

Meetings & Events Australia

2022 MEA MENTOR PROGRAM
MENTOR HANDBOOK

INTRODUCTION

Welcome to the 2022 Meetings & Events Australia (MEA) Mentor program.

MEA is pleased to once again deliver this national program to benefit of the future leaders of our industry. The program brings together event professionals nationally to connect, share and facilitate the development of skills and expertise, as well as potential for career progression.

Launched in 2008, the program has helped many event professionals develop and finetune skills, with several going on to hold senior positions in the industry. It is designed to assist members in achieving their individual career objectives.

Thank you for participating as a mentor. Careful attention has been made to match your skills and experience with a mentee whose specific stated program participation objectives correlate with those. It's our hope that the connection you establish with your mentee over the coming weeks will be the start of a lifelong relationship that adds value to your own professional life. We know from previous years that the experience can be as equally rewarding for mentors as mentees.

Mentorloop is software that will be used by yourself and your mentee throughout the program to help the engagement between you. It provides some terrific tips and resources along with some goal setting options to assist in achieving an optimal outcome of this experience. You'll even receive some gentle reminders along the way too.

The detail to assist you in maximising the opportunities this program offers is across the following pages.

But for now, may I say welcome, offer my thanks for your willingness to give back, and that I hope you enjoy this experience and journey.

Regards,

Peter McDonald
Chief Executive Officer
Meetings & Events Australia



PROGRAM PARTNER INTRODUCTION

Tourism Australia is pleased to once again partner with MEA on its Mentor Program.

Australia has a reputation as an exceptional business events destination, largely due to the people within our industry who go above and beyond to deliver remarkable events. Nurturing talent in the events sector is very important to the team at Tourism Australia.

We see the MEA Mentor Program as a platform for industry to leverage, especially during challenging times like this. Events will be instrumental to the recovery of our economy and Australian event professionals will play a key role in helping rebuild many sectors in the months and years ahead.

I thank you for your contribution and wish you all the best during this experience.

Regards,

Emily Elkington
Partnership Marketing Manager, Business Events
Tourism Australia



CONTENTS

| | |
|---|----|
| FURTHER INFORMATION | 4 |
| THE VALUE OF A MENTOR PROGRAM | 5 |
| GETTING STARTED | 7 |
| PROGRAM OVERVIEW | 7 |
| ENGAGEMENT | 10 |
| SETTING UP THE ROADMAP FOR THE PROGRAM..... | 10 |
| CATCHING UP | 11 |
| WEBINARS | 11 |
| HELP ALONG THE WAY | 12 |
| MORE TIPS... .. | 13 |
| <i>Mentoring Models</i> | 13 |
| APPENDIX 1: MENTOR AGREEMENT | 17 |
| APPENDIX 2: GRIEVANCE POLICY..... | 18 |

FURTHER INFORMATION

If you have any questions or require any assistance during the program, please contact:

Claire Watson
Marketing and Events Coordinator
cwatson@mea.org.au
(02) 9929 5400

THE VALUE OF A MENTOR PROGRAM

Most of us can point to an influential person (or maybe several people) who has helped shape who we are today. These mentors have worked with us, generously sharing their time, expertise, and insights to nurture our potential, keep us on track to grow professionally and personally.

Mentoring is more than expanding networks and navigating career choices. Participants build confidence in professional environments and learn valuable life skills as problem solving and brainstorming and growing from exposure to alternative perspectives. The best mentoring relationships are a two-way street in which both parties challenge and learn from each other.

A well-structured, planned and delivered mentor program should be a positive experience for all involved. It is a shared vision designed to bring out the best in one another.

