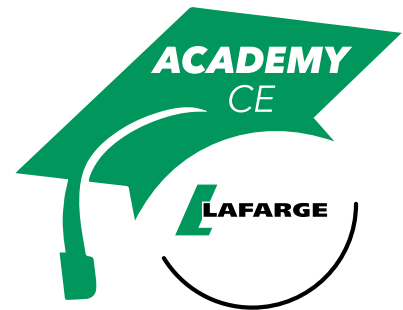


Guide for Mentees and Mentors Lafarge Academy CE

Mentoring, the tandem to success with #Lafarge!

1. Mentoring in short

Mentoring is a collaborative learning partnership between two people (mentee and mentor), where both participants share their interests and work and discuss real-time issues and questions, from which both sides can benefit. It empowers and strengthens collaboration networks by creating learning relationships based on trust and, therefore, plays a key role in developing our people at Lafarge.



Mentoring is NOT a passive endeavour. Both Mentor and Mentee need to actively participate in the process. Additionally, mentoring is NOT counselling or therapy, not to be used as a form of appraisal and neither as performance management or a form of assessment for a third party.

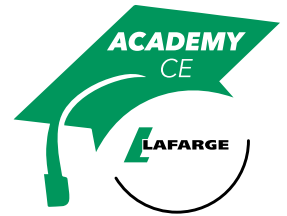
Mentoring is most successful when it focuses on specific goals. In order for the goals to be good, they must be created taking the SMART rule under account:

- **S - Specific**
- **M - Measurable**
- **A - Attainable**
- **R - Results-oriented**
- **T - Timebound**

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1.1 It takes two to mentor

In the mentoring relationship, the following two participants play a role.



Mentee

Employees who seek to increase their level of knowledge, skill, and/or performance by entering a mentoring relationship with one who is more experienced.

- Typically the driver of the relationship
- Be considerate of mentor's time, come prepared to each meeting with an agenda
- Listen attentively / ask questions
- Consider all advice you receive / show appreciation to mentor and point out how you used the advice to make a decision
- Make it easy for the mentor to give constructive feedback

Mentor

Employees who enter a relationship using their experience, knowledge and personal attributes to help people grow personally and professionally. Seniority is not a prerequisite for being a mentor.

- Respect mentee's time / keep promises and commitments
- Listen attentively / be sure your advice is being sought and offer sound advice and sensitive feedback / not criticism
- Set goals with mentee / Be explicit about your needs and limits
- Keep the relationship confidential and professional (If you disagree with your mentee's values or behavior, share your perspectives with her/him)
- Share stories and experiences / avoid just 'telling'
- Recognize and work through conflicts quickly

1.2. The benefits of mentoring

Mentoring is a two-way street of learning. All partners benefit from the learning and development experiences.

The benefits

Benefits Mentor

- Enhance and rejuvenate career and increase self-confidence
- Increase personal and company pride
- Strengthen leadership and feedback skills
- Gain new perspectives, knowledge and insights on different levels within the organization
- Model Leaders developing Leaders

Benefits Mentee

- Learn from other's experience - speed to knowledge faster than learning on your own
- Develop skills through encouragement and feedback
- One-on-one interaction in a confidential, safe environment
- Enhance personal and professional social in informational networks
- Access to new perspectives, broader view of the business

Apart from mentor and mentee also the organization itself profits from mentoring.

1.3. Mentoring framework

