

Resource 5: The three stage model of mentoring

A useful model on which to base your agenda and to use throughout the mentoring relationship, the three stage model also incorporates the main helping strategies.

	Mentor's helping strategy	Objectives	Methods
Stage 1 Exploration	Takes the lead	To open the meeting To initiate and develop an effective relationship – get to know each other To clarify aims and objectives of the relationship	By giving attention Listening Asking open questions Negotiating the long- and short-term agenda
	Supports and counsels	To show respect and appreciation of the mentee's situation To help the mentee to explore development needs To be genuine and honest To establish ground rules	Active listening Asking open questions Clarifying and understanding
Stage 2 Enabling a new understanding to be reached	Supports and counsels the mentee	To start to recognise strengths and weaknesses To begin to identify development needs To focus on priority areas	Active listening Challenging Sharing experiences
	Coaching	To offer alternatives To give feedback To demonstrate skills	Giving information and advice Asking open and closed questions
Stage 3 Expectations – helping the mentee to make their own decisions and take appropriate action	Takes the lead, facilitates	To look at options and consequences To help mentee see clear 'path' ahead	Creative thinking Problem solving
	Coaching	To agree goals or expectations for next meeting	Making decisions Evaluating progress Planning
	Reviewing	To ensure the mentoring process remains positive and motivational	Adjusting Arrangements/processes