



**THE BROKERAGE**

# Elevate Mentorship Programme

## Mentor Training

**TOGETHER**  
WE ARE  
CHANGEMAKERS.



# The Brokerage

We are a social mobility charity committed to breaking the corporate mould. We believe in equal access to opportunity irrespective of background or race, and talented young people getting the jobs they deserve **in a world where their ability and aspiration alone determine their career path.**

Our award winning programmes have helped over 83,000 talented young people.

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# The Brokerage

All the young people registered with us must meet the below criteria:

- Attend a non-fee paying school
- Attained grades 9-5 (A\*\* to high C) at GCSE English and Maths
- Show a demonstrable interest in a career in financial, professional or related services (FPRS)
  - Key industries: accountancy, corporate law, insurance, investment banking, technology
- Have been eligible for free school meals at any point over the past six years OR their parents haven't been to university in the UK

➤ What does disadvantaged 'look like'?

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# Our responsibilities

- We design the programme and provide guidance on the individual sessions
- Inform you about safeguarding procedures
- Match mentees with mentors
- Supervise every mentoring session
- Be available to answer queries and concerns and follow up with mentees if necessary
- Conduct a mid-point review. After the third meeting we will be in touch with you and your mentee to see how things are going
- Collate feedback at the end of the programme to see how it went as a whole

## Key contact

- If you have any questions concerning the programme or the individual sessions, please contact Jennifer Hien: [jennifer.hien@thebrokerage.org.uk](mailto:jennifer.hien@thebrokerage.org.uk)

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# The mentees

- Are Year 12 students (aged 16-17), and in their first year of A Level study.
- Will be applying for university/apprenticeships in the next academic year and keen to pursue a STEM-related career. Your support will therefore be crucial in helping them make decisions about their future.
- Will be motivated, bright and eager to learn from you, but won't necessarily have the professional contacts and networks to help them access opportunities and develop all the key skills required by employers in the tech sector.
- Have committed to attending a mentee training session, all mentoring sessions and to completing preparatory work for the sessions.

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# The mentees – things to consider

- Mentee absence
- Mentees' level of experience
  - are all different!
  - shy or just not know the best way to engage with you
  - meeting new people/professionals who they might consider 'high up'
  - new to mentorship
  - professional language (verbal and body)

It may take some time, but the growth shown is incredibly rewarding!

- The Brokerage will always follow up with any concerns.

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# Timeline

- Weekly mentoring sessions: Mondays, 5-6pm
- Final session includes graduation event: 6-6:30pm
- Seven mentoring sessions in total
- Each session will start with an icebreaker
- Catch up sessions: Mondays, 4-5pm

Date	Session Activity
w/c 12 <sup>th</sup> October	Mentor Training Mentee Training Introductions
Monday 19 <sup>th</sup> October, 5-6pm	Get to know each other! Baseline STACK overview Choose topics to cover
Monday 26 <sup>th</sup> October, 5-6pm	Chosen topic 1
Monday 2 <sup>nd</sup> November, 5-6pm	Chosen topic 2
Monday 9 <sup>th</sup> November, 5-6pm	Chosen topic 3
Mid-point review	
Monday 16 <sup>th</sup> November, 5-6pm	Chosen topic 4
Monday 24 <sup>th</sup> November, 5-6pm	Chosen topic 5
Monday 30 <sup>th</sup> November, 5-6.30pm	Final STACK overview Action plan and future plans Graduation
End-point review; Post-programme mentoring	

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## Catch up sessions

- Where a mentor/mentee is unable to attend a session, they will be expected to double up in the following week's mentoring session (Mondays, 4:00-5:00pm).
- The sessions cannot be rescheduled for any other time due to safeguarding, ensured by having a Brokerage staff member present.
- Mentors should conduct sessions in a neutral space (e.g. with a background of a blank wall).
- Mentees may be conducting sessions from their bedrooms as this is the only quiet space available to them.

