



Foodservice Suppliers Association Australia Inc.

FSAA Management Mentoring Program Plan 2018

PURPOSE

The purpose of the FSAA Management Mentoring Program (MMP) is to provide a member-exclusive service where senior industry leaders partake in a program to help guide and advise middle managers within the industry in the disciplines of leadership and what it takes to understand the varied skills, knowledge and experience to achieve that position via knowledge sharing.

OBJECTIVES AND OUTCOMES DESIRED

- Attract and retain talent in the sales, marketing and general business disciplines within the Foodservice channel
- Use the skills, knowledge and experience of senior industry leaders to assist in career development of their mentees
- Provide a direction for mentees to resolve their own issues, not have the mentor do their work for them
- Encourage mentees to “stretch” and challenge themselves in a business sense
- Establish specific areas that will be relevant to the participants within sales and marketing
- Establish a measurement system that reflects the success or otherwise of individual programs
- Establish a feedback mechanism for participants showing outcomes as seen by each other, and the overall program (including ways to improve the MMP)
- Deliver confidence to both mentor and mentee to discuss those areas that may be of concern, in an environment of mutual trust and confidentiality
- Provide a further service that enhances the credibility of the FSAA to the Foodservice industry
- Position the program to be seen within the industry as a significant opportunity and reward for aspiring leaders

TIMING

The MMP will commence in February 2018 and run until December 2018. If participants wish to continue their business relationship following that time, it will be at their mutual agreement but not as part of the program.

ELIGIBILITY TO PARTICIPATE

- The MMP will be available only to employees of FSAA member companies
- Mentees will be from middle management in sales and marketing roles – account management, national account management, sales operations, product manager, marketing manager and other positions as deemed appropriate
- Mentors will be senior leaders within Foodservice who have acknowledged strong experience within the sales and marketing areas – CEO/MD, Sales Directors, Marketing Directors etc. These will be approached by the FSAA regarding their participation

CONFIDENTIALITY

This will be stressed as a fundamental tenet of the program to all involved and included in the agreement.

OPERATIONAL ASPECTS AND ACTION STEPS

- ❖ FSAA members will be notified of the program, including its details, and asked to nominate suitable nominee mentees and the rationale for their nomination (January 2017). This will include an application form to be completed by the Mentee and their manager outlining why they wish to be considered, what they would hope to get from the program and other related questions
- ❖ Mentee nominations to be vetted and selected
- ❖ FSAA to approach targeted mentors to support those applicants (late January 2017)
- ❖ Match mentors and mentees considering geographic location and wherever possible, from different categories e.g. a mentor from food and a mentee from equipment. Competitive companies will not be matched
- ❖ Notify mentors and mentees of their respective matches (early February 2017)

COST OF PARTICIPATION

There will be a fee of \$500 + GST per Mentee to the FSAA. This can be paid by either the Mentee or their employer. This is to cover costs of personal liability insurance for Mentors and to show the Mentees are serious about the opportunity.

MANAGEMENT OF THE PROGRAM

Will be done by the FSAA - appropriate feedback and monitoring mechanisms will be provided.

THE MENTOR

The mentor function comprises multiple roles, these alternate between receptive and active roles:

1. **As a role model.** An effective mentor is invariably accomplished in their organisational role. They are generally admired and respected in their position, and their achievements in that position. Mentees will often look for a set of habits, approaches, style and skills that the mentor exhibits and that the mentee wishes to emulate and practice.

2. **As a sounding board.** Good mentors have to be good listeners. They need to foster confidence in the mentee. Mentors who provide opportunities for their charges to articulate and develop ideas without fear of pre-judgement, criticism or ridicule, contribute real value to the relationship.

3. **As a guide.** Mentors can offer guidance. Guidance is different to leading. Allow discovery, do not provide answers directly. The subject range is broad and can, for instance, relate to career development or strategies and tactics for achieving particular professional goals.

4. **As a skills developer.** It is valid for a mentor to sometimes assume a teaching or coaching role around a particular skill-set, helping the mentee to learn quickly, in the format and style of the culture. This role should be specific, short-lived and not perform a role by proxy.

5. **As an advocate and champion:** Good mentors may choose to do more than just interact with their mentee. They must actively and wisely foster support for the mentee across the organisation, influencing and promoting the mentee's reputation, capabilities and worth.

Features of Mentoring

- Mentoring is a flexible form of learning and development. The basic requirements are the existence of an experienced person and a commitment to devote the necessary time to the engagement.

- Mentoring provides 'safe-space' for learning. Mentoring can occur within or outside of normal operational activity. It should be private. It must have purpose and it must aim for progress.

- Mentoring is work-focused. While it creates a safe-space, mentoring needs to also focus on what is happening for the mentee in the workplace – it is to be connected.

- Mentoring is individualised. The prime focus is always on the learner. An example, is recognising that people have career aspirations that are individual and unique.

