




Mentoring Initiative

Professional development for
executives of not-for-profit super funds.

feal.asn.au

ABOUT THE PROGRAM

The FEAL Mentoring Initiative has been developed to support the professional development of senior executives in super. By providing a mentoring framework and facilitating the matching of Mentors and Mentees, the initiative enriches the leaders in our industry through:



*Sharing of insight,
knowledge
and skill between
fund executives*

*Building
business, financial
and strategic
acumen*

*Developing
leadership skills*

What is Mentoring?

A Mentor facilitates learning for a Mentee through an outcome-based conversation.

The keys to success on the FEAL Mentoring Initiative, include:

- + **Conversations that are purposeful, useful and with some form of insight, change or action resulting from the conversation.**
- + The Mentor's ability to support the Mentee in walking their own path. This means that skills such as actively listening; asking questions that encourage new ways of thinking and challenging the Mentee are more important than providing advice.
- + **The Mentor has a genuine interest and care for the growth of the Mentee's professional development.**
- + The Mentee identifies a specific development focus or objective for their mentoring engagement. This objective may include the completion of a challenging work-related project, facilitation of a change process and/or the development of a specific knowledge or skill set.
- + **The Mentee invests significant time into achieving their objective, understanding that much of the learning-transfer occurs with the action that they take between sessions.**
- + The Mentee holds the ultimate responsibility for their career and professional development, approaching meetings with a willingness to be challenged.

Becoming a FEAL Mentor

BENEFITS OF BEING A MENTOR

Previous participants have reported many benefits and learnings from taking on the role of Mentor, including: -

- + Learning new communication and mentoring skills, that are transferable to managing staff.
- + The personal reward of witnessing the Mentee's growth over the 12-month period.
- + The further development of their own leadership skills.
- + Staying connected to the issues that emerging leaders in the industry are facing.
- + Reverse-Mentoring Benefits, where the Mentor learns and gains insights through the conversation.
- + A sense of contribution to the future of the superannuation industry.

MENTOR PROFILE

Mentors should occupy a senior position in their fund or organisation (e.g., CEOs and deputies, divisional and department heads and deputies) and ideally have:

- + At least 10-12 years professional and industry expertise.
- + Effective communication skills, particularly listening.
- + A desire to contribute to the future of the superannuation industry.
- + The ability to commit to the necessary time required for the 12-month initiative, which includes:
 1. *The Initial 1-hour Mentor training (delivered online).*
 2. *Meeting your Mentee for 1 hour (preferably face-to-face) every 4 to 6 weeks for the duration of the 12-month initiative.*
 3. *Keeping in touch with FEAL and participating in the Initiative evaluation and review.*

Becoming a FEAL Mentee

BENEFITS OF BEING A MENTEE

Previous participants have reported many benefits and learnings, including:

- + Developing skills and knowledge.
- + Increasing influence and gravitas.
- + Being held accountable for professional goals increases focus and fast-tracks achievement.
- + The confidentiality shared with the Mentor builds a level of trust and openness for an insightful conversation.
- + The opportunity to prepare for important meetings and presentations with the Mentor's help to both refine the approach and increase confidence.
- + A window into the experience of other senior fund executives provides new ways of thinking.

MENTEE PROFILE

Mentees must:

- + Be members of FEAL.
- + Have at least 3-5 years professional experience and expertise.
- + Be poised for future leadership in the industry.
- + The ability to commit to the necessary time required for the 12-month initiative, which includes:
 1. *The Initial 90-minute Mentor training (delivered online).*
 2. *Meeting your Mentor for 1 hour (preferably face-to-face) every 4 to 6 weeks for the duration of the 12-month initiative.*
 3. *Take responsibility for the administrative and logistical aspects of the relationship.*
 4. *Be willing to show strong initiative in utilising the mentoring opportunity and follow-through on action points agreed with the Mentor.*
 5. *Keeping in touch with FEAL and participating in the Initiative evaluation and review.*

The FEAL Mentoring Initiative

AGREEMENT

Research shows that external mentoring programs (i.e. where the Mentor and Mentee are from separate organisations) often outperform internal programs. When the Mentor is not involved in promotion decisions, salary reviews and internal politics, both the Mentor and Mentee can have a higher level of openness within the mentorship.

However, external mentoring programs do come with their own barriers and complications in the form of confidentiality, conflict of interest and the risk of participants using the program to secure future employment or to recruit.

The success of our mentoring initiative is built on a foundation of trust between the Mentor, the Mentee and FEAL. The Initiative must be approached in the spirit it has been created, otherwise FEAL will no longer be able to deliver the initiative.

The FEAL Mentoring Agreement covers these essential elements of trust, specifically covering the areas of confidentiality, conflict of interest and anti-poaching. For further details on how these components of the initiative are managed please contact FEAL to request a copy of the document 'FEAL Mentoring Initiative – Formal Documentation'.

The FEAL Mentoring Initiative Agreement is covered comprehensively as part of the training.

Training & Support

FEAL is committed to establishing a Mentoring Initiative that delivers significant benefits to both mentors and mentees. To provide participants with a firm foundation for success in their mentoring relationship, both Mentors and Mentees are required to participate in training delivered online. Separate sessions will be held for Mentors and Mentees.

The training provides an opportunity for participants to come together with an experienced facilitator to speak about their respective roles and discuss expectations, questions and concerns.

Mentors and Mentees will be provided with access to an online portal, where additional training and resources will be provided periodically throughout the initiative. Topics included through the online portal include goal setting, influence, confidence, strategic thinking and mentoring/communication skills.

FEAL has also secured the services of an experienced Executive Coach to provide additional one-on-one support to Mentors, Mentees and Mentoring pairs. Individual support is available, by phone, upon request.





FEAL

Tower Three
International Towers,
Level 38, 300
Barangaroo Avenue,
Sydney, NSW, 2000

feal.asn.au