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## STACK framework

- Our innovative assessment process, the **STACK** framework, allows us to assess a young person's Self-awareness, Teamwork, Attitude, Communication and Knowledge – key knowledge and skills areas that we believe our young people need to excel in to succeed in the world of work.
- Mentees will complete a self-assessment, answering questions about their knowledge and transferable skills. The results of this allow us to pinpoint the areas where they most need our help.

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# STACK Skills

<b>Self-awareness</b>	The ability to understand your own character, abilities and motivations while also understanding others' perceptions of you and how external factors affect you.	Professional etiquette
		Aiming High
<b>Teamwork</b>	The ability to collaborate with others in a professional context.	Teamwork*
<b>Attitude</b>	The ability to maintain a positive mindset and approach.	Staying Positive
<b>Communication</b>	The ability to impart and receive information in a confident and professional manner.	Presenting
		Business literacy skills
<b>Knowledge</b>	Understanding the practicalities of your career options and the wider world of work.	Routes in
		Commercial awareness

\*As this is a one to one programme, teamwork skills are currently not covered by the content.

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## Example STACK question

**Self-awareness:** the ability to understand your own character, abilities and motivations while also understanding others' perceptions of you and how external factors affect you.

**A. Professional etiquette** is about coming across well in a business setting. For the statement(s) below, please say whether you never, sometimes, or always do this.

- I behave politely and professionally at all times.
- I present a consistent, positive personal brand.

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# Mentees baseline STACK assessment

- Prior to starting the mentoring sessions, mentees will each complete a baseline **STACK** skills assessment.
- You and your mentee will receive a copy of their STACK skills summary, which looks like this:

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Dear XX,

Ahead of your first mentoring session, here's a summary of your last STACK survey. For each section you've got a mark out of 8. Those with lower marks are the ones you should focus more on in your mentoring sessions.

**Self-awareness**

Professional etiquette score: 7

Aiming high score: 7

**Teamwork**

Teamwork score: 6

**Attitude**

Attitude score: 7

**Communication**

Presentation skills score: 6

Business literacy score: 2

**Knowledge**

Knowledge of routes in score: 3

Commercial awareness score: 7

Why are the marks out of 8? Because in each section there was 4 questions. You got 1 mark for each question you said 'sometimes' to and 2 marks for each time you said 'always'.

Best wishes,  
Jennifer

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## STACK – Mentoring Topics

- We have designed mentoring content that directly correlates with the STACK skills framework.
- In your first session with your mentee, you will use the mentee's STACK results to help you both choose 5 topics to cover in the mentoring sessions.

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Topic	STACK Connection
Setting SMART goals	Self-awareness
SWOT Analysis	Self-awareness
Time management (Covey's Matrix)	Self-awareness
Developing resilience	Attitude
CV writing	Communication
Cover letter writing	Communication
Creating an online brand	Communication
Presentation skills	Communication
Interview skills	Communication, Self-awareness
Making the most of your time as an undergraduate	Knowledge
A day in the life of a technology professional	Knowledge
What is technology?	Knowledge



## STACK – mentorship journey

- Through your mentorship, the hope is to see the mentees' STACK scores improve.
- Mentees will complete another STACK skills assessment before their final session with you, and you will review this together.
- We are not expecting perfect scores!

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# Mentoring resources

- Resource sheet for each topic
  - Use these as a launch pad for discussion
- Resource bank on Google Drive (check Workplace for link)
- Session preparation (mentees and mentors)
- Sessions should last about 45 minutes
- You do not need to be an expert! Your personal experience and time spent with your mentee are your most valuable assets.

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# Example resource sheet



## Managing your time effectively

Skills that this session will develop:

**Self-awareness - Aiming High**

By the end of this session the mentee will be able to:

- Explain what the Covey Matrix is
- Create a Covey Matrix to analyse how they manage their time, and adjust their plans going forward

### Session Preparation:

1. Mentee to note down what they did each day in the week before the session.
2. Mentor to review Covey's Matrix and think about other time management techniques they use.

