



MENTEE GUIDE

SECTION 3



INTRODUCTION

'Everybody needs a mentor'; that's what Professor David Clutterbuck, stated back in 1985 when mentoring, as a management technique, started to develop on this side of the ocean.

An effective HLTT mentoring relationship is one where both mentors and mentees have the core skills required and the right kind of values to back them up.

A lot of mentoring literature talks about the role and skills of the mentors. Much less is written from the mentee's standpoint. Being a good mentee though is critical in order to make the most out of the relationship; to be focused on the objectives and to have realistic expectations. This guide attempts to bridge the gap and to provide useful guidelines for anyone preparing for a mentoring relationship, whether formal or informal.

The dynamic of every mentoring relationship is different as each operates in a different context,

influencing the behaviour of the mentor / mentee, the process and ultimately the outcome. The balance of the relationship can rest more with the mentor (directive style) or more with the mentee (non- directive style). This guide has been written with a neutral perspective, with the balance being more equal, as the relationship is about mutual learning and sharing.

Responsibility for learning is however in the hands of the mentees, their response to being challenged and stretched but also encouraged and supported is what may determine the success or the failure of the relationship.

While this guide can be used for any individual wishing to become a mentee, it is written from the standpoint of a mentee who is working in the HLTT sector and assumes they have the core understanding of what it means and takes to provide excellent hospitality, leisure, travel and tourism services for visitors from all over the world.

We hope you will embark on 'the art of being mentored' with an open mind and that you will learn to become a good mentee and grow the skills to one day become a good HLTT mentor too.

EVERYBODY NEEDS A MENTOR

When is Mentoring needed?

There are times in life and work when we would benefit from the experience, wisdom and knowledge of people who have been in similar situations. If you are looking for one such person, then you are looking for a mentor. Mentors are professionals in the HLTT sector with considerable experience and more often than not trained in mentoring skills. They choose to become mentors as they are willing to help others by sharing their experience and by helping their mentees to find solutions to their issues, following them through a plan of action.

According to a report published by CIPD (Chartered Institute of Personnel Development), one in five chief executives claims that having had a mentor was critical for their success.

Young graduates report to have found their feet thanks to the help of their most experienced colleagues. Even people coming up to retirement have been eased through this difficult stage of their life through people that have “been there before”. When working in the HLTT sector, there are many situations where the help of a mentor would be appropriate

TYPICAL SITUATIONS

- Starting in a new job/position in the HLTT sector when you are expected to hit the ground running.
- Taking on a new role or responsibility in the HLTT industry where you need to gain the skills and experience quickly (e.g. orientating oneself from directly engaging with visitors to being behind the scenes and planning the possible tourist routes and destinations to offer).
- When needing a personal assessment to determine your strengths and weaknesses, and consider what you should be doing in order to maximize your potential. E.g. are you better at providing hospitality services in rural or urban areas; are you better at planning leisure or active holidays for tourists?
- When striving for promotion or a new position.
- When needing to talk through your thought processes, strategies, and plans in order to move forward. E.g. when and where to expand your HLTT enterprise; which partners you should look for in the HLTT sector?
- When struggling with certain skills and performance areas and you wish to improve.
- When feeling you have reached a plateau in your career and want to explore options.