The MEA Mentor Program is designed to:

- Develop future leaders of the industry
- Increase and develop the talent pool of event professionals
- Expand the knowledge base and skill level
- Build morale and increase confidence
- Create more effective work environments
- Build relationships within our events community
- Retain event professionals in the industry
- Provide an effective personal development experience
- Improve the quality of leadership
- Build a stronger and well-resourced events industry

2022 MEA MENTOR PROGRAM

Mentor Handbook

| How Mentors can gain value: | How Mentee can gain value: |
|---|--|
| <ul style="list-style-type: none"> • Develops leadership and mentoring skills • Provides an opportunity to learn from the mentee • Helps to shape and develop the future leaders of the industry • Extends professional network • Raises professional profile • Gain a broader perspective on events industry • Contribution to the industry | <ul style="list-style-type: none"> • Clarifies career direction • Identifies and progresses career goals • Develop skills and knowledge • Increases self confidence • Develops self-awareness • Develops communication skills • Extends professional network • Gain a broader perspective of the events industry |

As a mentor, your responsibilities include:

- Commitment to engagement with your mentee
- Engaging with respect
- Maintaining confidentiality
- Building trust
- Listening
- Sharing lessons learnt and mistakes made
- Acting as a sounding board and offer an outside perspective
- Challenging and nurturing your mentee
- Opening doors to new experiences and professional contacts
- Reflect and evaluate the mentoring process on an ongoing basis
- Working within your area of personal competence
- Accepting and enjoy differences in people
- Providing valuable and constructive feedback by:
 - Using active listening techniques
 - Focusing on performance, not personality
 - Considering the content of the message and be sensitive to the impact of the message
 - Asking open-ended questions about the other person's views
 - Ending on a positive note

The 2022 Mentor Program is a three-month program designed to build leadership skills and confidence, and through the sharing of experiences by mentors enable personal and professional growth of mentees to achieve their career goals. So, let's get started...

2022 MEA MENTOR PROGRAM

Mentor Handbook

GETTING STARTED

| | |
|--------|--|
| Step 1 | Register for the MEA Mentor Program: Welcome Webinar on Thursday 14 April 2022 . <i>(The meeting details will be sent to you as a calendar invite via Mentorloop).</i> |
| Step 2 | Review the Mentorloop platform. Send the program coordinator a message to see how a 'Loop' works. |
| Step 3 | Make arrangements for your first meeting with your mentor – whether this be online or in-person. Review the Mentor Handbook and relevant resources between meetings so you have a plan of action and a goal for the outcome of your first meeting. |

PROGRAM OVERVIEW

The following schedule provides you with an indicative overview of how the program will play out over the coming months. MEA will keep you informed and connected along the way.

| DATE | ACTIVITY |
|------------------------|---|
| April 2022 | MEA Mentor Program commences. |
| Thurs 14 April 2022 | MEA Mentor Program: Welcome Webinar. |
| Prior to 18 April 2022 | First meeting held between Mentor & Mentee and goals for the program are discussed and set. Return the MEA Mentee Agreement form to Claire from the MEA team (cwatson@mea.org.au) by no later than Monday 18 April 2022 . |
| May 2022 | Meetings continue between Mentor & Mentee. |
| June 2022 | Final meeting between Mentor & Mentee. |
| 30 June 2022 | MEA Mentor Program concludes. Final evaluation and feedback to MEA. |



MEA has once again engaged with mentor software platform, Mentorloop, designed to bring greater value to the mentoring experience and provide you with some guidelines and tips to assist.

The first step is for you to enter your profile information on the platform which will help MEA match you with your mentee. Questions include:

- Your role
- The number of years' experience you have
- The sector you belong to
- The skills/expertise you can offer your mentee
- Your reasons for participating
- Where you are based
- Some fun facts about you (as an ice breaker when meeting with your mentee)
- You can also upload your photo to the platform

You will be required to read and agree to Mentorloop's Terms and Conditions.

Once you've done this you can start to look around the platform and what it offers, whilst MEA is sorting out your match.

There are some great tools to set you on the journey including:

- A checklist for your first meeting.
- A mutual agreement as to how your relationship will best work over the program and how you'll define success.
- Five suggested questions every Mentor should ask:
 1. What is it that you really want to be and do?
 2. What are you doing really well that is helping you get there?
 3. What are you not doing well that is preventing you from getting there?
 4. What will you do differently tomorrow to meet those challenges?
 5. How can I help/where do you need the most help?
- Suggestions on how to be a great mentor.
- A handy user guide to using Mentorloop (ignore the self matching element – MEA is doing this for you).

