

ConstructHer Future



CoHER
ConstructHer Future

Mentee Handbook

Let's build your future
in construction.



COHER Platform



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About The Mentee Handbook



Purpose of the Handbook

The Mentee Handbook has been created to support participants throughout their journey in the COHER Mentorship Programme. Its purpose is to provide clear guidance, structure, and expectations, helping mentees understand their role and make the most of the mentoring experience. By offering practical information, useful tools, and best practices, the handbook ensures that mentees feel prepared, empowered, and confident as they engage in a meaningful and productive development pathway within the COHER initiative.

What You'll Find in This Handbook

-  **Intro** Overview of mentee responsibilities and essential preparation for a successful mentorship experience.
-  **Practical Mentee Toolkit** Essential resources and templates to maximize your CoHer mentorship experience.
-  **FAQ** Commonly Asked Questions.
-  **Printable Templates** Mentorship Agreement / Sessions Flow / SMART Goals and SWOT analysis Matrix

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01

Intro



Welcome to the CoHer

1.1 Mentorship Program!

Thank you for joining CoHER – Construct Her Future as a mentee. Your participation is an essential part of our mission to create a more inclusive, innovative, and sustainable construction industry. This guide is designed to support you throughout your mentorship journey by offering practical tips, best practices, and useful resources to help you make the most of this experience.

As a mentee, you are not only learning new skills; you are actively shaping your future. By engaging with experienced professionals in the construction sector, you will have the opportunity to build confidence, develop technical and personal competencies, and embrace diversity and innovation in your career path. Your curiosity, openness, and willingness to grow will help foster a supportive environment where ideas can flourish and opportunities can expand.

Together, we are not just building individual careers; we are contributing to a better, more equitable future for the construction sector.

This guide is intended for mentees participating in the CoHER Mentorship Program – Construct Her Future. Its goal is to support women and young professionals who are studying or training in construction-related fields. You will find practical advice and resources to help you navigate the program, collaborate effectively with your mentor, and create enriching, respectful, and impactful learning experiences.

The CoHer mentorship program aims to empower female students who are pursuing careers in the construction industry. This initiative is part of the CoHER project Work Package 4, Result 1 (WP4 R1), and is designed to foster meaningful connections between students and experienced professionals.

In short, as a mentee in the CoHER mentorship program, you will gain empowerment through personalized guidance, strong support, and valuable shared expertise.

1.2 What's Expected of Me as a Mentee?

A good mentee in the CoHer – Construct Her Future project exemplifies the values of inclusion, curiosity, growth, and empowerment. As a mentee, you will actively engage in your own development, stay open to guidance, and positively contribute to the mentoring relationship. Good mentees are motivated to learn, willing to challenge themselves, and respectful of the time and experience that their mentor shares with them.

Here are some key qualities of a good CoHer mentee:



Engaged and Willing to Learn

- Shows interest and openness during mentoring sessions.
- Asks questions, explores ideas, and reflects on new perspectives.
- Take advantage of your mentor's experience by asking for advice, insights, and real-world perspectives.



Open-Minded and Curious

- Welcomes feedback and considers new ways of thinking.
- Is open to constructive challenge and different viewpoints.
- Actively looks for opportunities to learn from real experiences in construction.



Committed and Responsible

- Attends meetings on time and communicates clearly if plans change.
- Follows through on agreed goals, actions, and reflections.
- Understands that mentoring is a shared process built on mutual respect.



Engaged and Willing to Learn

- Works with the mentor to set realistic and meaningful goals.
- Define your short and long-term professional goals.
- Communicate your expectations for the mentoring relationship.
- Share your professional areas of interest.



Respectful and Inclusive

- Treats the mentor with appreciation and professionalism.
- Values diversity and listens to insights from different backgrounds and experiences.
- Respect your mentor's time and generosity. Be prompt, prepared, and thank them.

