking in the development of goals/strategies • Invites the mentee to share thinking on an equal level in the development of goals/strategies • Co creates levels of interpersonal connection and resonance with mentee

<p>discuss provide effective feedback and challenge both the mentee and, where appropriate, the sponsor</p> <ul style="list-style-type: none"> • Establish and maintain trust through open, honest and ethical behaviour • Maintain a safe space in which the mentee can courageously explore their own thinking • Support the mentee to recognize the impact of their own thoughts and feelings about any given situation • Be fully present for the mentee/manage own emotions and judgements 	<ul style="list-style-type: none"> • Uses feedback appropriately to support the mentee and build further trust • Checks for understanding and is able to obtain clarity on mentee issues/challenges • Displays ethical behaviour • Demonstrates an active listening style 	<ul style="list-style-type: none"> • Able to dance in the moment with the client and adjust mentoring style appropriately • Identifies patterns within the mentee and creates awareness appropriately • Invites the mentee to share thinking in the development of goals/strategies 	<ul style="list-style-type: none"> • Co-creates a safe space for mentees to work in • Proficiently connected to all other levels regarding this competency
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Competency	CCM	CSM	CMM
<p>3. Professional skills</p> <ul style="list-style-type: none"> • Has sufficient knowledge of the to meet the mentee/sponsors development needs • Has a strong network within the organisation • Has demonstrated skills to support the mentees development 	<ul style="list-style-type: none"> • Has been with the mentee organisation or similar field for at least 1-2 years and has sufficient knowledge to support the mentee • Has established referral network within the organisation or industry 	<ul style="list-style-type: none"> • Has been with the mentees organisation or similar field for at least 3-5 years and has sufficient knowledge to support the mentee 	<ul style="list-style-type: none"> • Holds a senior management position within the organisation or similar industry • Has excellent life skills • Proficiently connected

<ul style="list-style-type: none"> • Use knowledge/skills to promote the personal/professional development needs of the mentee and ,where appropriate, the sponsor(s) • Has demonstrated professional knowledge required by the mentee for their personal/professional development and that meet the needs identified by both the mentee and , where appropriate, the sponsor(s) • Mentor has good referral networks • Contract • Documentation 	<ul style="list-style-type: none"> • Understands the organisations/industries demographics and can clearly state the companies vision, mission and values • Can support the mentee to map goals that align with their own development and organisational strategies • Is willing to share experience and skills with mentee Is fully engaged with mentee development at all levels 	<ul style="list-style-type: none"> • Has established referral network at senior management levels to support mentee development • Is aware of adult learning principles • Knows the companies strategies and future staffing needs • Can assist the mentee to map career within the organisation or similar field 	<p>to all other levels regarding this competency</p>
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Competency	CCM	CSM	CMM
<p>4. Role Management</p> <ul style="list-style-type: none"> • Can demonstrate effective role management with the mentee/sponsor in defining the purpose and expected outcomes of the mentoring journey. • Mentor is committed to mentee development as well as self-development • Mentor explores and improves their own practice of mentorship skills and 	<ul style="list-style-type: none"> • Acts as a role model • Committed to mentee development • Is able to hold mentee accountable for own progress • Can communicate effectively • Is aware of own biases/stereotypes • Is open to self-reflection and renewal 	<ul style="list-style-type: none"> • Has a more senior management role in the organisation • Has mentored others 	<ul style="list-style-type: none"> • Accessible • Models collaborative leadership • Understands the dynamics of diversity in the workplace • Involved in strategic decision making • Fully supportive and committed

<p>promotes the practice and reputation of the profession</p> <ul style="list-style-type: none"> Establishes the boundaries of the mentor/mentee relationship and adheres to ethical guidelines with the mentee and, where appropriate, the sponsor's Skilfully builds the on-going relationship with the mentee and, where appropriate, the sponsor(s) Demonstrates ability to recognize and promote mentees strengths and self-awareness Understands the mentorship role & challenges 	<ul style="list-style-type: none"> Is able to model collaborative leadership Is open to new ideas and being challenged by mentee Is able to set boundaries/ground rules with the mentee Has a positive attitude Demonstrates a strong work ethic Is respected as a professional in his/her position/field Is approachable 		<p>to mentorship</p> <ul style="list-style-type: none"> Proficiently connected to all other levels regarding this competency
Competency	CCM	CSM	CMM
<p>5. Personal/Professional knowledge</p> <ul style="list-style-type: none"> Demonstrates skills needed by the mentor/sponsor to meet their individual needs and meet their personal/professional development goals Understands the purpose of the mentorship journey and the desired outcomes of the mentee and , where appropriate, sponsor(s) Uses personal/professional knowledge to support and enhance 	<ul style="list-style-type: none"> Has skills needed to support mentee development Has demonstrated experience in their field of work Is committed to mentee development Is open and willing to share both personal experiences and job related skills Understands goal setting and tools used to define and set them 	<ul style="list-style-type: none"> Has skills and knowledge required at a senior level Has a solid knowledge of HR practices within the organisation in regards to employee growth Has a solid knowledge of organisations future growth strategies and staffing requirements 	<ul style="list-style-type: none"> Stays abreast and evaluates current research on mentoring and human development models. Fully supportive and committed to mentorship Proficiently connected to all other levels regarding

<p>the mentee's personal/professional growth</p> <ul style="list-style-type: none"> • Demonstrates good time management • Has been a mentee 		<ul style="list-style-type: none"> • Can recognize and support rising stars within the organisation 	<p>this competency</p>
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Competency	CCM	CSM	CMM
<p>6. Personal/Professional development plan and measurement</p> <ul style="list-style-type: none"> • Demonstrates the ability to support and negotiate with the mentee/sponsor's in the development of an effective personal/professional development plan • Has the ability to re-contract with the mentee/sponsor as priorities/objectives shift/change • Has the ability to support the mentees/sponsor to set SMART goals • Has the ability to hold the mentee accountable for agreed on actions • Has the ability to gather information and demonstrate measurement(s) of success throughout the mentoring journey • Works with the mentee to support their on-going 	<ul style="list-style-type: none"> • Familiar with personal development plan tool • Can challenge/support mentee in building SMART goals • Willing to push mentee where necessary to allow them to stretch their comfort zones • Ability to recognize and support mentee strengths • Ability to provide constructive feedback 	<ul style="list-style-type: none"> • Has knowledge of tools and measurements to identify mentee strengths/areas for improvement • Has senior level management experience 	<ul style="list-style-type: none"> • Has the ability to promote mentees professional/personal development plans • Has influence within the organisation to promote/create positions • Proficiently connected to all other levels regarding this competency

development/insight and learning <ul style="list-style-type: none">• Supports the mentee to make desired changes			
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