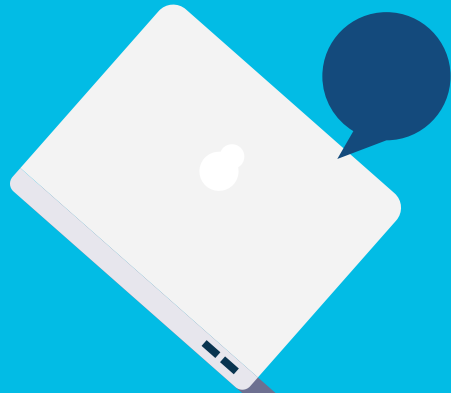


EntryPoint Toolkit

Cross-cultural Mentoring Partnership



COME
Chamber of Multicultural Enterprises



The ABCD of EntryPoint

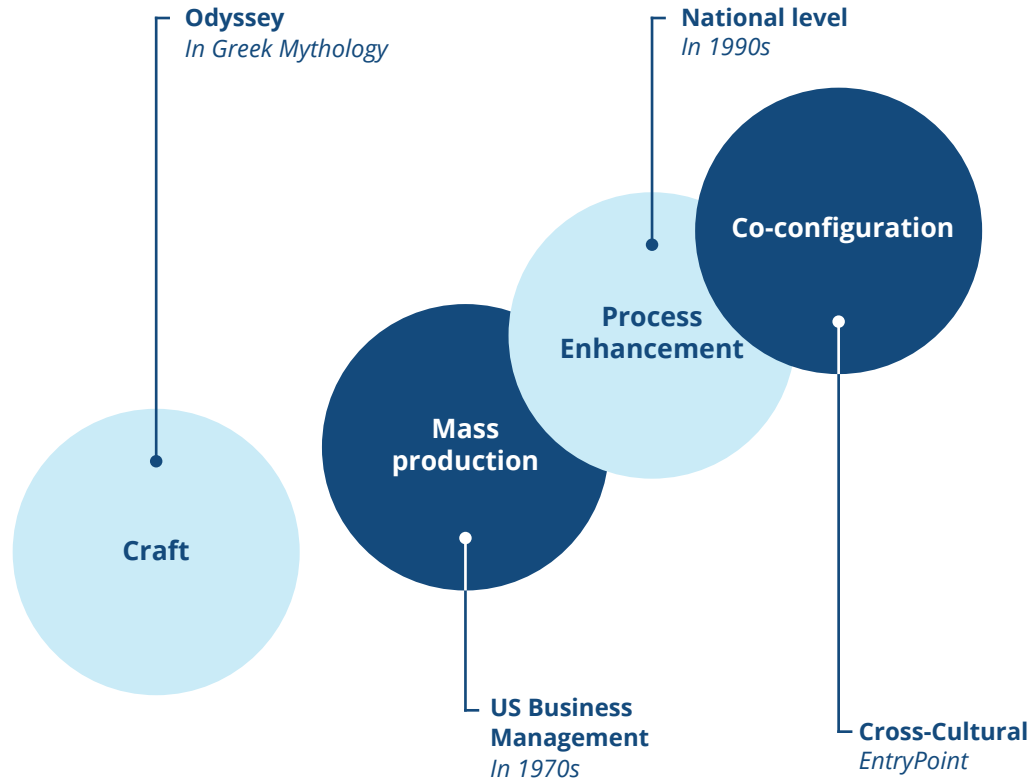
- A** With the **Audacity to step out** of your comfort zone, EntryPoint is a platform where you can start enjoying the new waves of internationalization with international talents.
- B** **Beyond the boundaries** of your educational background, business interest, connections and ethnicity, EntryPoint provides a collaboration platform where our participants and partners can connect, discuss, exchange knowledge and develop initiative.
- C** Kaksisuuntainen Kotoutuminen. As a two-way integration, EntryPoint mentors and mentees get to know each other, learn from one another and grow together. That's how they **Complement each other**, rather than competing against one another.
- D** In a nutshell, EntryPoint Mentoring Programme is all about the benefit of **Dynamics of diversity**.

