



# Mentoring Program

Guidelines for mentors and mentee



# The Value of Mentorship



## Value for the mentee

Exposure within the firm  
Enhanced business acumen  
Real time problem solving  
Career insights  
Competency development

## Value for the mentor

Sharpened relationship skills  
Deeper insights into the business  
Fulfilment and a sense of paying it forward

## Value for the firm

Higher employee engagement  
Greater visibility of talent  
Retention of people

# The McCullough Robertson Mentoring Program

Mentoring is a system of **semi-structured guidance** whereby a mentor shares their knowledge, skills and experience to assist others to:

- enhance capability
- perform better and
- progress their career

Our mentoring program enables all lawyers to express an interest being mentored, helps them to find a mentor and provides guidance to ensure a successful experience.

Every mentoring relationship is unique depending on the development goals of the mentee and the dynamic of the relationship. However, there are a few standard best practices we recommend to ensure a worthwhile experience:

- mentees should take an active role in scheduling catch ups, deciding conversation topics and driving the experience
- mentors should not be your leader or in the same team as you, but could be from within your business unit
- mentors should hold significantly more experience than you in a certain area

# Guidelines for mentees

- Once you have read this document, download and complete an expression of interest form ([click here to access](#)) and send this to HR [dfutia@mccullough.com.au](mailto:dfutia@mccullough.com.au)
- As demand often outweighs availability of mentors, you may be asked to wait while the best available mentor for you is identified and/or available
- Mentees should take an active role in scheduling catch ups, deciding conversation topics and driving the experience
- Consider using the session tracker form at the end of this guide to help keep your sessions semi-structured and your actions documented
- Be clear about why you want a mentor and specific about what competencies, practice skills and technical knowledge you hope to improve as a result of the sessions
- Be flexible regarding the time and availability of your mentor
- Anticipate a mentoring catch up at least every second month for a period of between 6 and 12 months
- Be open to a mentor who is suggested to you, especially if you have a preference for a specific person in the firm (as often your preference may not be available due to other mentoring commitments)



# McCullough Robertson Mentor Panel



**Dominic McCann**  
Partner



**Kirby Jukes**  
Partner



**Ian Hazzard**  
Partner



**Duncan Bedford**  
Partner



**Kim Trajer**  
Chief Operating Officer



**Ben Mortimer**  
Partner



**Jason  
Munstermann**  
Partner



**Kate Swain**  
Partner



**Emma Murray**  
Special Counsel



**Stephen White**  
Partner



**Liam Davis**  
Partner



**Trudi Procter**  
Partner



**Gabriella  
Ritchie**  
Senior Associate



**Louise Ferris**  
Chief People  
Officer



**Eva Vivic**  
Partner



**Patrick Holland**  
Partner



**Ben Wood**  
Partner



**Lydia Daly**  
Partner



**Sarah Hausler**  
Partner



**Jeremy Perier**  
Senior Associate



**Meg Morgan**  
Senior Associate



**Nicola Blade**  
Director -  
Knowledge & Legal  
Excellence

# Guidelines for Mentors

The best mentors are able to take on five different roles to ensure the best experience for themselves and their mentee. Follow these guidelines for a rewarding and successful session:



Coaching questions are key to robust mentoring conversations and active problem solving. The best solutions are the ones that mentees can discover on their own. Some great examples of coaching questions are found in the 'GROW' technique. Click on this link to learn more: [https://www.mindtools.com/pages/article/newLDR\\_89.htm](https://www.mindtools.com/pages/article/newLDR_89.htm)



Teaching and story telling is key to engaging mentoring sessions. Constructive self disclosure will allow mentees to see your authentic self and learn from both your successes and failures. This article has some advice on how you can better teach through stories: <https://hbr.org/2014/07/how-to-tell-a-great-story>



It is important that you refer, promote and connect your mentee to others in your network. **'The best way a mentor can prepare another leader is to expose him or her to other great people.'** *John C. Maxwell (Author)*

## Nurturer



Maintain an optimistic frame during your conversations and help your mentee recognise and leverage their strengths. Be a vocal and early responder to their achievements in the firm. This article provides some examples of how to nurture your mentee: <https://hbr.org/2017/02/what-the-best-mentors-do>

## Learner



These sessions are also an opportunity for you to learn as a mentor learn. Be open to the ideas and perspectives of your mentee, accept your own limitations and show curiosity throughout the process. Most importantly, see this as a chance to sharpen your interpersonal skills.

