



MENTORING FRAMEWORK

AFRICAN ASSOCIATION OF
WOMEN IN TOURISM (AAWTH)

WELCOME



You're about to embark on a journey of Empowerment and Support for Women in Tourism and Hospitality.

Mentees admitted into the AAWTH Mentoring program are curious to learn and grow while taking on some of the most difficult challenges we face today in the industry.

Critical to the success of our mentees are trusted & committed mentors who can guide and help them navigate the unique encounters of building career and business in Africa.

This process will challenge every aspect of the Mentee's commitment, purpose and dedication. They need an experienced guide who can support them during their transformational journey + navigate them to success

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BACKGROUND



The AAWTH Mentoring program is designed to support and encourage Mentees to manage their own learning in order that they may maximize potential, develop skills, improve performance, and become the person they want to be.

The process allows senior leaders to share wisdom, knowledge and experiences while supporting mentees on their development journey. A mentor is someone who uplifts a mentee, often helps find balance between the industry and personal world as these two have strong effects on each other.



A mentor might:

Help mentees increase value networks, with their career and professional brand

Teach a mentee about specific areas where they need additional knowledge

Coach the Mentee

Assist mentee development by providing opportunities to shadow them

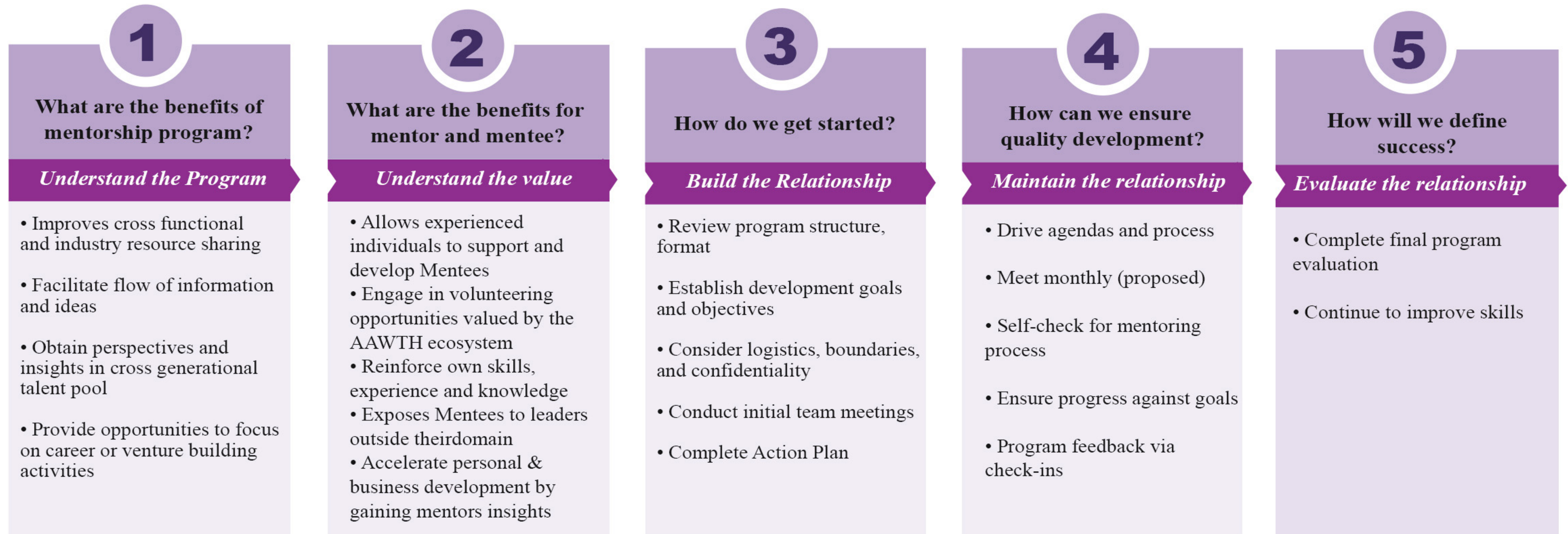
Challenge their mentees beyond their comfort zone

Focus on their mentee's personal & professional development.