1.3 How to prepare for the mentorship programme?

Getting ready for the mentorship programme is an important first step in making the most of your experience. Before your first meeting, take some time to go through the preparation tasks listed in the roadmap. This will help you start the programme feeling organised, confident, and aware of what to expect. With this foundation in place, you'll be able to step into the mentoring relationship with ease and follow each stage of the roadmap in a natural, meaningful way. If you prepare well, you set yourself up for a smoother, more rewarding journey.

Read the Mentee Handbook

01

Understand the program's structure, roles, expectations, confidentiality rules, and communication guidelines.

02 Prepare your personal introduction

Create a short professional introduction that includes:

- Who you are
- Your current studies or experience
- Why you joined the programme
- What motivates you in the construction sector

Review your Mentor's profile

03

Learn about their background, experience, interests, and professional journey.

This will help you feel more comfortable and prepare meaningful questions.

04 Draft Initial Goals

These don't need to be perfect — they will be refined with your mentor.

Examples:

- Improve communication skills
- Explore careers in construction
- Learn how to navigate site work or project roles

Understand Confidentiality & Data Use

05

Be aware of what information you can or cannot share.

Know that both mentor and mentee have responsibilities to create a safe, private environment.

06 Reflect on your expectations, fears & motivation

Ask yourself:

- What do I hope to gain?
- What worries me? (meeting a mentor, being judged, not knowing enough, etc.)
- What do I want to improve or explore?



02

Practical Mentee Toolkit



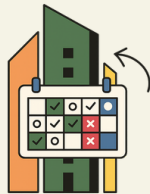
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2.1

Practical Mentee Toolkit Intro

The Practical Mentee Toolkit is designed to guide you through every stage of your mentoring journey with confidence and clarity. It brings together essential guidance, tools, and structured and printed templates to help you make the most of the CoHer mentorship experience. Whether you are preparing for your first meeting, setting meaningful goals, this toolkit provides the practical support you need to engage fully, reflect thoughtfully, and grow intentionally throughout the programme.



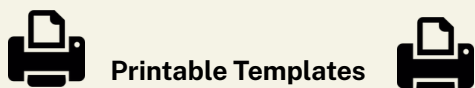
2.2 Plan your sessions

Planning your sessions helps you start the mentoring journey with clarity and stay organised throughout the programme. Step 0 gives you and your mentor a shared understanding of expectations and practical details before you begin. Your first session focuses on getting to know each other, agreeing on how you will work together, and setting initial goals. In the following meetings, you will reflect on progress, discuss challenges, and plan your next steps. Using the tools and templates in this section will help you structure your sessions and get the most out of your mentoring experience.

2.2.1 Before the first session

The CoHER Mentorship Programme includes a **Step 0 Orientation Meeting**. This introductory step is facilitated by the **local contact person** (partner organisation representative) and ensures that both mentor and mentee begin the programme with clarity, comfort, and shared expectations.

Why it matters?



Printable Templates

[Session 0 structure flow](#)

[Mentoring Agreement template](#)

Who is the facilitator?

This session is facilitated by the local partner organisation contact person, because they:

- Understand the cultural and institutional context
- Coordinates the programme
- Can answer procedural questions (documentation, schedules, reporting)
- Helps mediate expectations
- Ensure the environment is safe, inclusive, and aligned with CoHER principles

The facilitator remains available throughout the programme as the main point of contact for support or problem resolution.



