

IntegrAGE Living Learning Labs

piloting intergenerational learning and mentoring programme

TRAINING FOR MENTORS

Module 1: MOTIVATION AND MENTORING SKILLS

Duration: 150-180 min

SMART Training Goals:

1. Become aware of own motivational factors at work and specifically for mentoring
2. Learn how to recognize main motivators of other team members
3. Learn about mentoring skills and competences and
4. Develop a personal and professional development matrix

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the Interreg Danube Region Program. Neither the European Union nor DRP can be held responsible for them.

TRAINING STRUCTURE

SESSION 1: MOTIVATION

1.1. Introduction (10 min)

It is very important to have clear understanding of what keeps us going accomplishing everyday tasks.

How often do you?

- a) Reflect and become aware of main motivators for your personal and professional life. Setup your personal and professional goals and align them with the work you do. Is my job helping me achieving my goals?
- b) Communicate your goals and aspirations with your managers. Make them aware what matters to you?

Albert Einstein's definition of Insanity: doing the same thing over and over again and expecting different results

1.2. Becoming Aware of Personal Motivation

Exercise 1: Motivation Test (15 min)

Presentation of the Tool 1 – Motivation Test

What motivates you at work?

- Read the list of main motivators and rank them based on importance to your work (use the range 1-5: rank 1 – most important; rank 5: not so important to me). Please notice that you can only have 5 main motivators – rank 1, and all other motivators can be ranked using any number from 2-5
- You can add some other motivating factors that are not listed, using the empty lines and include them into ranking as well
- Feedback session: Which of the 5 most important motivators are fulfilled at your work? What happens if they are not validated for a longer period of time

1.3. Theories of Motivation (25 min)

Abraham Maslow has arranged human needs in a hierarchy, arguing that lower needs must be satisfied before individual can satisfy the higher needs

It organizes human needs into five levels

1. Physiological needs	biological requirements for human survival (air, food, drink, shelter, clothing, sleep and homeostasis)
2. Safety needs	predictability, order and control (job security, social welfare, health, financial security and freedom from harm)
3. Love and belongingness	reflects the human need for social connection (friendship, family, romantic relationships, social networks - a sense of belonging and acceptance)
4. Esteem needs	self-respect, achievement and recognition from others making distinction between esteem for oneself (dignity, achievement, mastery, independence) and the desire for reputation from others (status, recognition and prestige)
5. Self-actualization	is the pursuit of realizing one's full potential through personal growth, creativity and achieving meaningful goals – reflecting a commitment to authenticity and the pursuit of purpose

Theory 3C – Kohn's Motivational Theory

- Alfie Kohn is an American academic and lecturer in the areas of education, psychology and human behaviour
- Dividing motivators to intrinsic and extrinsic
- Real motivation is based on intrinsic motivation
- Extrinsic rewards reduce intrinsic motivation over time
- Curiosity and cooperation should guide the learning process
- Knowledge should be thought in a context and for the purpose
- Learning should be organized around “problems, projects and questions”

Key factors that build intrinsic motivation:

- 1. Collaboration** – members of the group gather around the true concept or working together for the success of the group
- 2. Content** – requires that the task, job or learning experience cover a meaningful and rewarding role
- 3. Choice** – people must be afforded a maximum amount of choice in what and how they perform their tasks or work

Two-Factor Content Theory – Herzberg's motivation theory

- Frederick Irving Herzberg identified two main sets of factors influencing job satisfaction: motivators and hygiene factors
- Hygiene or maintenance factors, such as salary, benefits and working conditions only prevent dissatisfaction but do not really motivate
- Motivators, like recognition and achievement, lead to higher satisfaction because of the need for growth and a sense of self-achievement