Give space to reflect on their own & other leadership/learning approaches.

Program OVERVIEW

The goal of the AAWTH mentoring program is to accelerate career growth and incubate mentee business ideas while building effective mentoring relationships. In addition, support the growth of the associations ecosystem and networks, facilitate knowledge sharing, and build capabilities in both mentees and mentors.



Program **STRUCTURE**

<i>Duration</i>	6 Weeks of Commitment	Changes due to unforeseen circumstances should be communicated to program admin immediately.
<i>Hours & Schedule</i>	30 Min. 1hr Weekly	This can be scheduled as convenient to mentor and mentee's work schedule, deliverables and commitments.
<i>Frequency</i>	Weekly	While this is an ideal recommended frequency, this is can be tweaked according to availability or schedules



Roles and **RESPONSIBILITIES**

MENTOR

- » Build relationship, trust and understanding
- » Guide & grow mentee skills, build new competencies
- » Provide industry / domain insights or perspectives
- » Ask open ended questions
- » Develop Mentee career / business building skills
- » Provide constructive feedback to Mentees
- » Provide feedback to AAWTH Team on designated Mentees

MENTEE

- » Owns and drives the relationship, schedule meetings
- » Identify and set clear and definable goals and objectives
- » Commit to professional development and career building activities
- » Commit to owning the mentorship relationship
- » Establish meetings and set agenda
- » Accept constructive feedback
- » Seek feedback and support
- » Adapt and plan for continued learning, growth and scale
- » Provide feedback on mentor



Mentor PRINCIPLES

Mentors use all of their intelligences to help guide the critical steps of early career or business building projects. Specifically we're looking for mentors who can both think and do, they're comfortable using both their rational and emotional intellect, they can also think strategically and tactically

Here are some suggested guiding principles for a successful mentor engagement

- » Listen carefully
- » Be authentic, direct and always objective with feedback
- » Be specific with feedback
- » Its okay to not know the answers –don't make things up
- » Request Feedback
- » Make distinctions between opinion and facts
- » Respect Confidentiality
- » Allow Mentees to make their own decisions, it is ultimately their decision not yours
- » Communicate with other mentors
- » Be supportive and optimistic
- » Your Opinion matters, take it seriously
- » Challenge Mentees, make them think about things they might overlooked
- » Don't be afraid to get your hands dirty, dig in and help if you have to or can
- » Have empathy and appreciate Mentees for their efforts
- » Respect your mentees time they're busy too



Mentor PROCESS FLOW



Invitation

Accept AAWTH invitation and complete prerequisite forms to initiate on-boarding process

Meet / Onboard

Next we connect to better understand what you're looking for, your experiences and motivations in being a mentor. We then proceed to activate your on-boarding process.

Match

As soon as Mentees are selected, we'll match you with your mentee, based on your experience and subject matter expertise

Office Hour/ Diagnostics

At each office hour meeting, you focus on a certain area and set milestones for this specific focus area.

Feedback

In each feedback meeting you discuss the progress of work with Mentees regarding set milestones and decide on the next focus area.

Closing

We ask you for a final evaluation of the mentee and would love to hear your feedback on the mentoring process

Repeat

If you enjoyed the process and were rated well, we would love to continue working with you.

What happens during a mentoring session?

The mentor generally has more skills, knowledge, and experience than their mentee and offers to share them to provide the mentee with support, information, and advice as they learn how to do their work more effectively.

At the start of the mentoring relationship the mentee and mentor will together explore the possible development gaps that the mentee may need mentoring to fill. It might be, Networking, Understanding, How to do something, Leadership etc. As the mentoring relationship is generally a long-term one, it is important for mentors and mentees to set goals as they commence their journey together. This will give focus and ensure that the mentoring serves them both as well as the association. These goals should be reviewed frequently to ensure continued progress this assists the focus of the journey and needs to be discussed in meetings

Mentoring is a learning and development relationship.