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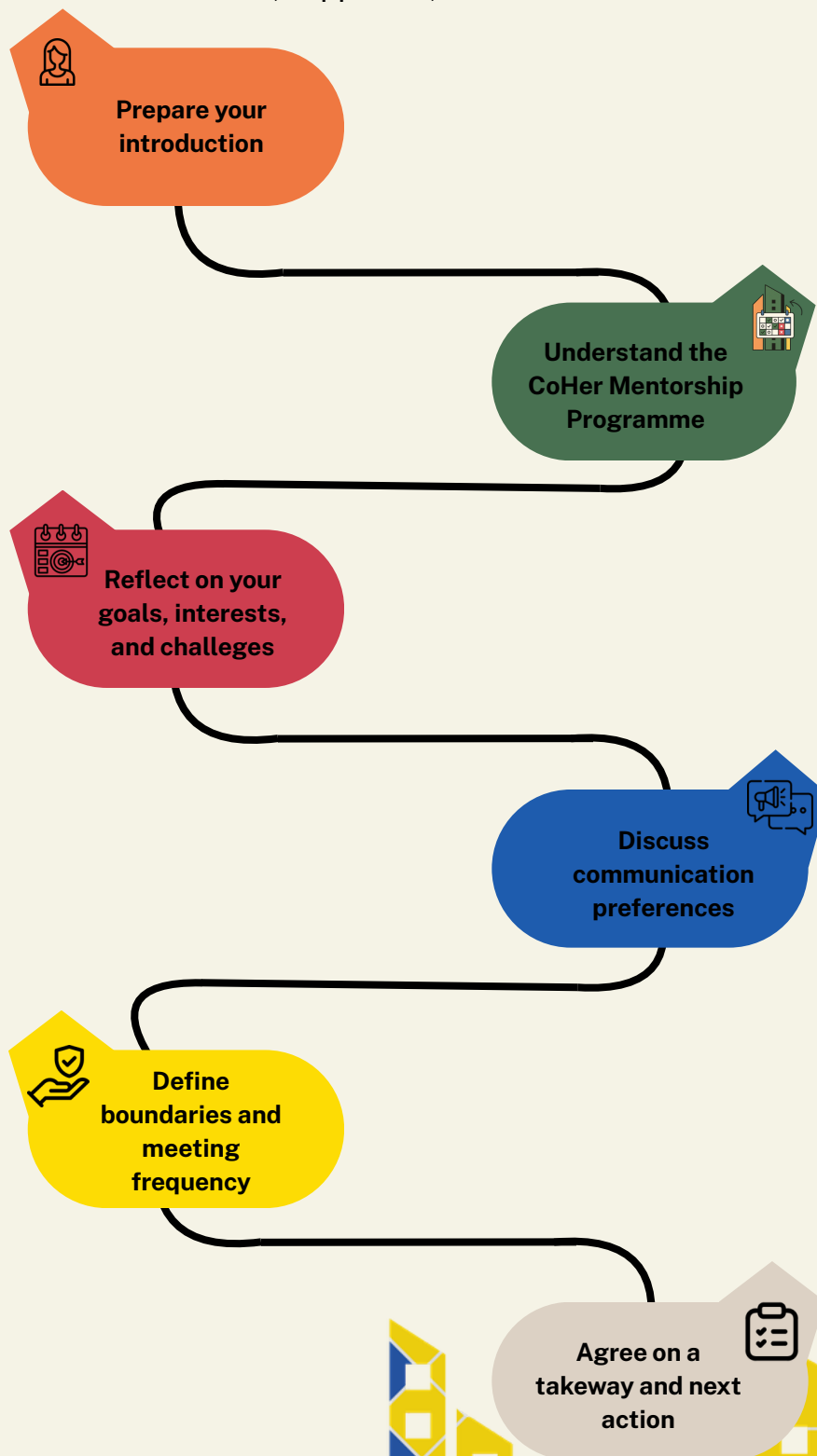
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2.2.2 Get ready for the first session

Your first meeting with your mentor is designed to help you feel comfortable, supported, and clear about how the mentorship will work.



Printable Templates



[First session guide](#)

2.2.3 Prepare you for the Ongoing Sessions

Your ongoing mentoring sessions are a chance for you to reflect on your progress, talk openly about your experiences, and continue building the skills and confidence you want for your future in the construction sector. Before each session, take a moment to think about how you are feeling, what you have achieved since the last meeting, and any challenges you have faced along the way. Your mentor is here to support you, answer questions, and help you explore new ideas — so bring anything that is on your mind.