*Enter the
EntryPoint
Mentoring
Programme*

So, now it's your turn. Are you ready to step out of your comfort zone, to go beyond your boundary and to benefit from the dynamics of diversity? Welcome to join **EntryPoint Mentoring Programme**.

Read more <http://come2.fi/the-abcd-of-entrypoint-mentoring-programme/>

History of Mentoring



The Origin of Mentoring in Odyssey

The concept of mentoring is prevailing in the contemporary world. However, the origin of mentoring can be traced back to ancient Greece after the character Mentor, a major figure in the Homeric legend of Odyssey. In the Odyssey, King of Ithaca Odysseus leaves his young son Telemachus in the care of his friend **Mentor** while going off to war with the Trojans. Over two decades that follow, **Mentor** takes on the role of a teacher, role-model and counselor of Telemachus.

The Odyssey: ancient Greek epic poem by Homer



Definition of Mentoring

Mentoring as a transformational activity involving a mutual commitment by mentor and mentee to the long-term development, as a personal, extra organizational investment... accomplished by the sharing of values, knowledge, experience, and so forth.

Scandura & Schriesheim, 1994, p. 1589

“

The roads to nowhere are hard to build.

J. Wallace Hamilton

Mentoring

Positive Developmental Activity

Transformative activity

Insights, challenges and opportunities, direction towards development

Improving Organizational Communities

Mutual Commitment

Confidential and off-line

Enhancing Organizational Culture

Understanding and trust

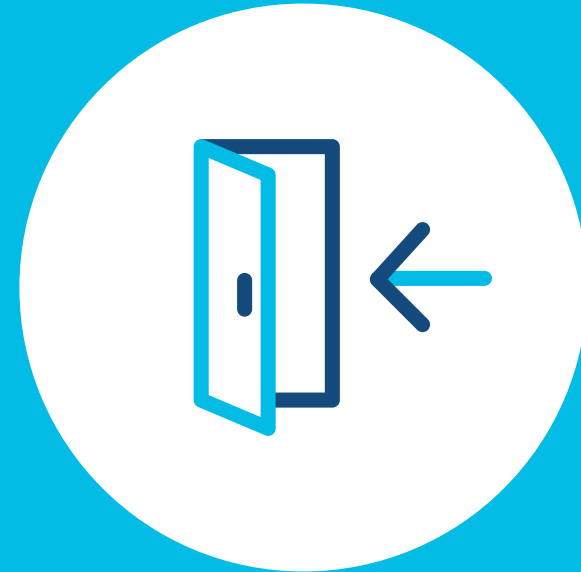
Constructive criticism
Different doesn't mean incorrect nor inferior

