

***More About Citibank's***

***External***

***Mentoring Programme***

***For***

***Mentorees***

## ***More About Citibank's External Mentoring Programme – For Mentorees***

### ***Introduction***

Feedback from current and past Mentorees has enabled us to put together a guide to answer common questions about Mentoring. This should help both Mentor and Mentoree gain the most benefit from the Mentoring relationship.

### ***Common questions that Mentorees Ask.***

**Q. *What is Mentoring?***

A. Mentoring is a natural process that often occurs when a more experienced person helps someone else to learn.

**Q. *What are the Objectives of the Programme?***

1. Retain and develop Citibank's future leaders.
2. Target the development opportunities to identified areas of benefit to Mentorees.
3. Contribute to the continuing growth of Citibank's performance through the growth of our people.

**Q. *What are the Benefits for you and Citibank?***

A. The main benefits to all involved will be a focused, supportive and learning environment. Mentoring will bring mentorees together with more experienced people to share ideas, skills and strategies.

**Q. *What is the starting point for my Mentoring relationship?***

A. You will have discussed your Development Plan with your manager. The areas where you have agreed there are development needs will provide the

focus for your mentoring relationship. This will broaden into other areas as the relationship develops and you make progress towards your objectives.

**Q. *What should I expect my Mentor to do?***

A. Your mentor can offer a range of support, depending on what you need. It will include assistance with goal setting, coaching for effective behaviours, sharing experience, facilitated self directed learning by making suggestions for research, action, contacts etc, provide insight, information and counseling. You should also spend time talking about the mentor's background and experience early on in the relationship to ensure there is a suitable match. Ask for a copy of their resume at the first meeting.

**Q. *How long will the Mentoring relationship last?***

A. A minimum period of six months but a year is more common for developing skills and working towards clear goals. When you have achieved what you agreed at the beginning of the relationship, you may renegotiate new goals or part on good terms, both appreciative of what the other has done.

**Q. *Do we always have to meet face to face?***

A. Once you have built some rapport and knowledge of each other (2 to 3 meetings) you can use a combination of communication methods e.g., face to face – at least every 4 – 6 weeks, for 1-2 hours during working hours preferably away from the building over coffee, breakfast or dinner. Use the telephone or email whenever you have the need to discuss an issue or get some advice.

**Q. *What if I don't get on with my Mentor?***

A. If there are any difficulties at all in the relationship, contact John Eddy. He will help you to resolve them and/or assign another mentor.

ensuring new and existing staff reach and maintain required competencies/behaviours in their job.

A manager approves development expenditure and will discuss any identified skill gaps to help set priorities for improvement.

**Q. *How much should I tell my manager about the mentoring relationship?***

A. Let him or her know who your mentor is and you're meeting schedule. The areas of your employee Development Plan you are working on to improve are open between you.

The Mentor has a more strategic focus on the Mentoree's development and their role continues regardless of the positions later held by the Mentoree. The Mentoring programme is ultimately successful when the relationship between Mentor and Mentoree reaches maturity and the Mentoree is ready to move on and possibly become a Mentor themselves.

Other issues that arise in your mentoring discussions and the detail of your mentoring meetings are confidential unless you wish to share them.

Let your manager know that you are making progress and gaining something positive from the relationship – they will be interested in how it is going.

### Courtesy for Mentorees

It is important to make the other person feel at ease and valued. This means showing respect, flexibility, and appreciation, and using a combination of good business and social manners.

**Q. *What feedback does Citibank get on the Mentorees progress?***

A. Periodically each mentor will meet with the Managing Director and HR Director to discuss the programme in general, receive feedback on Citibank's business results and direction and provide an overview of the mentorees progress, but at all times maintaining strict confidentiality.

- Be considerate of your mentor's time.
- Return phone calls, emails, promptly, be on time.
- Listen attentively to what your mentor has to say
- Be complete but succinct in your comments and explanations.
- Pay serious consideration to all suggestions you receive.
- Show evidence that you have utilised their help.
- Even if you choose a different alternative, point out how you used their help to make your choice.
- Say "thank you" and acknowledge your mentor's help.
- Make it easy for your mentor to give you constructive feedback.
- Assume your relationship will be strictly professional.
- Try out suggestions, explore options, do it for yourself.

Mentors and Mentorees are also invited to lunches throughout the year to share their experiences and to learn more about the Citibank business environment.

**Q. *What is the role of a Mentor compared with the Supervisor, Manager?***

A. The mentoree's Supervisor or Manager is responsible for managing the on-the-job performance of the Mentoree, by