### Session Plan:

*Review the information below, and then use the Covey Matrix to create a time management framework for the mentee based on their last week.*

Effective time management happens when you plan and control how much time you spend on the various activities you do at work or school. It involves you analysing the time you take for each task, prioritising which are most important and urgent, and then reorganising them so that you meet your deadlines, increase your productivity, and get more done. Good time management involves a shift of focus from feeling busy and



# How to be an effective mentor

- Your role is to primarily listen, ask questions, and steer your mentee through the structured programme.
- Please share the benefit of your experiences, and the strategies and tools that you have used to further your career.
- Feel free to give your honest and personal views when answering, even when negative, as the programme aims to give students a balanced and realistic insight.
- You are under no obligation to answer any question that you feel is inappropriate or too personal e.g. salary, personal details.
- Show that you are invested in the relationship and model good practice:
  - Reply to emails using appropriate business etiquette
  - Complete any session preparation (up to 15 minutes)
  - Arrive for sessions on time and ready to go

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# How to be an effective mentor

- Structured mentoring
- Age appropriate
- What teenagers are like

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# How to encourage your mentee to speak

- 70/30
- Socratic questioning

Question Type	Examples
Clarification	What do you mean when you say X? Could you explain that point further? Can you provide an example?
Challenging Assumptions	Is there a different point of view? What assumptions are we making here? Are you saying that?
Evidence and reasoning	Can you provide an example that supports what you are saying?
Alternative viewpoints	Are there alternative viewpoints? How could someone else respond, and why?
Implications and consequences	How would this affect someone? What are the long-term implications of this?



# How to encourage your mentee to speak

- **Command words, such as:**
  - *List, describe, explain, justify*
  - Command words act as instructions - helping mentees to understand 'how' to answer the question
  - The above sequence of words leads to a deeper level of questioning
- **Bringing the focus back to the mentee, e.g.**
  - *What do you think about that? / How do you feel about that?*
  - *What interests you about X?*
  - *What has been the highlight of your day?*

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# How to be an effective mentor

- How do you know if the mentoring is working?
  - Is your mentee responsive?
  - Reflect on previous guidance
  - Session record form
- Any issues – please let me or a Brokerage staff member know.

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# Code of conduct

Please read the code of conduct, which covers:

- The role of The Brokerage
- The role of the mentor
- Romantic/sexual relationships
- Child protection and safeguarding
- Inappropriate behavior from mentees
- Contact with mentees outside the programme

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# Romantic/sexual relationships

Not permitted, even where both parties are over 18.

- Professional and ethical responsibility of being a mentor
- Imbalance of power
- Where mentees are younger than 18, this could involve legal proceedings
- Potential reputational risk

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# Child protection and safeguarding

- Full training for those working with 16-17 year olds
- Can be a difficult topic
- Why are we talking about it?
- Small pieces of a puzzle

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# Types of abuse

- Physical abuse
- Emotional abuse
- Sexual abuse
- Neglect

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# Safeguarding scenarios

- You notice that your mentee has several bruises on their arms. You ask about it and they say they received them from paintballing with friends.
- Your mentee comes to a session with some new, very expensive jewellery. They talk excitedly about a new boyfriend. You get the impression that the boyfriend is much older than your mentee.
- Your mentee has your mobile number (from your business card) and keeps texting you every day. Their texts are innocent but it is getting rather annoying!
- Your mentee has asked to be your “friend” on Facebook. You also notice that on their profile there are some rather revealing pictures of them and their friends.

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# Safeguarding

- All correspondence to go through Jennifer Hien, please copy in: [jennifer.hien@thebrokerage.org.uk](mailto:jennifer.hien@thebrokerage.org.uk)
- Do not add your mentee on LinkedIn (even if they add you!) until they are 18 AND the programme has finished. Do not add your mentee on any other social media
- If your mentee makes wants to make a disclosure to you, don't promise to keep it a secret
- If in doubt, email the Programme Manager

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## What's next?

- All resources will be emailed to you
- Introductions to your mentees
  - Please make initial contact
- Your first mentoring session:
  - Icebreaker with group (start of each session)
  - Review mentee's STACK survey
  - You will have received links to the mentoring content. Work with your mentee to choose content to focus on and plan your next six weeks
  - Get to know each other!

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Any  
questions ?

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