2022 MEA MENTOR PROGRAM

Mentor Handbook

There are also a number of articles and tips you can explore in the resource tab on the platform.

Mentorloop

THE FIRST MEETING - THE MENTOR CHECKLIST

To get the most out of your mentoring relationship - and move past possible pitfalls - we recommend running through this checklist before, during and after that first meeting with your mentee.

Before the first meeting:


- ↳ Send a quick message through **Mentorloop** introducing yourself.
- ↳ Ask your mentee for a short bio to introduce themselves.
- ↳ Consider your own experience and strengths, and what you'll bring to the relationship.
- ↳ Consider what you want to get out of the mentoring relationship - this is a two-way street.

At the first meeting:

- ↳ It can seem dry and impersonal, but start off by setting the parameters of your relationship - how often should you connect and how will you communicate? (In person, via **Mentorloop** chat?) Getting the housekeeping out of the way first can be a great ice-breaker.
- ↳ Introduce yourself to your mentee - thank them for their bio, and give a brief overview of your career highlights and relevant experience.
- ↳ Why are you here? Let your mentee know why you're offering your time back as part of this relationship, and how mentors have helped you along the way.
- ↳ Make sure you come away with a clear idea of what your mentee is looking for in this relationship, so you can start planning how you can best assist and guide them in achieving their goals.

After the first meeting:

- ↳ Consider what you discussed, ensure it's covered in the meeting wrap-up and logged in **Mentorloop**.
- ↳ Schedule the next check-in, share any articles you've been enjoying, and start looking for opportunities to help your mentee grow!



Mentorloop

MENTORING AGREEMENT

This agreement exists to set your mentoring relationship up for success.

Document the who, how, why and what of your mentoring plan early, so you can get down to enjoying the reciprocal and potentially career-changing relationship with a new connection.

The full agreement and the fields are optional, but we recommend defining what success looks like upfront, so you can keep moving toward it together.

| THE ADMIN | |
|--|--|
| Frequency of communication: How often do you commit to communicate? E.g. Fortnightly, Monthly, Quarterly? | |
| Type of communication: Are you keen to always catch-up in person, how can you best use Mentorloop to manage online communications? i.e. live chat, tasks, event tracking. | |
| Recording of communication: Who is in charge of sharing notes & next steps after each catch-up? (We recommend the mentee drives the agenda, but every relationship is different.) Who will update status in Mentorloop ? | |
| THE GOOD STUFF | |
| Mentee Goals: As the mentee, why did you opt in for this mentoring program, and what are the top 3 things you hope to achieve? Set up tasks in Mentorloop as to what you want to achieve. | |
| Mentor Goals: As the mentor, why did you opt in for this mentoring program, and what are the top 3 things you hope to achieve? | |

HOW TO BE A GREAT MENTOR

Your advice, could change a life

- HELP SET MENTEE GOALS**

Use the **Mentorloop** goal-setting framework to help ensure goals are practical and useful
- LISTEN PATIENTLY**

Get a clear view of your mentee's aspirations
- SHARE EXPERIENCE & GIVE ADVICE**

Even if you are not an 'expert', an outside perspective makes all the difference
- RECOMMEND TASKS & RESOURCES**

Use the **Mentorloop** task setter or chat screen to recommend books, events, podcasts and blogs
- BE AVAILABLE & RESPONSIVE**

Check your **Mentorloop** portal or communication channel often; maintain regular contact
- RESPECT CONFIDENTIALITY**


Ensure what happens in mentoring, stays in mentoring - unless otherwise agreed upon
- ENCOURAGE INDEPENDENCE**

You are setting the stage for intrinsic and ongoing growth
- INSPIRE CONFIDENCE**

Inspire your mentee to tackle more challenging goals and milestones

What's next

A mentee and mentor guide



2022 MEA MENTOR PROGRAM

Mentor Handbook

Take a couple of minutes to view the introductory video – click on the image below to view:



ENGAGEMENT

The Mentorloop platform will help you manage your engagement with your mentee. We encourage you to use it consistently throughout the program to help maintain your commitment as well as to take advantage of the resources and tools it can offer you.

