



# Unlock your Career Confidence

And accelerate your professional growth with CMI Mentoring

# Men · tor

/ˈmen,tôr,ˈmen,tər/

noun

noun: **mentor**; plural noun: **mentors**

1. an experienced and trusted adviser.

A manager's most important job is to develop their people. With businesses facing increasing skills gaps, lack of productivity and economic uncertainty, effective mentoring is a vital tool to help employees reach their full potential.

70%

70% of small businesses that receive mentoring survive for five years or more, which is double the rate compared with non-mentored entrepreneurs.

Source: FSB

95%

Of those with a mentor 97% say they are valuable, 55% believe mentoring can help them succeed, 60% look for experience in a mentor above anything else, but 85% currently do not have a mentor.

Source: Sage.com

With its highly personalised approach, mentoring is a very effective development tool. The aim of mentoring is to confidentially facilitate the mentee's learning and development, to enable them to discover and develop their capability and potential and ultimately to enhance their performance and realise their ambitions for the future.

**A mentor does not tell their mentee what to do**, but rather guides them by listening, questioning and acting as a source of information and expertise. The agenda is set by the mentee and remains mentee-centred throughout the mentoring relationship. [Mentoring is not to be confused with coaching.](#)

To find out how CMI mentoring can boost your career confidence and give you that competitive advantage, register for CMI membership today. If you're an existing member, head to the mentoring platform in MyCMI to start your journey now.

BECOME A MEMBER

LOG IN TO YOUR CMI ACCOUNT

“Mentoring is a brain to pick, an ear to listen and a push in the right direction.”  
John C. Crosby

# Supercharge your career

## The transformative benefits of mentoring

At CMI, it's completely recognised that mentoring is an excellent way of developing skills, relationships and personal growth, but we wanted to make sure others thought the same. A recent survey of over 1000 managers confirmed that:

**Mentoring is great for helping you identify the areas you want to develop.** The overwhelming majority said that being a mentor or mentee had improved their personal and professional growth; 59% said it improved their knowledge, and 57% said it improved their confidence and personal skills.

**Mentoring significantly boosts your chances of a promotion,** with research suggesting mentees are five times as likely to get promoted versus those without mentors, and mentors themselves a whopping six times more likely to have been promoted.

**Mentors can also benefit from enhanced peer recognition and professional relationships,** boosted development and honing their management style. It is a great chance to 'give something back' and gain (additional) experience of motivating and advising others.

## From Mentee to Mentor

Take a look at the mentoring journey of one of CMI's Chartered Fellows, Carl Andrew, CEO of Westwood Management Consulting.

[READ FULL CASE STUDY](#)

If you're looking to find, or become a mentor now is the time to join CMI's mentoring programme and connect with a growing community of over 180,000 members who all currently have access to our world-class mentoring services.

[JOIN CMI'S MENTORING PROGRAMME TODAY](#)

### CARL ANDREW CMgr FCMi My Mentee Experience

Carl Andrew CMgr FCMi, CEO,  
Westwood Management Consulting  
Deputy Chair and Finance Lead,  
CMI NEYH Regional Board

Sally Brooks, CEO, Brooklands: People Development  
Services, Events Lead, CMI Wales Board

#### THE BACKSTORY

For the past ten years I had had a career as an interim finance professional. However, in the latter stages of 2019 I had become aware of a faint disquiet in my inner voice with the road that I was following; a continuous path of interim contracts. It was a path of least resistance.

My inner self wanted more, to fulfil a dream of becoming a management consultant. In early 2020 I changed contracts and with the pandemic raging I paused any inner discussion about such a dream until the autumn. At this point with less than 12 months remaining on my contract I made a career defining decision. I was 51 with over 25 years of business experience. If I were to fulfil my dream then the time had arrived to take action.

#### THE JOURNEY

It was clear I needed a mentor. Someone to journey with me and who had made the same journey themselves. Someone who was not an accountant, in fact someone who had no finance background at all. I needed a fresh view, a brand new approach and perspective.