A Partnership

Self-reliance

Help plan ways through them
Skillful questioning; Additional view

Complement one another



Get a Foot in the Door of
EntryPoint

EntryPoint Mentoring Programme

1 2 3

A Cross-cultural Mentoring Partnership

toward a reciprocal partnership

Pursuing a Collective Learning Trajectory

in close collaboration with Enterprises and Higher Education Institutions

Empowering Enterprises and University Partners

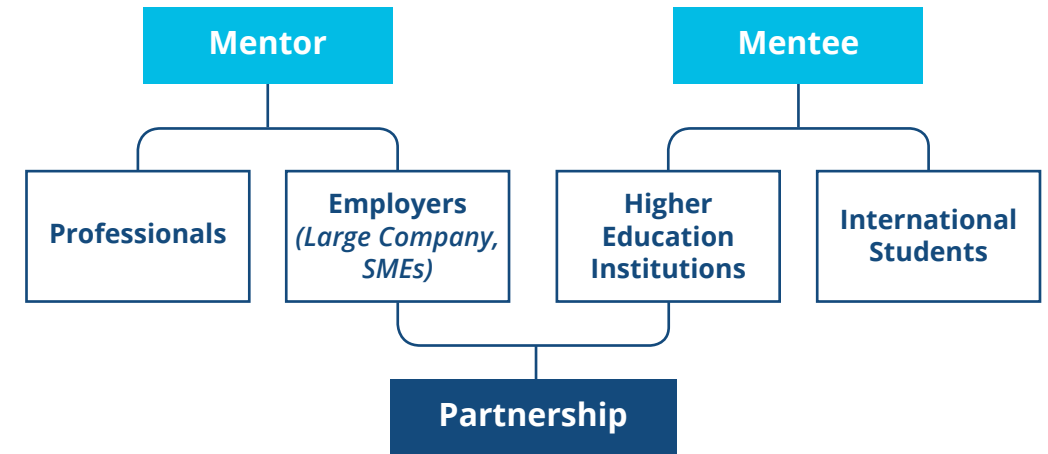
to attract, recruit, retain and manage diverse workforce



What

Cross-cultural Mentoring Partnership

Who



Become a Mentor

Commitment of time / effort to engage actively

- **Readiness** to take part in mentoring and collective meetings
- **Broad-mindedness** to listen attentively and to share knowledge, expertise, skills and time
- **Openness** to learn from the mentees and other mentors
- **Willingness** to cultivate cross-cultural competencies as well as leadership, coaching and multicultural communication skills
- **Eagerness** to motivate and offer support to the mentee until reach their fullest potential
- **Earnestness** to provide constructive guides, positive influences and insightful perspectives on the mentee's concerns



The Art of Questioning

Attentive listening
figure out the emerging needs from the mentee

Open-ended questions (Why & How)
lead the mentee to take the initiative, topics and interests

Engaging and Exploring
different perspectives and interpretations depending on context



Time Commitment = Not Time Consumption **But Time Investments**

Mentor's Role

Encourage mentees and exhibit confidence in the individuals

Networking to build professional links

Workplace culture in the Finnish context

Knowledge of Career Options

Knowledge of People
Knowledge of Networks

Attentive listener

Technical Expertise

Actively interested in the individual and their development

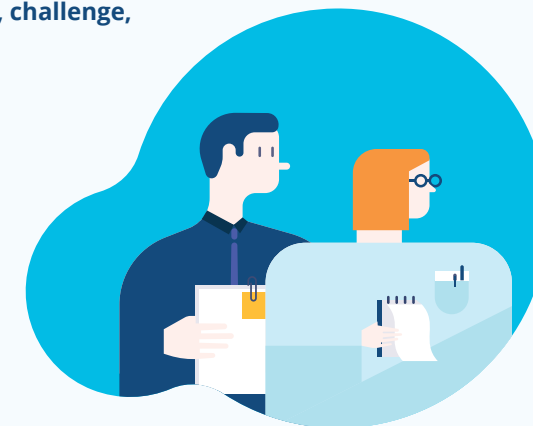
Life experience

Trust others and can be trusted

Organizational Experience:
Support, challenge, vision

Information about professions and industry sectors

Able to maintain integrity of the relationship



Tips for Mentor

Dos

- Listen actively and empathically
- Facilitate networking and brokering
- Express positive expectations
- Advocate and promote balance
- Encourage and motivate mentee to move beyond their comfort zone
- Self-disclosure as appropriate
- Teach by example, provide a vision for a satisfying and successful career
- Encourage reciprocity

Don'ts

- Fix the problems, take credit
- Coerce or use undue influence
- Lose critical oversight, condemn and cloud judgment



Mentoring Partnership Agreement

| Name and Organization

| Preferred mode of communication

| List of expectations, specific purpose, achievements

| Frequency of contact

© Clutterbuck Associates
(Shell Learning, Central HR)