SETTING UP THE ROADMAP FOR THE PROGRAM

You are encouraged at your first meeting to discuss and establish the parameters for the shared engagement with the program. Take this time to learn a little about each other. Talk about when and how you'd like to meet, any issues your mentee would specifically like to address and set some specific goals and milestones for the programs. You'll find some great resources on how to best set and achieve goals in the resource section.

Document this in the Mentorloop mentor agreement so you are both clear on the pathway forward.

Use the Loop screen to document your commitments. You can use the platform to send messages to each other, to share files and resources, schedule meetings and record your achievements and goals along the way.

Remember at each meeting, note the topics or issues you discussed, the comments/reflections, what actions are to follow and by when. You can do this simply by using the chat feature or if you record your notes on separate document you can simply upload this document to the platform. You can also create a task list to monitor the action to follow.

By using the Loop screen, you'll develop a chronological history of your engagement which is also easy to search and a great tool to see how the journey is progressing.

Our program co-ordinator can see that you've made connections, but the content and nature of the interactions is confidential and can only be viewed by the mentor and mentee.

The platform is easy to use however if you need any technical help along the way, please reach out and Claire from the MEA Team will be able to assist you. You can reach out via a loop from your dashboard to the program co-ordinator or email cwatson@mea.org.au. You are also able to contact the Mentorloop support team via the chat bubble you'll see at the bottom right corner of your screen.

CATCHING UP

The world of COVID has changed the way that we connect with colleagues. Nothing beats face to face connection but there are some advantages to catching up via video calls too. And of course, currently some states are facing different levels of restrictions, so meeting for a coffee or breakfast may be challenging. We aim to match you with a mentee in your own city, so hope that you use whichever method of catching up you are both comfortable with.

We are all accustomed to the world of video calls now, so this is a great option wherever you are based and Mentorloop offers you a platform to use.

When and how you catch up can be determined with your mentee, however MEA recommends you arrange a time at least twice a month to keep up the commitment and engagement.

WEBINARS

To help you along the way, we have scheduled an Introductory Webinar for **Thursday 14 April 2022**. This session will introduce you to the Mentorloop platform, key partners and the program coordinator, as well as providing you with some tips to help you and your mentee through the program. Additional webinars during the Program will be advised.

HELP ALONG THE WAY

You'll hear from our MEA team throughout the program, and you'll also receive some messaging from Mentorloop along the way to keep you on track with your catch ups.

You are welcome to contact MEA at any stage in the program with any questions or concerns you may have. Reach out to Claire on the MEA team via: cwatson@mea.org.au.

In the off chance that the match is not ideal, and grievances arise, MEA has a policy to assist in addressing this situation. MEA will work with you to achieve the best possible solution for both parties.

MORE TIPS

There is a variety of reference material available to assist you as a mentor and a number of models you may wish to consider adopting. The following are just two examples which may assist you. Of course, you'll find more resources on the Mentorloop platform too.

Mentoring Models

The GROW Model

To support the mentoring process the following GROW Model can be used to develop a practical approach to mentoring sessions.