Use your worksheet to guide your thoughts:



Review of Previous Goals



Main Discussion / Learning Focus



Action Planning



Wrap-Up and Feedback



Printable Templates



[Worksheet session](#)



Top tips for Mentoring

Before you start:

Agree where and how you will meet:

- Face-to-face

- Phone

- Skype/Zoom

... and how often

- Have a conversation to agree what you would both like to gain from the mentoring relationship.



Mentoring is a supportive form of development that helps an individual manage their career, improve their skills.

A mentor should be:

- Compassionate
- Inquisitive
- Positive ✓
- Authentic
- Approachable
- Encouraging
- Kind ♥

Did you know?

Mentoring is about sharing skills. A mentor can be more senior than the person they are mentoring, or more junior (reverse mentoring)

- Able to listen well, ask open questions, offer non-judgemental constructive feedback

- Willing to share knowledge, expertise, experience, resources.

← Knowledge + expertise



HORIZONS



2.3 Essential Tips for Effective Mentoring

This session will guide you through the key practices that help you get the most out of your mentoring experience: communicating openly, setting meaningful short- and long-term goals, sustaining a strong mentor-mentee relationship, and using reflection to support your personal and professional growth. By understanding these essentials, you'll be better prepared to engage confidently, build a productive partnership, and make steady progress throughout the CoHER Mentorship Programme.

2.3.1 Communication: Most valuable Mentoring Skill

Clear communication is essential for a successful mentoring relationship. As a mentee, your communication skills e.g. listening, asking questions, and following up directly affect the benefits you receive from the programme.



What Great Communication Looks Like



Listen actively to understand your mentor's perspective, not just to respond.



Ask thoughtful, open-ended questions that encourage meaningful discussion.



Clarify and summarize key takeaways to show you're engaged and processing feedback.



Be honest about your goals, challenges, and career interests.



Follow through on conversations by taking action and sharing updates at your next meeting.



Approach each conversation with curiosity, professionalism, and openness to learning. The goal isn't just to talk, it's to grow through dialogue, reflection, and shared experience.

Try saying this ...

Here's where I see my career going. I'd love your insight on that direction.

What skills do you think are essential at this stage in my journey?

Can you share an experience when you faced a similar challenge

2.3.2 Setting Short and Long-terms GOALS

Setting clear short- and long-term goals is key to a successful mentoring relationship, as it provides focus, direction, and shared understanding. By identifying what you hope to achieve, such as building skills, advancing your career, or gaining knowledge, you and your mentor can use SMART criteria to create realistic, measurable objectives. Discussing these goals together helps define action steps, anticipate challenges, and recognize what success looks like. Regularly reviewing and documenting your progress keeps you accountable and supports steady growth throughout the mentoring journey.

STEPS FOR A SUCCESSFUL MENTORING RELATIONSHIP



**Understand your
needs**



Set your goals



**Discuss how to
achieve them**



**Write a session
summary & action
items**



**Define how you will
measure success**



**Identify challenges in
advance**

WHY SET GOALS

- Gives direction
- Tracks achievements
- Builds accountability

HOW TO SET GOALS

- Start with an open conversation
- Use SMART criteria

HOW TO CREATE SMART GOALS



How to use the SMART MATRIX

- Start with your initial goal
- Test the goal against each SMART criterion
- Identify what is missing or unclear
- Rewrite the goal into a full SMART version
- Break it into milestones
- Review and update regularly



[Smart matrix template](#)

Good Vs Bad Goal Examples

Bad Goal	Why It Doesn't Work	Improved SMART Goal
I want to be successful.	Too vague; no clear direction.	Within 2 years, I want to secure a junior site engineer role by completing relevant training and gaining practical experience.
I want to earn more.	Undefined; no measurement or plan.	Within 3 years, I want to reach a salary of €X by developing Y skill and applying for higher-responsibility roles.