Become a Mentee

Commitment of time / effort to engage actively

- **Dedicated international talent** who seeks better integration into Finnish society through getting a foot in the door at Finnish professional network
- **Diligent and passionate participant** in both mentoring pair meetings and collective meetings
- **Active questioner and attentive listener** who desires to get to know Finland better and to learn more about Finnish professional life
- **Creative and collaborative talent** who continues to pursue the growth in both personal and professional life
- **Prospective international student** who desires to add value to the internationalization in Finland by means of sharing own local knowledge with others
- **Courageous potential leader** who will turn challenges into opportunities and bring forward the paradigm-shift as a potential leader



Time Commitment = Not Time Consumption **But Time Investments**

Mentee's Role

Take responsibility and take an active role

Allow yourself to be open and vulnerable

Clarify what is expected and what your expectations are

Willing to change, modify your behaviors and perspectives

Be receptive to constructive feedback

Committed to mutual development

Bring a real situation's issue and developmental needs

Implement agreed actions and update the mentor on progress

Set realistic aims for what can be achieved through the learning partnership

Constantly follow through on commitments

Openly show appreciation and gratitude

Make an effort to install trust



Tips for Mentee

Dos

- Take initiative and demonstrate your values
- Clarify goals and expectations
- Be respectful of mentor's time
- Communicate agenda and goals with mentor prior to meeting
- Practice self-reflection
- Look for opportunities to share your expertise with the mentor
- Support your peer mentees
- Keep your learning diary up to date



Mentee's Learning Diary

| **Date**

| **Check-in**

urgent issues, work-life balance, personal issues

| **Goal discussion**

| **Action items**

| **Next meeting date**

Don'ts

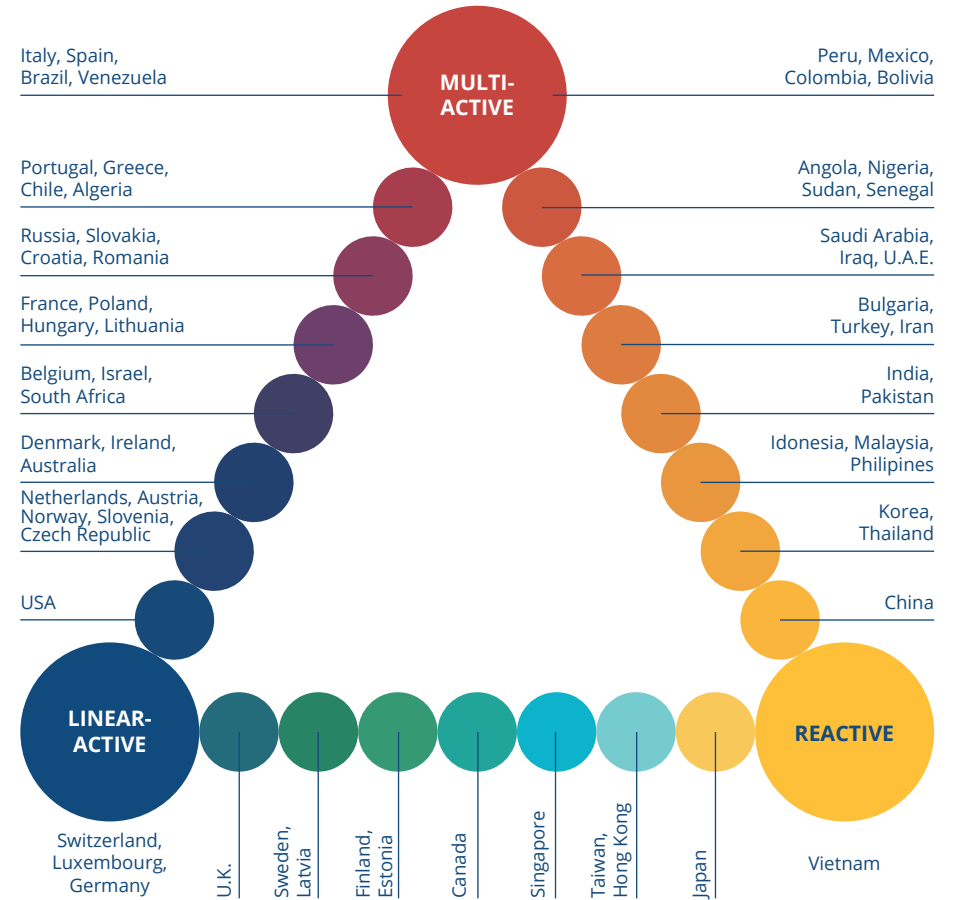
- Be passive and wait for the mentor to initiate interactions
- Be late and disorganized
- Stay in the comfort zone

