

***Project Management Institute Hong Kong Chapter (PMIHK) – Engineers’ Club  
Mentoring Scheme***

**Objectives**

1. To enhance Project Management knowledge for young engineers
2. To facilitate the mentees to have an all round appreciation of Project Management in the business community (i.e. not just focusing in engineering field)
3. To establish long-term friendship and mentoring relationship between the mentors and mentees

**The mentor’s roles and skills required**

The key role of a mentor is to act as a non-judgmental friend, who can be a source of challenge, support, insight and advice. To be successful, the relationship between mentor and mentee must be open and confidential. Trust, rapport and mutual respect allow the mentee to feel safe and confident to discuss issues of concern and seek advice from the mentor. During the course of mentoring, the mentor will assume a number of roles. Other roles of the mentor include:

**Sounding Board:** being independent and uninvolved, the mentor can give honest feedback on how to tackle with issues.

**Critical Friend:** the mentor is in a position to give advice to the mentee on – e.g. challenging assumptions, probing beneath the surface of issues, and prompting questions about the mentee's own behaviour and motivations.

**Listener:** the mentor is there to offer encouragement and provide an empathetic listening ear.

**Counsellor:** the mentor's reflective and questioning skills will help the mentee analyzing their problems and possible opportunities in a dispassionate manner.

**Career Advisor:** the mentor can help his mentee think through career options, plan personal development towards defined career goals, and build on previous experience.

**Networker:** the mentor can access networks and/or individuals that the mentee would find useful.

In terms of skills, mentors will be experienced professionals, who have accrued proven management knowledge and experience. Such experience will not necessarily guarantee suitability as a mentor. Another critical attribute is the ability to use soft skills such as:

- Listening – including via email exchanges
- Providing feedback and discussing ideas
- Empathising with the mentee
- Questioning – open questioning will be the norm
- Summarising – ability to consolidate progress before moving on
- Challenging – confronting if necessary
- Defining and keeping within boundaries
- Giving effective feedback
- Monitoring progress in development
- Assertiveness
- Motivating and supporting mentee in achieving goals

The mentor is neither required to be a consultant nor a teacher for the mentee in particular areas.

### **Guidelines for mentor**

1. Share experience in project management, career life, personal life, etc with 1-2 mentee(s)
2. Support and encourage mentee's personal development and learning
3. Offer opinions from different perspectives for the mentee's consideration
4. May consider family gatherings or group activities with other mentors and mentees, if appropriate

### **Mentee's responsibilities**

The mentee and mentor have a joint responsibility to make the relationship work. It is important that the mentee considers his/her objectives carefully before seeking a mentor.

Once a mentoring relationship is established, the mentee must demonstrate:

- Commitment to the mentoring relationship
- Willingness to learn and develop
- Determination to succeed despite problems
- Good organisational skills

- Willingness to take ownership of their personal development
- Desire for improvement and learning
- Receptive and proactive

**Guidelines for mentee**

1. Actively contact mentor for appointments, 10 hours as minimum within the six months to receive a completion certificate
2. Prepare topics for discussion before the appointment
3. Take initiative to contact mentor and make arrangements for activities
4. Take responsibility for managing the mentoring relationship