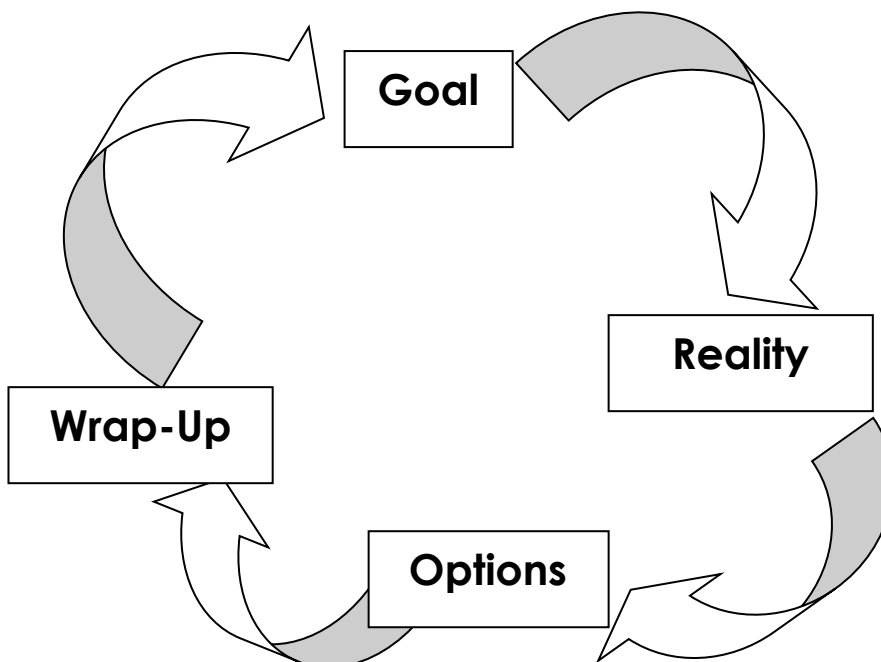
The GROW Mentoring model will help the **Mentor**

- Prepare for each mentoring session
- Provide a useful structure to work through at each session
- Provide a useful structure for discussions.

The GROW Mentoring model will help the **Mentee**

- Identify career goals
- Explore options to move towards their goal
- Discuss what might need to change to allow this to occur

Using the GROW Model of Mentoring



2022 MEA MENTOR PROGRAM

Mentor Handbook

The Change Model

Stages of Change

The Mentor can play a key role in facilitating change, and the following “Stage of Change Model” may be helpful in establishing the “stage of change” point for their Mentee. The “Stages of Change” table outlined below also provides some tips and hints to help both the Mentor and Mentee explore each stage of change, with the ultimate aim being to achieve their career goals.

(Adapted from Prochaska & DiClemente, 1983; Prochaska, DiClemente, & Norcross, 1992)



Pre-contemplation

Not even considering change; happy with the way things are; not intending to take action in the foreseeable future, usually measured as the next six months

Contemplation

Intend to change in the next six months. They are more aware of the pros of changing, but are also acutely aware of the cons.

Preparation

Plan to take action in the immediate future

Action

Act on decision; use strategies to make change

Maintenance

The change now becomes the norm; comfortable, easy and familiar

2022 MEA MENTOR PROGRAM

Mentor Handbook

Change Model - Detailed

| Stage of Change | How to identify (if mentee is in this stage) | What you can do (to move mentee through the stages) |
|------------------------|--|---|
| Pre – Contemplation | <ul style="list-style-type: none"> • Happy with the way things are • No concerns • Don't want change – don't see the need for change | <ul style="list-style-type: none"> • Raise awareness • Ask questions e.g. do you have any concerns at all in this area • Encourage mentee to keep an open mind, be aware of feedback of others • Ask questions about ways the mentee has dealt with changes in this area in the past and then not successfully implemented change • Why did this happen? |
| Contemplation | <ul style="list-style-type: none"> • In two minds (ambivalent) • Uncomfortable, in a dilemma • Weighing the pros and cons of change versus staying the same • Swing between the two views • Feel discouraged about change • Barriers seem too great • Disadvantages outweigh advantages | <ul style="list-style-type: none"> • Realise ambivalence is normal • Don't avoid the uncomfortable feeling – explore the reasons for it • Weigh up the pros and cons of change vs. staying the same • Do not pressure your mentee into making a decision before they are ready • Do not encourage action prematurely |
| Preparation | <ul style="list-style-type: none"> • Feel like they need to do something about it • Advantages of change now outweigh disadvantages • Formulating decision about what to change • May experience anxiety and trepidation, mixed with excitement and hope • Becoming committed to the change | <ul style="list-style-type: none"> • Ask questions to assist mentee be specific about their decision: "what exactly is it that you want to change?" • Write it down, then move on to Action stage to support the decision • Do things to increase chances of a positive outcome and feelings of effectiveness • Set up support systems |