The CMI Mentoring database is packed with a fabulous variety of mentors. And for me one stood out above all others, Sally Brooks. Sally is the CEO of her own leadership mentoring consultancy, Brooklands: People Development Services.

Sally is truly inspirational. From the get go we had a perfect rapport. Sally probed my career narrative and led me through why I wished to change, and we discussed my passions and aspirations. For the first time in my professional life Sally saw great potential in my career experiences, however, not as an accountant. Her advice was to box my finance career and for me to take a completely different approach.

Immediately after our first virtual meeting I simply sat and reflected and had a wow moment! I was both excited and conscious of the momentous change that was about to happen. Sally is simply amazing. She made me totally at ease and allowed me to be me. Her intuition and emotional intelligence quickly tuned her into my feelings and my aspirations and ambition for change. She provided positive career reinforcement and held a metaphorical mirror that reflected a positive image of my future self.

With the image of my future self, Sally challenged me, and then challenged me again and again to refine my

aspirations into ideas, then into behaviours and then into my values, and ultimately into my brand. This iterative process of positive challenge is where the magic of change began to happen for me. I was discovering my true self and potential.

Be under no illusion, to gain the most from a mentoring relationship you have to bring your whole self and be prepared to work. It is a journey of self discovery, a process of surfacing thoughts, fears, ideas, ambitions and passions.

Sally's energy and passion is transformational as she led me to take steps beyond my comfort zone to help me discover the best version of myself, culminating in me pitching my consultancy offering in Dragons Den style to her. And so my new venture was born, Westwood Management Consulting.

I am so grateful and thankful for Sally. She invested herself, her energy and her passion to illuminate a path for me to discover my future and the best version of myself. There is a saying, 'when you are ready to learn, the teacher appears!'

Are you too ready for a journey of self-discovery? If you are, there is a CMI mentor waiting for you! You never know where the journey may take you.

#### WHAT HAPPENED NEXT

Journeying with Sally has had a profound and positive affect on my life. Westwood Management Consulting officially launched on 1st September 2021 as I left my interim career and embarked in a new direction as CEO of my own consulting company. Sally is an amazing individual. She inspired me, coached me, challenged and encouraged me because she believed in me, in my talents and skills, in the person I could become. As a result I have been personally moved to try to help others fulfil their potential too. I am now a CMI Mentor and have started a new journey with my mentee.

It is so fulfilling to help, guide, challenge and inspire others to reach their potential, and see them on their own journey of self discovery. And there is a surprise. I have found I am discovering more about myself and growing in confidence as I mentor, freely sharing the insights of my business and now my mentee experience. It is a mutually beneficial relationship.

The CMI Mentoring Scheme has totally changed my life and launched me on a journey of change I could only dream of.

FIND OUT MORE

[managers.org.uk/mentoring](https://managers.org.uk/mentoring)



# Kickstart the process

## Embarking on your mentoring journey

Starting a mentorship journey means making a commitment to the professional development of yourself as a mentor or mentee. There are key skills that a mentor or mentee must possess to ensure a successful mentoring relationship.

WATCH YOUR GUIDE TO CMI MENTORING

### Becoming a Mentor

Mentors must be equipped with the skills to take a non-directive but guided approach, using open-ended questions to inspire the mentee to think creatively and innovatively.

For a successful mentor experience, it's critical for a mentor to have:

- Listening skills and ability to use effective questioning
- Capacity to suspend judgement and prejudice, and to refrain from pushing the mentee in a particular direction
- Knowledge to give both positive and constructive suggestions for improvement in a way that is motivating for the mentee
- Wisdom to offer insights into challenges the mentee is facing
- Skill in helping to define goals, and plan ways of achieving them.

### Becoming a Mentee

Being a good mentee matters just as much as securing a good mentor. Being guided by someone who has 'been there, done that' is a fantastic opportunity, but as a mentee there are expectations of you, too.