Rules of Engagement

Guidelines for Mentors & mentees

Do

Mentors

- Get to know your mentee.
- Try to really understand how things are for them currently - personal & professional
- Stress the positive. Help your mentee use mistakes as learning experiences.
- Help identify mentees's talents, strengths, and assets.
- Collaborate with your mentee.
- Share your knowledge rather than giving too much advice.

Mentor & Mentee

- Be genuine
- Be positive, enthusiastic, patient, dependable, honest, and sincere
- Be consistent, but flexible, Expect changes in plans.
- If you're going to miss a mentoring session communicate prior and excuse yourself.
- Establish goals
- Be open to what your mentor/mentee can teach or share with you.
- Continuously measure progress aligned to goals.

Don't

Mentors

- Lecture or preach
- Tell them what to do (instead you should suggest, invite, encourage and show)

Mentee

- Do not take this learning opportunity for granted.

Mentor & Mentee

- Make promises you can't keep
- Interpret lack of enthusiasm as personal rejection or reaction to you
- Expect to have instant rapport.

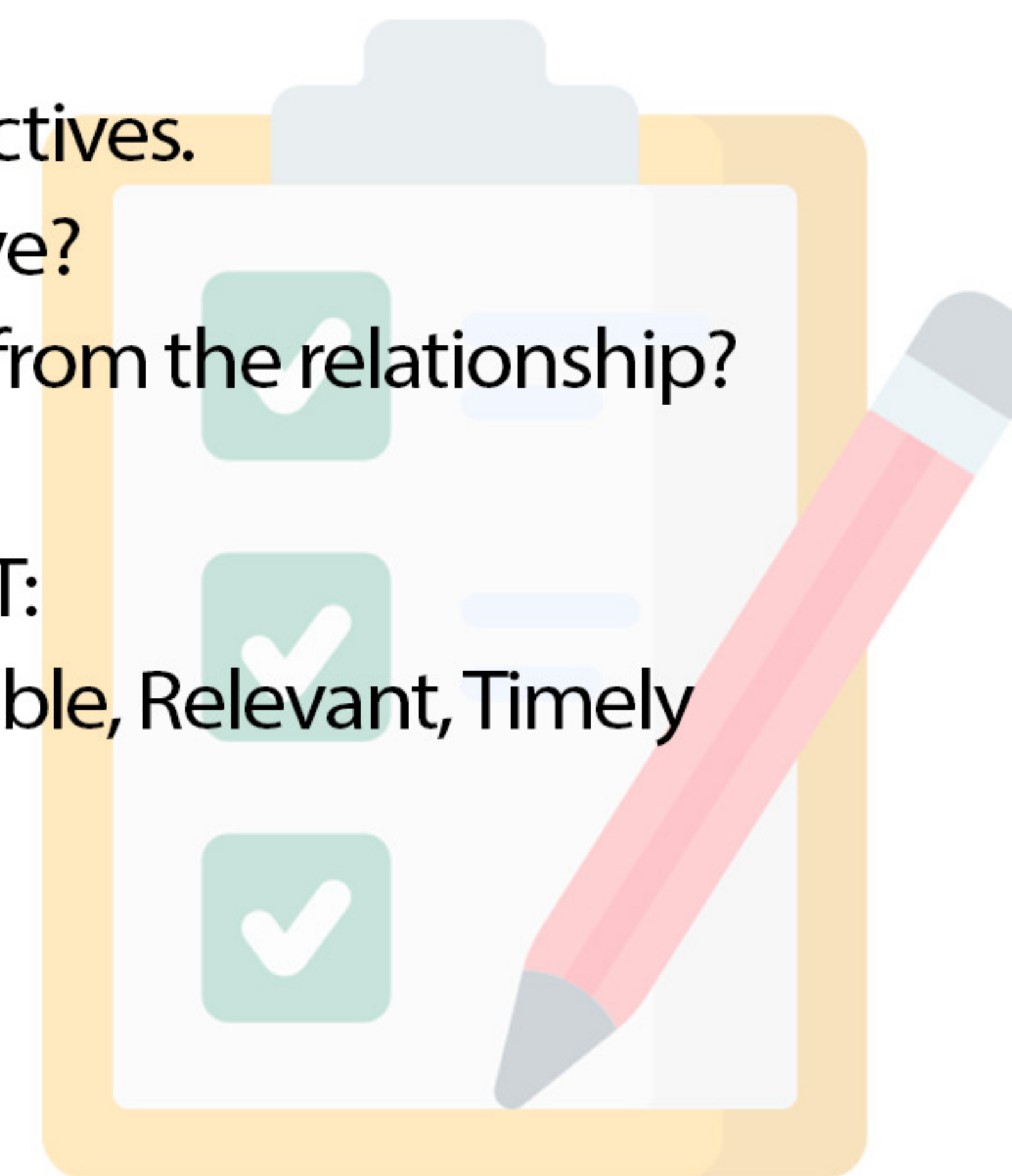
Initial Conversation Checklist

PRE-MEETING

Use the pointers below to establish your expectations of the relationship prior to the meeting. You can bring this information to your initial meeting and discuss your responses or use it as a point of reference.

The checklist will help to build the foundation of the relationship throughout the program.

- Take time to get to know each other, what are your hobbies/interest outside of work?
- Are there any ground rules you would like to set? (Confidentiality, openness)
- Are any topics off limits?
- Ask about their background, experience, current responsibilities, and location
- Ask if they have been in a mentoring relationship before. Find out what did and did not work in the past and any preferences they may have
- What criteria would you like to use to evaluate the success of the relationship?
- Define a successful mentoring relationship accordingly to AAWTH Benchmarks
- Ask for their goals and objectives.
What do they want to achieve?
What are their expectations from the relationship?
- Create goals that are SMART:
Specific, Measurable, Attainable, Relevant, Timely



SETTING MILESTONES