How to Pave the Way For Further

Different does not mean incorrect nor inferior
as fuel of dynamics of diversity

Inspirational Invitation
exemplify with compelling stories and testimonials

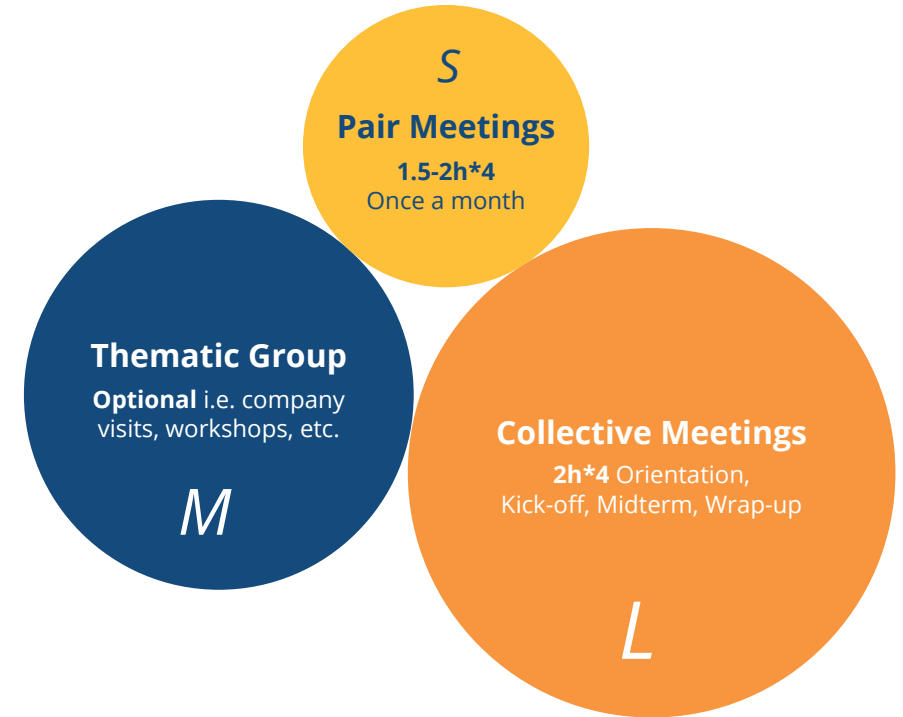
Fishes vs.
How to fish
Employment vs.
Employability