2.3.3 Confidence & Communication Barriers

Confidence and communication challenges can significantly affect the mentoring experience, especially for mentees who may feel unsure, inexperienced, or hesitant to speak openly. During the workshop, we identified several common risks that can prevent mentees from fully engaging or benefiting from mentoring sessions. These challenges are normal and should be acknowledged openly so that mentees feel supported rather than judged.

Common Barriers Mentees May Experience

- Fear of being judged — both verbal cues (tone, phrasing) and non-verbal cues (facial expressions, body language) can make mentees doubt themselves.
- Difficulty understanding professional or technical language — especially for mentees new to the industry.
- Language challenges for non-native speakers — struggling to express ideas clearly or find the “right” words.
- Fear of asking for clarification — worrying that questions may seem “basic” or “silly.”
- Expecting quick results — leading to frustration when progress feels slow or uncertain.

These barriers are common, valid, and important to address explicitly within the mentoring process.

IT'S OKAY...



To ask for clarification



To say you didn't understand



If progress feels slow



Mentorship is not instant results

Practical Phrases ...

- “Could you please explain that in another way?”
- “I’m not fully sure I understood — can we go over that again?”
- “I’m still learning this terminology, can you clarify what this means?”
- “I need more time/practice with this topic.”
- “I’m feeling a bit stuck — could we revisit this in more detail?”

AVOID SILENT FRUSTRATION



Speak up if you're unsure or confused

2.3.4 Reflection and Growth

Self-reflection is an essential part of your learning journey within the CoHer Project, where innovation, inclusion, and personal development come together.

The Personal SWOT Analysis is a quick and helpful way for you to understand where you are at the start of your mentoring journey. Begin by completing the SWOT at the start of the programme to reflect on your Strengths, Weaknesses, Opportunities, and Threats as a learner preparing for a career in construction.

What's in a SWOT analysis?



Steps to conduct personal SWOT Analysis

Identify Strengths (Internal):
List what you are good at.

Identify Weaknesses (Internal)

Identify Opportunities (External)

Identify Threats (External)

Analyze and Act: Match your strengths with opportunities and create strategies to minimize threats and overcome weaknesses.

Good Vs Bad Goal Examples

Bad SWOT Entry	Why It Doesn't Work	Improved SWOT Entry
"I'm good at stuff."	Too vague	"Strong teamwork skills — classmates often ask me to coordinate group tasks."
"I'm bad at everything."	Overly negative; not actionable	"I need to improve my confidence when speaking in front of others."
"Opportunity: better job."	No detail or plan	"Opportunity: site-visit programme gives me exposure to real construction environments."
"Threat: things are difficult."	Not specific or realistic	"Threat: limited experience may make early job applications challenging."



[SWOT analysis template](#)





03

Commonly Asked Questions





3.1 FAQ

What is the purpose of this mentorship?

The mentorship is designed to support your learning, confidence, and career development in the construction sector. It's a space where you can ask questions, explore options, gain insights, and receive support from an experienced professional.

What is expected from me as a mentee?

Your role is to be open, engaged, and curious. You don't need to have all the answers — just bring your questions, your goals, and your willingness to grow. Being honest and proactive will help you get the most out of the experience.

How should I prepare for my mentoring sessions?

Before each session, take a few minutes to reflect on:

- What happened since your last meeting
- What progress you made
- Any questions or challenges you want to discuss
- You can use the Ongoing Session Worksheet (Mentee Version) to guide your thinking.

What if I feel nervous or unsure during the conversations?

That's completely normal. Mentoring is not a test — it's a supportive conversation. Your mentor is there to help, not judge. If something feels unclear, simply say: "Can we slow down?" or "Can you explain that again?"

What if I don't know what my goals are yet?