Based on the engagements during office hours, the mentor sets 2-3 milestones. The milestone plan does not only inform the Mentee on *what needs to be achieved, but also what key actions they should focus on to reach those milestones*

Such actions could be:

- A personality assessment for self discovery
- An analysis of existing industry opportunities and best fit
- Research to discover career journey or direction.

Mentee Action

After the office hour / meeting, the Mentee takes action. In achieving the set milestones, AAWTH will offer a broad range of *support*, such as:

1. Online material (videos, toolkits, examples, templates, etc.)
2. Subject Matter Expert session(s) with a dedicated expert and or partner of the mentoring program.

During this phase, there is action required from the mentor in reviewing work done / progress made by the Mentees

Feedback Meeting

Whenever the Mentee feels she has achieved the proposed milestones they are required to get back to mentors for a follow up or feedback meeting. If not, she sets a *revised milestone plan* and thereby initiates another loop.



OUR JOURNEY

Putting it all together | Blueprint for Success



Getting Started & Next Steps



Once Matched

Set up the first meeting

- To be confirmed once Mentee sign-up process & match making is completed

First meeting

- Define meeting logistics, e.g. format, frequency, duration
- Discuss expectations around confidentiality between mentor and mentee
- Consider sharing work experiences during your first meeting
- Career history and background
- What we hope to gain during the mentoring relationship
- Define & reiterate AAWTH program goals and measurable success criteria

Evaluating the AAWTH Mentor & Mentee relationship



Assessing progress

Every month, program administrators will appraise and reflect on the process and development progress
Be candid with mentors/mentees and discuss potential adjustments and invite feedback

Questions to ask

Are we meeting with appropriate frequency and length of time?
Are we both doing well with following up on items after meetings?
What are the most favorite and least favorite aspects of the relationship? Is there anything we could do differently?
Is this relationship challenging your behaviors and assumptions?
What skills are being built as a result of the mentorship?