Better to Travel in Group



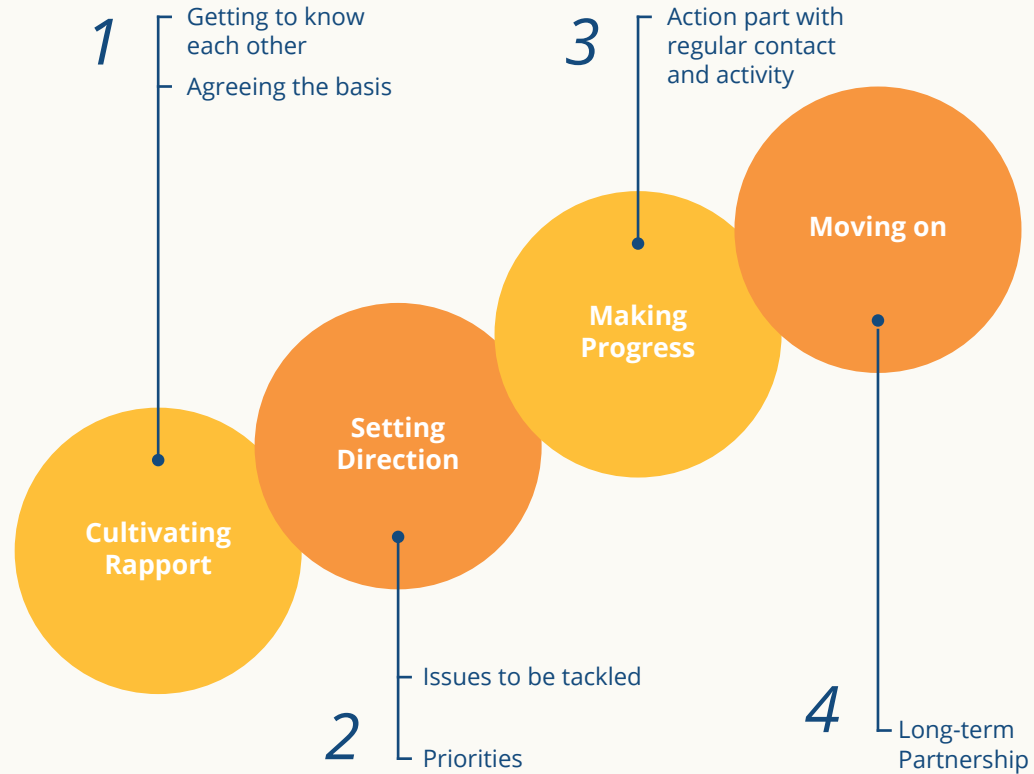
3-Dimensional Learning Model



2-3 days (15-21 hours) during 6 months

Not Time Consumption But Time Investments

Mutually Beneficial Partnership



10/20/60 Rule

10 min

Check-in

Engage in personal and professional check-in

20 min

Front Burner Issues

Focus on urgent and current agenda

60 min

Long-term goals and prioritize

Discuss goals, priorities and clarify tasks follow-up management

Tips for First Meeting

Check List

- **Get to know each other** (*personal, professional*)
- **Establish guidelines** (*frequency, confidentiality, off-limits*)
- **Clarify goals and expectations** (*measurement, milestones*)
- **Partnership Agreement** (*both*) and **Learning Diary** (*mentee*)
- **Allocate primary responsibility** (*schedule, agenda, reminder*)

Agenda

- **Finalize Mentoring Agreement**
(timeframe, set a calendar)
- **Consider similarities and differences**
how to value and respect differences and overcome challenges
- **Explore career goals and aspirations**
discuss issues related career plan
- **Brainstorm unique upcoming opportunities**
for development
- **Verify progress against plan**
explore barriers, set-backs, alternatives
- **Follow-up on action items**
celebrate milestones and progress