Many mentees start without clear goals. Your mentor will help you explore your interests, strengths, and future possibilities. Together, you will shape realistic and meaningful goals over time.

What if I'm struggling with something?

You can bring anything related to your learning, confidence, career direction, or challenges. Your mentor can help break big problems into smaller steps, offer guidance, or point you to useful resources. If the issue requires additional support, local contact are also here to help.



What if I disagree with my mentor or feel misunderstood?

Disagreements happen. Try to express your perspective respectfully and explain what you need.

Example: *"I'm not sure that approach works for me — can we explore another option?"*

If the issue feels difficult to resolve, you can always talk to the local contact.

How often will I meet with my mentor?

Most pairs meet every **2–4 weeks**, depending on availability. If you need to reschedule, let your mentor know as early as possible — good communication keeps the relationship running smoothly.

Can I ask personal or career-related questions?

Yes — as long as the questions relate to your professional growth, confidence, or learning. Your mentor can share experiences, advice, and insights to help you imagine your next steps.

How will I know if the mentorship is helping me?

You might notice:

- More clarity about your interests
- More confidence when talking about your goals
- Greater understanding of the construction sector
- Progress on skills you wanted to develop
- A sense of support and encouragement
- Growth can be small at first — but it builds over time.

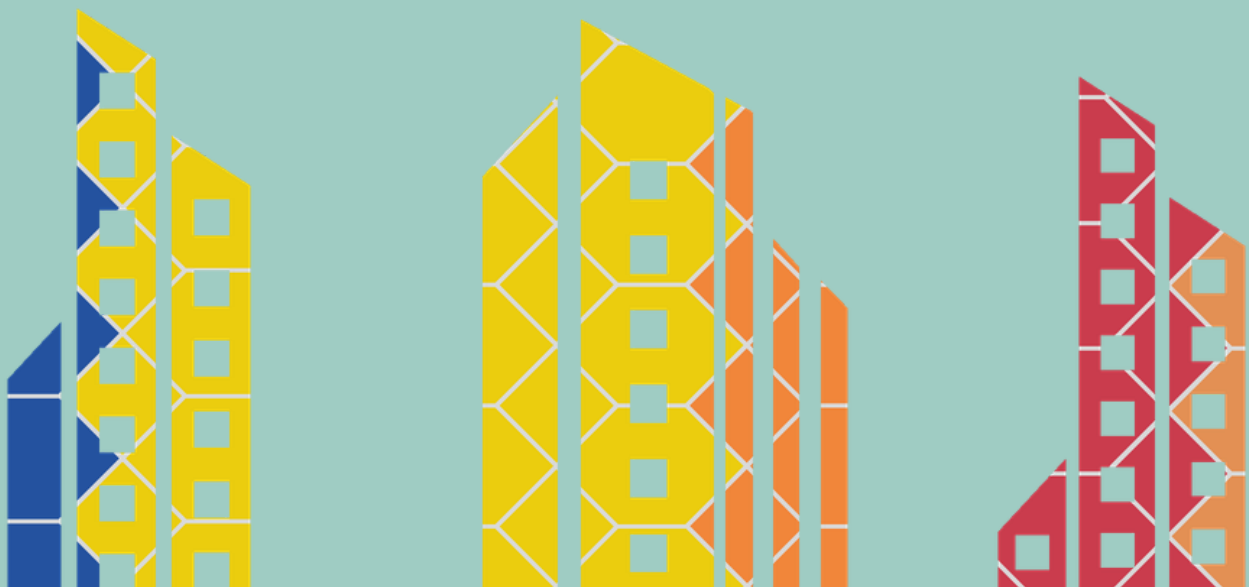
What happens at the end of the programme?

You and your mentor will review your journey, celebrate your progress, and discuss your next steps. You may also choose to stay in touch informally — but this is optional and up to both of you.



04

Printable Templates



Appendix A - Practical and structured flow for Step 0

What Happens During Step 0?