Are we meeting the goals and objectives set at the beginning of the relationship?
Is this helping seeing the big picture, and learning from this relationship?

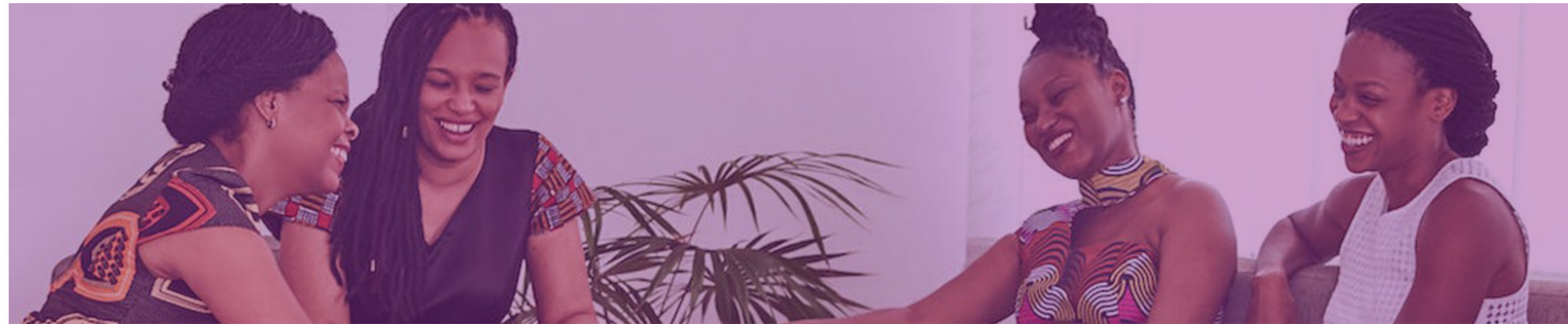
Moving Forward

From the appraisal outcomes, redefine future relationship; discuss how we will stay connected mentors or mentee once the official mentoring program for each cohort has ended.



Critical SUCCESS FACTORS

The key to the success of program is all stakeholders working together as one team.



Leadership participation and team alignment



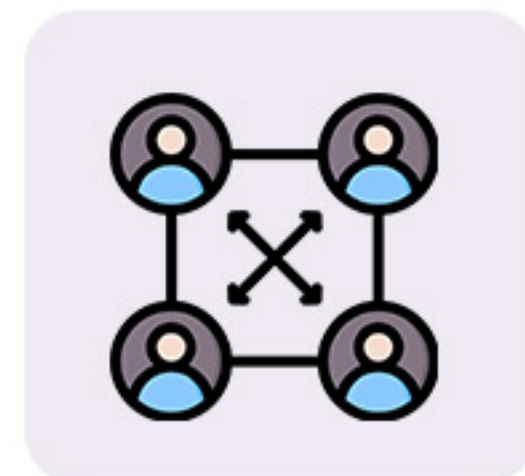
Focus on impact and value



Right people in the room throughout journey



Recognition of the objective & outcomes required



Think cross-functionally and strategically



Understanding of likely Change Implications





Closing

At the end of the program, we'll ask you for a final evaluation of the mentee and their career or business focus.

This will help the AAWTH Directors to take a final decision on which Mentees did very well and stayed focused on their careers goals and or businesses goals including the enablers for the next level.

We would also very much appreciate your feedback on the general mentoring process and the guidelines provided by the team.

What's more is that we're happy to share the feedback we collected from your mentee(s) with you.



***Mentor &
Mentee
Testimonials***

Mentor

What inspired you to be a mentor?

Can you share one story?

What are your take away from this experience ?

Mentee

What does a Mentor mean to you?

How have the mentors impacted you during your time at
AAWTH?