As a mentee, it is your responsibility to:

- Be clear about your needs, and what you want to gain from your mentorship
- Optimise the sessions you have - be prepared to set the agenda, and schedule regular meetings with your mentor
- Be realistic about your expectations, and set regular moments to check in and make sure they are being met
- Ask for feedback from your mentor. Be curious, bold and open-minded
- Share your successes! Mentors genuinely want to provide value, and there is nothing more rewarding than knowing that they've made a positive impact on your career.

### CMI Management Diagnostics for Mentees

For a successful mentoring relationship, you should be clear on what you want to get out of it, starting with identifying development areas you want your mentor to support you with. If you're not sure what those are just yet, don't worry. Take a look at the [CMI Management Diagnostics platform](#), where you can complete a self-assessment, identifying your key strengths and skills gaps through a tailored report, providing the perfect foundation for your mentee journey.

# The pathway to mentoring

## Navigating the CMI mentoring process

Joining CMI's mentoring programme couldn't be easier. For existing members, simply log in to your CMI profile and follow the link to the mentoring platform. For non-members, register for CMI membership today and kick-start your journey to mentoring success!

CMI MEMBERSHIP



# Mentoring in practice

## Implementing mentoring in your organisation

Mentoring should **not** be seen as an additional or supplementary management task, but as part of a style and approach to management which puts the mentee's development at the heart of the business process. Developing a mentoring scheme in your business requires a trusting and supportive organisational culture, as well as clear goals to measure success.

### Take a look at the other steps involved in developing an organisational mentoring scheme:

- Review organisational culture
- Establish the goals of the scheme
- Obtain the commitment of senior management
- Find a champion
- Make sure the scheme is fully integrated
- Establish terms of reference
- Start small
- Identify and train the mentors
- Identify problems in advance
- Work out the logistics
- Establish evaluation procedures

For detailed explanation of each step and to find out more about mentoring, view this guide.



### IMPLEMENTING A MENTORING SCHEME CHECKLIST

67%

67% of businesses reported an increase in productivity due to mentoring.  
Source: mentorsme

84%

84% of CEO's in formal mentoring programs said mentors had helped them avoid costly mistakes and become proficient in their roles.

**Remember:** It's vital that individuals should participate in any mentoring scheme voluntarily.

# Reverse mentoring

## Closing the skills gap on both sides

A concept coined and popularised in the 90s, reverse mentoring is a way to help amplify the ideas and voices of less experienced, less senior and more diverse employees. It's an excellent way to gain fresh perspectives, close skills gaps and advance Equity, Diversity and Inclusion objectives. Research also shows that it can increase retention rates by making people feel more recognised and valued.

As with a traditional mentoring structure, reverse mentoring requires trust, respect and a willingness to be open-minded. Take a look at the **four key steps** to successful reverse mentoring.

1

**Hand control to  
mentors and mentees**

2

**Create the conditions  
for strong relationships**

3

**Obtain buy-in  
on all sides**

4

**Facilitate open and  
non-judgemental discussions**

For more information about these steps to success, take a look at this insightful guidance.

[TAKE A LOOK HERE](#)

*Reverse mentoring has been a really empowering opportunity to voice my lived experiences of the workplace in an open and honest space with someone at a senior level in my organisation. I would definitely recommend it as a great chance to share knowledge and build strong relationships between colleagues.*

**Zac Terry, Junior Digital Marketing Executive, CMI.**

## Chartered Management Institute (CMI)

The Chartered Management Institute (CMI) works with business and education to inspire people to unleash their potential and become skilled, confident and successful managers and leaders.

With a wealth of practical qualifications, events and networking opportunities on offer throughout the UK and Asia-Pacific, CMI helps people boost their career prospects and connect them with other ambitious professionals in any industry and sector.

In fact, CMI has more than 130,000 people training to be better managers right now. Backed by a unique Royal Charter, CMI is the only organisation allowed to award Chartered Manager status – the ultimate management accolade.

CMI's thought leadership, research and online resources provide practical insights on critical issues for a membership community of over 182,000 and anyone looking to improve their skills, nurture high-performing teams and help pave the way for the next generation of managers and leaders.

For more information, please visit [www.managers.org.uk](http://www.managers.org.uk)  
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