1. Welcome & Introductions (Facilitator-led)

- Welcome participants and thank them for joining the programme
- Introduce yourself as the facilitator
- Invite mentor and mentee to briefly introduce themselves
- Set a warm, encouraging tone

2. Explain the Purpose of the Mentorship Programme

The facilitator briefly covers:

- The main goals of CoHER mentorship
- Who the programme is designed to support
- The values: *inclusion, empowerment, innovation, diversity*
- The expected benefits for both mentor and mentee

3. Clarify Roles and Responsibilities

The facilitator outlines:

For Mentors

- Provide guidance, encouragement, professional insight
- Maintain boundaries and respect mentee autonomy
- Support reflective learning and goal-setting

For Mentees

- Engage actively and openly
- Communicate honestly
- Take responsibility for their own development
- Follow agreed actions

For the Facilitator

- Provide support
- Mediate issues
- Ensure safety, inclusion, and programme quality

Appendix A - Practical and structured flow for Step 0

4. Agree on Practical and Logistical Details

The facilitator helps the pair discuss and decide:

- Preferred communication methods (email, SMS, Teams, WhatsApp...)
- Meeting frequency (e.g., every 2–4 weeks)
- Meeting duration (e.g., 45–60 minutes)
- Online or in-person format
- Camera use (if online)
- Backup plan if someone needs to reschedule

These agreed points can be written into the Mentor–Mentee Agreement (Appendix A).

5. Introduce the Mentorship Materials

The facilitator explains:

- Where the guidelines are located
- Which parts are essential to read (Section 1 & 2 for practical use)
- How to use templates (goal-setting, session structure)
- Who to contact for questions

6. Questions and Clarifications

Mentors and mentees can ask:

- About expectations
- About the programme structure
- About sensitive or practical concerns

7. Confirm Next Steps

The facilitator concludes by confirming:

- The date and time of Session 1
- That both participants feel ready
- That they know where to get support
- That the facilitator remains available throughout the programme



Mentor–Mentee Agreement (template) – Appendix B

Mentor-Mentee Agreement: This document must be completed together, with two copies signed — one for the Mentor and one for the Mentee.	
1. <i>Common Understanding:</i> We look forward to working together and intend for this to	
2a. Specific areas we will work on – think about time frame to see what is achievable:	2b. How we will achieve these goals – be specific (SMART model may assist with 2A and 2B)
3. How will we know if the mentoring has been successful (important to be specific on this)?	
4. Mutually Agreed Ground Rules – what topics are ok and not ok to discuss when meeting up.	
5. Mutual agreement on dealing with critical feedback and problems that may arise.	
6. What is the mentor responsible for before, during and after each meeting (important to be specific on this)?	
7. What is the student responsible for before, during and after each meeting (important to be specific on this)?	
8. Discuss and create an agreed schedule for all of the future meetings (dates, times, length of meetings, in-person or virtual/platform - if meeting online please discuss if cameras will be turned off/on.	
9. If someone has to re-schedule a session and/or other contact between sessions if this is agreed – what will this look like?	
Mentor Signature and date:	
Mentee Signature and date:	

First Session Guide (template) – Appendix C

CoHER Mentorship Programme

First Session guide– Mentee

Step 1 – Introductions

Share what feels comfortable: your background, interests, and what brought you to construction.

Your Notes:

Step 2 – Understanding the Mentorship

This is your space to grow. Your mentor is here to guide and support, not judge.

Your Notes:

Step 3 – Your Expectations & Goals

Think openly about what you want to learn or improve. Your goals can evolve over time.

Your Notes:



First Session Guide (template) – Appendix C

Step 4 – Communication Preferences

Agree on how and when you want to connect with your mentor.

Your Notes:

Step 5 – Closing & Next Steps

Leave with one clear takeaway and one small action to prepare for the next meeting.