Tips for Pair Meetings

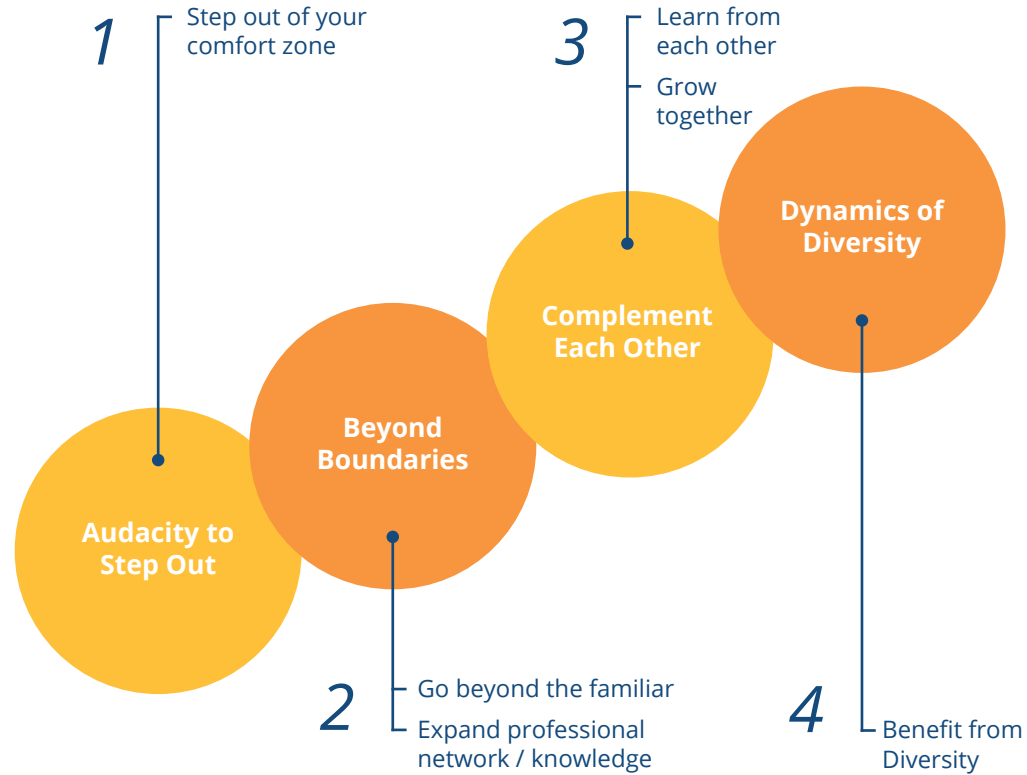
Effective Feedback

- **Offer in a timely manner**
- **Focus on specific behaviors**
- **Acknowledge outside factors that may contribute**
- **Emphasize actions, solutions or strategies**

Building Trust

- **Being a proactive listener**
- **Cooperating with others**
- **Openly sharing, being vulnerable, accepting, non-judgemental**
- **Actions are parallel to words**
- **Authentic and true-to-self**
- **Actively seeking out different perspectives**
- **Having a positive, upbeat look**
- **Encouraging others to succeed**
- **Honouring and respecting confidentiality**

Collective Meetings



Benefits of Diversity

Thematic Group Meetings

Hosting a company visit

i.e. Finnish employers' expectations, Finnish working culture, etc.

Intensive workshops

i.e. Cross-cultural workshop, career planning, etc.

Thematic groups

i.e. Entrepreneurship, ICT, HRD, Finance, etc.

Communication by



Cross-cultural Sessions by mentees

- **Local advantages**
language, network, knowledge, up-to-date info
- **From Finnish perspective**
facts and figures, in comparison with Finnish ones
- **No Ctrl+C and Ctrl+V**
interpreting, irreplaceable, new insights

Cross-cultural seminar

i.e. working culture, market trends, social challenges as new business opportunities

Social media savvy

i.e. consumer trends of young adults or international talents

Thematic Groups and Business Cases

- **Thematic Groups**
Entrepreneurship
Career Development
Research-business collaboration
- **Pilot Projects/ Business Cases**
Will be supported by Helsinki Region Chamber of Commerce

Stay Tuned for What is Coming Up Next

	1 st Month	2 nd Month	3 rd Month	4 th Month	5 th Month	6 th Month
Time Commitment	15-21 hours for 6 months					
Pair Meetings	at least 5 times (approx. 1.5 hours/month)					
Collective Meetings	4 times					
<i>Orientation for Mentees</i>						
<i>Orientation for Mentors</i>						
<i>Kick-off Meeting</i>						
<i>Midterm Meeting</i>						
<i>Certificate Ceremony</i>						