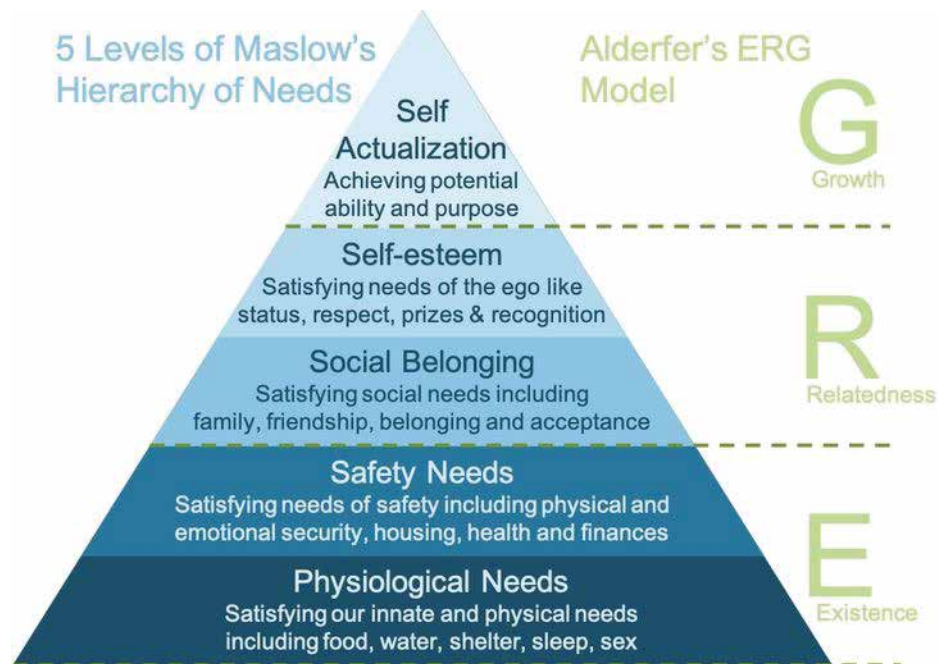
Hygiene factors - dissatisfiers:

- Salary
- Perceived differences with others
- Job security
- Working conditions
- The quality of management
- Organizational policy
- Administration
- Interpersonal relations

Motivators – satisfiers:

- Meaningful Work
- The sense of achievement and the intrinsic value obtained from the job itself
- The level of recognition by both colleagues and management
- The level of responsibility
- Opportunities and advancement
- The status provided
- The job itself

Main motivational theories



Conclusion:

All motivational theorists agree that intrinsic, inner motivation is what is influencing our decisions and actions. It includes the sense of purpose, opportunity for personal growth, working in inspiring teams, getting recognition, nurturing our creative potential and doing meaningful job. It is important to recognize main motivational factors within yourself, your team and learn to motivate each other for better performance, personal and professional growth.

1.4. Why being a mentor? (20 min)

Exercise 2: Individual work or working in pairs

- What is your motivation to become a mentor?
- List your main motivational factors and expectations from the mentoring program
- Feedback: what are the most important motivators?

Coffee Break (15 min)

SESSION 2: MENTORING SKILLS AND COMPETENCES

2.1. What makes a good mentor? (15 min)

To be able to recognize main mentoring skills and what makes a good mentor, we will discuss the opposite and learn from the bad practice. Have you ever been a mentee? Did you ever look for assistance and guidance from your older or senior colleague and being mistreated or disappointed?

What makes a bad mentor?

- Take some time and list characteristics of not so inspiring and helpful mentor?
- Now, share your thoughts with the group
- Make the joint list of 7 most important characteristic of bad mentor

Now we have an excellent baseline to look for the main features of the good mentor with required skills and competences to transfer knowledge and inspire younger colleagues to better perform their work.