Your Notes:

Ongoing session(template) – Appendix E

CoHER Mentorship Programme – Ongoing Session Worksheet (Mentee Version)

This worksheet helps you prepare for each ongoing mentoring session. Use it to reflect on your progress, identify challenges, and plan your next steps with your mentor.

1. CheckIn (How am I arriving today?)	Reflection: • How am I feeling today? • What has happened since the last session? • Anything important I want to mention? _____ _____ _____
2. Review of Previous Goals	Reflection: • What actions did I complete? • What progress have I made? • What challenges did I face? _____ _____ _____
3. Main Discussion Points	Reflection: • What do I want to focus on today? • Questions I want to ask • Skills or topics I want help with _____ _____ _____
4. Planning My Next Steps	Reflection: • What goals do I want to set before the next session? • What support or resources do I need? • When can I complete these actions? _____ _____ _____
5. WrapUp & Key Takeaways	Reflection: • What did I learn today? • One key insight I want to remember • Date & time of next session

SMART GOALS MATRIX (template) – Appendix C

NAME : _____

DATE: _____

SMART GOALS PLANNER

Identify a goal that is specific, measurable, achievable, relevant, and time-bound (SMART). Break it into actionable steps, each with its own deadline.

S



Specific

What exactly do you want to achieve?

M



Measurable

How will you track your advancement?

A



Attainable

Evaluate the feasibility of your goal.

R



Relevant

How does it fit into your broader objectives?

T



Time-bound

What is the deadline?

SWOT ANALYSIS MATRIX (template) – Appendix D



SWOT ANALYSIS →

S STRENGTHS

W WEAKNESSES

O OPPORTUNITIES

T THREATS



05

References & Background





This section provides the academic foundations behind mentoring practices. It's **optional reading** for those who want to explore the research and theories that inform the CoHER Mentorship Program. We've simplified the language so you can quickly grasp the key ideas.

✓ Why This Section Matters

Mentoring is supported by decades of research across education, healthcare, and professional development. These studies highlight:

- **Core principles of mentoring** (trust, guidance, mutual learning)
- **Phases of mentoring relationships** (initiation, growth, closure)
- **Benefits for mentees and mentors** (skills, confidence, diversity awareness)
- **Challenges and solutions** (cultural differences, boundaries, motivation)

✓ Key References in Plain Language

Here's what some of the most influential studies say:

- **Anderson & Shannon (1988)** – Defines mentoring as a relationship built on trust, guidance, and mutual respect. <https://doi.org/10.1177/002248718803900109>
- **Kram (1983)** – Mentoring happens in phases: starting, developing, and ending the relationship. <https://doi.org/10.2307/255910>
- **Chao (1997)** – Mentoring leads to better career outcomes when structured and goal-oriented. <https://doi.org/10.1006/jvbe.1997.1591>
- **Byars-Winston et al. (2023)** – Diversity awareness in mentoring improves inclusion and equity. <https://doi.org/10.1126/sciadv.adf9705>
- **Gandhi & Johnson (2016)** – Mentors also need support and training to be effective. <https://doi.org/10.1007/s10461-016-1364-3>
- **Hund et al. (2018)** – Good mentoring transforms leadership skills in STEM fields. <https://doi.org/10.1002/ece3.4527>
- **Krishna et al. (2019)** – Mentoring stages apply across disciplines, including medicine and education. <https://doi.org/10.1371/journal.pone.0214643>
- **Krznaric (2012)** – Empathy is a key habit for successful mentors.



Thank You

Thank you for taking the time to engage with the CoHer Mentorship Programme and for your commitment to your personal and professional development.

We hope this Mentee Handbook has provided you with the clarity, tools, and confidence necessary to navigate your mentoring journey with purpose and enthusiasm.

Your dedication contributes to a stronger and more supportive learning community, and we are grateful to have you as part of the COHER initiative. We wish you continued growth, meaningful connections, and lasting success throughout your mentorship experience and beyond.



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