# Guidelines for Mentors

There are few strict rules to follow when taking on the role of mentor, however the best mentors are able to take on **5 different roles** to ensure the best experience for themselves and their mentee:



**The mentor as coach:** Coaching questions are key to robust mentoring conversations and active problem solving. The best solutions are the ones that mentees can discover on their own.



**The mentor as teacher:** Teaching and story telling is key to engaging mentoring sessions. Constructive self disclosure will allow mentees to see your authentic self and learn from both your successes and failures.



**The mentor as advocate:** It is important that you refer, promote and connect your mentee to others in your network. **'The best way a mentor can prepare another leader is to expose him or her to other great people.'** *John C. Maxwell (Author)*



**The mentor as nurturer:** Maintain an optimistic frame during your conversations and help your mentee to recognise and leverage their strengths. Be a vocal and early responder to their achievements in the firm.



**The mentor as learner:** These sessions are also an opportunity for you as a mentor to learn. Be open to the ideas and perspectives of your mentee, accept your own limitations and show curiosity throughout the process. Most importantly, see this as a chance to sharpen your interpersonal skills.

## Great mentors start, continue and end the relationship effectively

### Kick off

- Be reliable and available
- Establish goals
- Get to know each other (constructive self disclosure is key to building trust!)

### Keep Momentum

- Be reliable and available
- Leverage your networks
- Ask 'How is this going for you?'

### Wrap up

- Be reliable and available
- Revisit goals
- Ask for feedback

The mentee should do the driving:  
decide topics and schedule time/place

# FAQs

## **Who is eligible to express interest in finding a mentor at McCullough Robertson?**

All lawyers are eligible to submit an expression of interest form.

## **How long should a mentoring relationship be and how often should we meet?**

This should be decided by the mentor and mentee depending on interest and availability, however a period of between 6 and 12 months is recommended with meetings occurring at least once every 2 months.

## **Who is responsible for scheduling the sessions, recommending discussion topics and doing any required pre-work?**

The mentee. However the mentor can take an interest in this as well.

## **Who should be excluded as a potential mentor?**

Mentors should not be your leader or in the same team as you, but could be from within your business unit.

## **What if a preferred mentor is not available?**

Be open to suggestions regarding other mentors or consider postponing mentoring to a later date.

## **What if I am not getting value out of my mentoring sessions?**

Reflect on the specific needs that you feel are not being met and respectfully make some suggestions to your mentor about how you could further address these. HR remain available for support and guidance regarding this type of situation.

## **What other mentoring initiatives occur at McCullough Robertson?**

A similar concept in group format is currently occurring for targeted groups called 'Mentoring Circles'. These are available by invitation only.

## **How should I keep my direct leader involved/informed?**

It is a great idea to keep your leader in the loop of your progress so they can also provide some development support.

## **Who can I go to if I have more questions?**

Contact HR for any other questions or concerns.

## **How is this different to the Sponsorship Program?**

Target audience etc.

## Further reading for mentors

<https://hbr.org/2017/02/what-the-best-mentors-do>

<https://www.bloomberg.com/news/articles/2010-02-11/the-power-of-saying-we-blew-it>

<https://positivepsychologyprogram.com/toolkit/wp-content/uploads/The-Strengths-Wheel.pdf>

<https://positivepsychologyprogram.com/toolkit/wp-content/uploads/The-Strengths-Wheel.pdf>

<https://hbr.org/2014/07/how-to-tell-a-great-story>

[https://www.mindtools.com/pages/article/newLDR\\_89.htm](https://www.mindtools.com/pages/article/newLDR_89.htm)

