

Mentoring and organisational change

How can mentoring enable and support organisational change?

Formal mentoring programmes have enormous potential for enabling and supporting organisational change. This works best when mentoring interventions are used to address growth and development at three distinct levels of Individual, Team and Organisational.

At the **individual** level, mentoring works on the individual's awareness of the change process and on the development of skills, knowledge and insights to enable him or her to initiate, manage and cope with change. The key to success at this level lies in the ability of the mentor to act as a role model, a source of support and a source of challenge within an open, trusting and long-term relationship.

At the **team** level, the mentor works with the team to raise awareness of how it functions and to formulate strategies for change. The mentor also enables the team to identify and confront obstacles that are getting in the way of change. Individual issues can be handled off-line thereby allowing the team to focus on its performance.

At the **organisational** level, a mentoring programme can provide networks, channels of communication and feedback between different parts and levels of the organisation. This provides significant opportunities for learning and development. Mentoring helps the organisation to raise awareness of the organisational vision and culture, and the need for change. Integrative strategies can then be developed and acted upon.

So how does mentoring for organisational change work in practice?

By linking mentoring to a working model of organisational change it is possible to demonstrate how this powerful tool can work as part of a formalised or informal organisational change process.



	ENERGISING	MAKING THE TRANSITION	INNOVATING & REBUILDING	CONTINUOUS LEARNING
Role of mentoring in each phase:	<ul style="list-style-type: none"> • Informing people of current situation • Challenging key people and teams • Encouraging the shapers 	<ul style="list-style-type: none"> • Identifying barriers • Developing integrated strategies • Creating a vision • Providing insight • Providing political savvy • Providing networks and connections 	<ul style="list-style-type: none"> • Providing a risk-free environment • Encouraging • Role-modelling • Reframing • Supporting 	<ul style="list-style-type: none"> • Facilitating • Coaching • Providing networks for information and adjustment

Transitional Space – Enabling Change

99 High Street
 Marshfield
 Chippenham
 Wiltshire, SN14 8LT

Tel: 01 225 891 478
 Fax: 01 225 891 753

Contact: Mike Green
 Email: mikegreen@btconnect.com