What are your take aways from the AAWTH experience ?



THANK
you



Questions?



***Daphne Spencer,
Co-Founder &
President***



***Vera Sharon Ohioma,
AAWTH Board
Member***



***Ambassador Hiwotie,
AAWTH Board
Member***



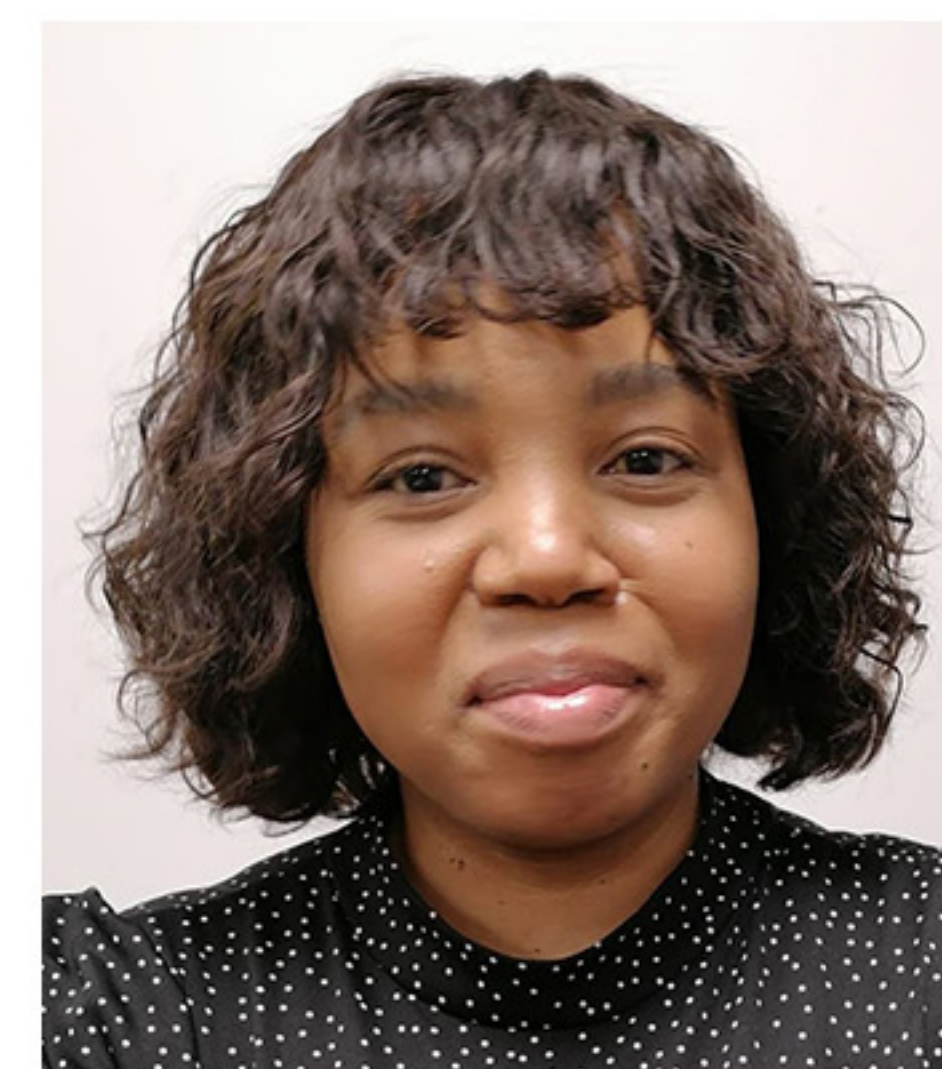
***Aisha Yusuf,
AAWTH Executive
Membership***



***Jael A. Akyeampong
AAWTH Executive
Membership***



***Esther Ndilula,
AAWTH Executive
Membership***



***Nosipho Dinwa
AAWTH Executive
Membership***

***Contact info:
aawthorg@gmail.com***