2.2. Mentoring skills and competences (30 min)

Communication - active listening and feedback

- Listening with the intent to understand
- Showing that you're interested (body language)
- Asking questions and providing responses
- Understand your mentee as a person (goals, hopes, challenges)
- Getting sufficient information and building relationship
- Giving and receiving feedback
- Respectful and not judgemental or patronizing
- Constructive, timely and actionable

Emotional intelligence

- Understand and handle your mentees emotions and reactions
- Improves communication, building trust
- Show empathy - being emotionally open to your mentee
- Tending to understand how they feel so you can provide better support
- Don't make assumptions but ask questions and listen to mentees ideas and experience

Goal-setting and Time management

- Setting up SMART goals and expectations
- Through joint effort and process
- Goals to be achievable and measurable through OKR
- Stay focused on goals
- Keep sessions on track
- Help them balance their tasks and improve their performance

Collaboration and Coaching

- Mentoring is a joint effort, both parties are learning from each other
- Practice coaching rather than teaching
- Help them to learn and reach their full potential
- Learn how to motivate and what inspires them

Self-reflection

- If you want to improve your mentoring skills and performance practice self-reflection
- Understanding your own strengths and areas to improve
- Better personal and professional growth
- Take time to understand your own biases

Networking

- Helping mentee build relationships and connection within the sector / industry
- Provide guidance in building professional relationships
- Use your own support network – you don't have to do everything by yourself

Professionalism

- Maintaining professional relationship
- Keep boundaries and serve as a role model

Exercise

Please grade your skills (1-7, where 1 is low and 7 excellent)

2.3. Upskill Yourself - Personal development matrix (10 min)

Process of learning additional skills and competences – becoming better version of yourself. Recognizing skill gap in relation to your existing and future roles and responsibilities.

Upskilling benefits:

- Raising career advancement opportunity
- Increasing job security
- Boosting your employability and opportunity for change of jobs – becoming more competitive at the labour market
- Boosting your self-esteem and productivity

2.4. OKR Methodology (Objectives and Key Results) (15 min)

OKR is a goal management system that helps focus on priority tasks that contribute to growth and the achievements of strategic goals.

- ▶ Simple, practical, transparent, inclusive, precise and measurable; easy to monitor, motivates and drives innovation within teams
- ▶ Suitable for large organizations with a pronounced hierarchy of goals (usually determined and monitored at the department level) and with clear development strategies (Google, LinkedIn, Spotify)
- ▶ For small businesses they serve as a driver of development, rapid adaptation of business models to market trends and sudden changes and for attracting investors (clear goal and results orientation)
- ▶ There are many available custom solutions/tools for planning and monitoring progress available at the market; various service packages (Gtmhub, Betterworks, Perdoo, MS Viva Goals) integrating OKR methodology

Example A

Objective: Improve quality of life

Results

R1: 2 weekends a month spend in nature

R2: Reduce car driving to max 1.000 km a month

R3: Reduce on-line presence (free time) to 6 hours a week

R4: Increase average daily walking and running distance to 4 km

Example B

Objective: Increase brand visibility through content marketing

Results

R1: Redesign visual identity and website

R2: Have 40 posts per month

R3: Increase social media followers by 30%

R4: Achieve 40 media posts

Homework

Exercise

Create your P2 Development Matrix

Personal and Professional Development Matrix

Objectives	Results
Objective 1:	R1
	R2
	R3
Objective 2:	R1
	R2
	R3
Objective 3:	R1
	R2
	R3

Steps:

1. Setting up personal development goals
2. Setting up your professional goals
3. Recognizing skill gaps
4. Planning achievable actions and expected results

2.5. Closing and Evaluation (10 min)

Tool 1: Test of Motivation

My Main Motivators

#	Motivator	Importance (1-5)	Fulfillment (+/-)
1	Challenging job		
2	Flexible working hours		
3	Salary and benefits		
4	Participation in making decisions		
5	Friendly and supportive working environment		
6	Travel opportunities		
7	Educational programs		
8	Supportive managers / boss		
9	Work-life balance		
10	Meaningful work		
11	Job security		
12	Status provided		
13	Opportunities and advancement		
14	Working conditions		
15			
16			
17			
18			
19			
20			