- Mentoring creates relationships across the organisation. These relationships may be disaggregated but they link through the upwards, sideways and downwards networks of the parties.

Traits of a Good Mentor

1. Does not blame - stays neutral
2. Will give honest answers
3. Not intimidating - easy to approach any time
4. Good at their own job and enjoy it
5. Actively questions the mentee

6. Enabling, caring, open and facilitative
7. Gives constructive and positive feedback
8. Provides subtle guidance but ensures the mentee makes the decisions
9. Genuinely interested in the mentee on a personal level
10. Willing to debate, argue and discuss.

Advantages of Mentoring?

- It has flexibility - it requires only time and two people.
- It is an off-line activity that gives it an element of informality.
- It is work focused.
- It is unique to the needs and interests of each person.
- It engages hearts as well as minds.
- It is a feedback system.
- It includes the full range of working and human activity.
- It can happen alongside, or in addition to, all other learning processes.
- It is a value-added activity.

Do's and Don't's for Mentors

DON'T mentor if you have no intention of following through and commit the time necessary
DON'T mentor if you're insecure about your own skills
DON'T criticise your mentee – offer an alternative to the mentee to consider
Don't criticize the industry or specific employer/customer organisations
Don't share your discussions with others
Don't try to change behaviours or values of your mentee

DO mentor if you're know what you're talking about and WANT to make this industry better
DO mentor if you're secure with in your knowledge of the industry
DO mentor if it's something you enjoy
DO mentor if you have positive attitudes to pass on within this field
DO encourage, guide, challenge, praise when appropriate

Some Tips for Mentors

1. With your mentee, determine what the mentee is looking for help with. Mentoring is a purposeful activity, not just two people spending time together.
2. Decide to meet or talk together **at least** once a month. You could go out to lunch, go for a walk, or talk over the phone.
3. Establish a relationship based on mutual respect and open communication. Your mentee needs to feel that they can say what's on their mind. Remember, you are here to help them.

4. Ask probing questions. As the mentor, you know something that the mentee does not. It may be the case that the mentee does not even know the right questions to ask. In this case, you need to bring up the topic yourself.
5. Over time, hold your mentee accountable to improve. Your mentee wants to improve. That's why they came to you in the first place. But often people get stuck between "knowing" what to do and "doing" it. You need to hold them accountable to making progress.
6. Mentors DO NOT provide the answers or the solutions to current issues, they provide guidance and examples from which decisions might be better based
7. Mentoring relationships end for a variety of reasons. When yours comes to an end, encourage your mentee to reflect on where they've come. You'll probably find you've learned a lot too!
8. Ensure that you are NOT being used as a stepping stone to change company or level by introducing or endorsing a mentee. You are there for guidance, not as a political tool of introduction
9. Don't be tempted to "pinch" top talent if you are mentoring someone from another company.

THE MENTEE

Planning and preparation

Mentees carefully consider why they need a mentor and what they wish to achieve through the relationship and reflect this in the Mentoring Agreement

Mentees allocate sufficient time for preparation in between each mentoring dialogue and be dedicated to the process for it to be successful

Being proactive and owning the process

Mentees are proactive in driving the mentoring relationship

Mentees set goals, develop action plans and follow through on them independently

Mentees exercise their own judgment in light of advice from their mentor

Mentees accept full responsibility for their own actions and plans

Mentees do not expect the mentor to find them a job or to be their promoter

Mentees take an active role in reviewing both their own progress and that of the mentoring relationship

Being open to challenge and feedback

Mentees are open to new learning and feedback

Mentees are open to being challenged and having their assumptions questioned

Maintaining respect and managing expectations

Mentees maintain a professional relationship with the mentor, accepting the mentor as a more experienced colleague and not a personal counsellor

Mentees have realistic expectations of the mentoring relationship and the availability of the mentor

Mentees maintain the confidentiality of discussions with the mentor except where agreed

Other Tips

- Meet with the mentor at mutually agreed times.
- Drive the mentoring relationship by deciding which issues and concerns they wish to discuss in relation to their new Headship role and by whatever means are most appropriate for the relationship eg by telephone, e-mail, face-to-face discussion.

- Go to meetings with some idea of what they think they should do and then ask the mentor for his/her opinion on these ideas.
- Keep the relationship informal and open.
- Respond positively to constructive feedback and keep their mentor advised of subsequent courses of action, where appropriate.
- Where problems remain or are not being resolved as quickly as planned, discuss these as soon as possible to consider any other possible course of action.
- Make effective use of the mentor's time by focussing queries, and not making excessive demands on the mentor's time.
- Remember that the mentor is giving his/her perspective and advice; the mentee has to decide how appropriate this is for their current situation.

Advantages of being a Mentee

- The opportunity to learn from an acknowledged leader in the Foodservice industry
- The opportunity to make your own decisions based on what is learned
- Expanded career development and advancement potential
- Working with someone who can understand the issues you face