Mentoring Partnership Agreement

EntryPoint Mentoring Programme



	<i>Mentor</i>	<i>Mentee</i>
Name		
Phone		
Email		
<p>This mentoring partnership will last 6 months.</p> <p>The programme contains five one-to-one meetings (i.e. 1.5 - 2 h per meeting) and three collective meetings including kick off, midterm and certificate ceremony.</p> <p>Meeting times, once agreed upon, should not be cancelled unless otherwise agreed. In case of cancellation, it should be informed to mentoring pair immediately. Next meeting will be agreed and scheduled at the end of each pair meeting.</p>		
Our common goals and expectations from:		

Our roles as a Mentor and a Mentee respectively:	
We will mainly communicate via _____ between our meetings. <i>i.e. mobile phone, email, skype, etc.</i>	
A copy of this agreement should be sent to <i>shania.shin@chamber.fi</i>.	
I, as a mentor, agree to be sincerely committed and provide constructive feedback to my mentee.	I, as a mentee, agree to be open to the feedback and will keep a learning diary of my mentoring process.
We agree to the confidential nature of this document. If we choose to discuss its contents outside the pair, we will seek the permission of the other party beforehand.	
Mentor Signature:	Mentee Signature:
Date Signed:	Date Signed:

Stages in Mentoring Checklist

EntryPoint Mentoring Programme



Cultivating Rapport	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
We have established a good understanding of each other				
I feel relaxed in our meetings				
We understand and respect each other's feelings and opinions				
I feel confident in our mentoring partnership				
Setting Direction	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
We have established clear goals for our mentoring partnership				
We have agreed on the objectives, a broad route towards them and ways to measure progress				
We are beginning to surface differences of opinion and to work through them constructively				
The mentee feels comfortable to share different perspectives with the mentor				
Making Progress	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
The agenda for our meetings is being set mainly by the mentee				
We have kept the balance of responsibility for managing our mentoring partnership				
We have acknowledged our achievement of goals and milestones				
We have a positive, supportive, nurturing mentoring partnership				

The mentee is much more confident to cope with new or demanding situations than when our mentoring partnership began				
Moving On	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
We have largely achieved all the goals we set for our mentoring partnership				
The mentee can now tackle most situations confidently without the mentor's help				
The mentee feels she/he has reached self sufficiency				
We are becoming dependent on each other for advice and support				
We have become friends at a professional level				



"It was a life-changing experience. Hold on tight and be ready to step out of your comfort zone!"

"I found the pairing to be a really great match that challenged both of us to expand our horizons and ways of thinking."

"I met mentors and mentees who have diverse backgrounds and knowledges, and it enlarges my mindset a lot."

"The company visits provided an opportunity to know more about the Finnish labor market and to learn about companies in Finland from inside. It was an authentic experience."

"These meetings gave me new perspectives to the topics that I thought I already knew. I also learned a lot of new things and how to identify new opportunities."

"The benefit of EntryPoint is not only about the networking opportunity but about myself. My self-awareness and confidence has been improved. I have become more positive and confident of Finnish labor market."

- Mentees

Read more <http://come2.fi/92-champions-and-compelling-stories-from-entrypoint-2016/>

"I honestly say that I've learned from my mentee at least as much as he has learned from me. This a 20+ guy has such a great understanding of business in the different countries, and such a well-thought and clear picture of his future. That has just inspired me."

"EntryPoint has widened my mindset."

"EntryPoint programme will blow your mind off: Be prepared, because it will exceed your expectations (even if you are not sure what to expect...just having an open mind is the best you can do) – and this all starts happening when you choose to be active and participate bravely in different events and meetings. Throw yourself there. Your mentee and the whole group wants to hear your opinion and ideas, as much as you want to hear their ideas. This is the place to create connections and transfer your knowledge forward. Be part of something meaningful. Gratitude will follow."

- Mentors



EntryPoint Mentoring Programme

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KAUPPAKAMARI

Leverage from
the EU
2014–2020

