

FACILITATOR NOTES

There is no 'right answer' to these questions. The points provided below are only prompts to help the facilitator foster conversation

1. **What do you consider the role of a mentor to be?**
 - Each person will answer this their own way.
2. **Do you think mentors can choose who they mentor? Or are mentors chosen by their mentees?**
 - Encourage discussion and debate on this subject.
3. **If you have a mentor or mentee, how did the mentorship begin?**
 - Encourage everyone to share their own personal experiences.
4. **What do you think about the mentor 'match making' software contained in the third article and do you think it could be beneficial to match mentees with suitable mentors in Army?**
 - Do you think this style of service is beneficial?
 - Would it work in a military context?
 - What are some of the ways we could achieve the same outcome?
5. **What do you think the role of SNCOs and WOs is when mentoring in Army? Who should you mentor and how?**
 - Encourage discussion around mentoring JNCOs and soldiers and how that mentorship differs to a SGT/LT, CSM/OC, RSM/CO, WO/CAPT in a training and HQ posting.
 - What changes when you are mentoring someone who outranks you?
 - How is it different when mentoring someone with a similar amount of experience as you albeit very different experience. For example, the CSM/OC relationship?
 - What do you think the role of a CSM is when mentoring junior officers within a unit setting?
6. **Have you ever had a junior officer not listen to your guidance and mentorship on a subject? What have you done in that situation?**
 - Encourage everyone to share their own personal experiences.
7. **Do you think that allowing your mentee to experience failure is a part of successfully mentoring them?**
 - Is failure in a safe setting a good thing?
 - Do junior officers need to fail in order to learn?
 - How does this relate to mentoring JNCOs and soldiers?
8. **Do you think that having mentors outside of your own specialisation or outside of the military is beneficial? Or should your mentor be similar to you?**
 - Encourage discussion and debate on the pros and cons of each.
9. **Do you think that mentorship should be structured or adhoc?**
 - Is there benefit in organising regular catch ups as was stated in the second video from the second article?

- Is it better to mentor adhoc only as required?
- What are the pros and cons of each?

10. What can you do to be a better mentor? How can you get more out of your own mentors?

- Encourage personal reflection and have each person state one thing they can do better as a mentor and how they can get more out of their mentors.
- For those who don't think they have a mentor this is a good opportunity for them to reflect and think about whether they may in fact have an informal mentor that they have not ever thought of as a mentor. Others may start thinking about who they could ask to mentor them formally.