2022 MEA MENTOR PROGRAM

Mentor Handbook

Action

How to identify

(if mentee is in this stage)

- Taking action to implement changes
- Using strategies to make the change
- Wanting support and encouragement in making changes

What you can do

(to move mentee through the stages)

- Encourage action, don't just talk about it, do it
- Develop strategies to try and keep adding to them
- Monitor progress and make adjustments as necessary
- Encourage mentee to enlist the help of others
- Praise and encourage mentee

Maintenance

- The changes have now become more natural and easier
- A new habit/ pattern has been established
- Don't have to be actively managing the change but are still committed to the changes

- Continue to monitor progress
- Revisit original goals, adjust or set new ones

APPENDIX 1: MENTOR AGREEMENT

To be completed and signed by both mentor and mentee and returned to cwatson@mea.org.au by **Monday 18 April 2022**. The mentee must coordinate the signing and return of this form.

Upon signing this agreement, we agree to:

- Be respectful of each other and the time we are committing to the program
- Provide mutual support by listening
- Keep conversations confidential
- Try to remain objective & look for alternative views/interpretations of a situation
- Use problem solving methods to develop specific actions
- Remain ethical

• Upon signing this agreement, we agree to not:

- Be hasty with advice or suggestions
- Breach confidentiality responsibilities
- Undermine other people or work systems
- Allow the conversations to become a 'pity party'

We consent to having our names listed on the MEA website as part of the 2022 MEA Mentor Alumni.

| MENTEE | | | |
|-----------|--|-------|--|
| Name | | | |
| Signature | | Dated | |

| MENTOR | | | |
|-----------|--|-------|--|
| Name | | | |
| Signature | | Dated | |

APPENDIX 2: GRIEVANCE POLICY

The purpose of this policy is to provide a framework for dealing with participant grievances in a timely and confidential manner. MEA aims to foster good relations and continually improve its programs and services.

Individuals who have a major concern relating to the Program, a conflict of Interest, the mentor/mentee they have been paired with or MEA staff, the participant should first contact Claire from the MEA team who will refer the matter to the MEA CEO.

If the grievance is not able to be resolved informally with the parties and the MEA CEO, the grievance will be heard by the MEA Board of Directors during the next scheduled board meeting to adjudicate the issue. Individuals will also have the opportunity to formally present their grievance in the presence of their own witness. The Board of Directors' decision will be final; however, the complainant's rights under consumer protection legislation will remain.

The complaint will be formally recorded, and the complainant will be notified in writing of the outcome and the reasons for the decision.

MEA may compensate the individual in one of a number of ways:

- offer an opportunity (if available) of a different mentor/mentee
- offer an opportunity to participate in the next program

Where there are significant concerns about the program outcomes, MEA may decide to review the curriculum documents and/or learning materials as part of the ongoing evaluation process to ensure that they meet the learners' needs.

Where there is a complaint about a MEA employee, the relevant manager of the complaint will be advised, and the issue will be dealt with under the terms of the employee's Performance Agreement.

Step 1 Contact MEA team. p: (02) 9929 5400 e: cwatson@mea.org.au

Step 2 Complete the Confidential Grievance Form details, and forward to MEA by email to cwatson@mea.org.au

2022 MEA MENTOR PROGRAM Mentor Handbook

CONFIDENTIAL GRIEVANCE FORM

| |
|--|
| NAME:..... |
| CONTACT DETAILS: Phone:.....Email:..... |
| Name of Mentor/Mentee..... |
| Details of Grievance Please give a brief outline of the details as suggested by the following headings What took place, who was involved? |
| Any other observations you may consider relevant |
| Details of Conflict of Interest |

Signed

.....
Date

.....
All matters concerning complaints will be dealt with in a confidential and impartial manner.