

ConstructHer Future



Mentor Handbook

**Empower the next generation of
women in construction**



COHER Platform



Funded by
the European Union

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About The Mentor Handbook



Purpose of the Handbook

The Mentor Handbook has been developed to support mentors throughout their participation in the COHER Mentorship Programme. Its purpose is to offer clear guidance, structure, and expectations, helping mentors understand their role and provide meaningful support to their mentees. By outlining practical information, effective mentoring strategies, and best practices, the handbook ensures that mentors feel equipped, confident, and empowered to facilitate a productive, engaging, and impactful learning experience. This resource aims to strengthen the overall quality of the mentoring relationship and contribute to the success and continued growth of the COHER initiative.

What You'll Find in This Handbook

-  **Intro** Overview of mentor 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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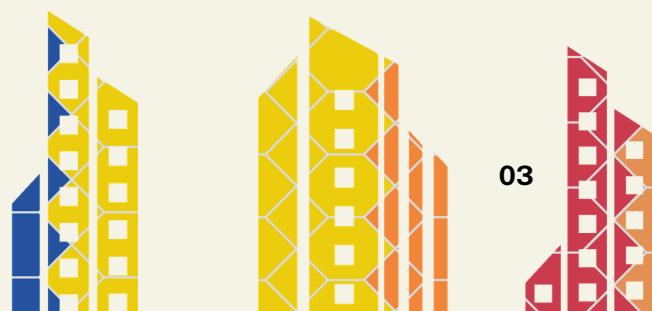
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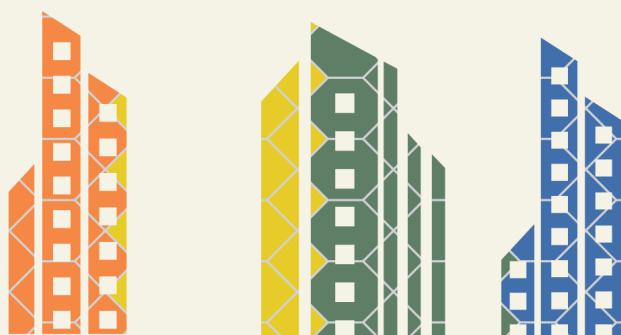
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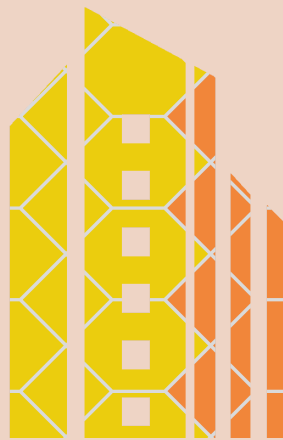
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leads



inspires



01

Intro



Welcome to the CoHer

1.1 Mentorship Programme!

Thank you for joining us as a mentor in CoHER – Construct Her Future. Your role is vital to our mission of creating a more inclusive, innovative, and sustainable construction industry. This guide is designed to support you throughout your mentorship journey by providing practical tips, best practices, and resources to help you make a meaningful impact.

As a mentor, you are not just sharing knowledge; you are shaping the future. By guiding women and young professionals who are studying or training in construction-related fields, you assist them in gaining confidence, developing skills, and embracing diversity and innovation in their careers. Your openness, empathy, and respect will foster a supportive environment where ideas can flourish and opportunities grow.

Together, we are not only building careers; we are creating a better and more equitable future for the construction sector. This guide is intended for mentors participating in the CoHER Mentorship Program – Construct Her Future. It aims to support experienced professionals who have committed to guiding and empowering female students in who are pursuing careers in the construction industry. The guide offers practical advice and resources to help mentors create inclusive, 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 mentor in the CoHER mentorship program, you will empower your mentee by offering personalized guidance, unwavering support, and valuable shared expertise.

1.2 What's Expected of Me as a Mentor?

A good mentor in the CoHer – Construct Her Future project embodies the values of inclusion, innovation, and empowerment. They are not just experts in their field; they are role models who actively support the growth of others in the construction sector, especially those from underrepresented groups.

Here are some key qualities of a good CoHer mentor:



1.3 Mentor's Journey at CoHer...How to be prepared?

Preparing for the mentorship program is the first step toward ensuring a meaningful and successful experience. Before your first meeting, take a moment to review the preparation tasks outlined in the roadmap. This will help you begin the program feeling organized, confident, and aware of what to expect ahead. With a solid foundation, you can enter the mentoring relationship with ease and navigate each stage of the journey naturally and purposefully. Effective preparation sets the tone for a smoother and more rewarding mentoring experience.





02

Practical Mentor Toolkit



She



builds

leads

inspires

2.1

Practical Mentee Toolkit Intro

The Practical Mentor Toolkit is designed to support you through every stage of your mentoring journey with confidence and clarity. It brings together essential guidance, tools, and structured templates to help you make the most of your role within the CoHer mentorship programme. Whether you are preparing for your first meeting, helping your mentee set meaningful goals, or guiding them through key moments of reflection, this toolkit provides the practical resources you need to engage effectively, support thoughtfully, and contribute to a rewarding and impactful mentoring experience.



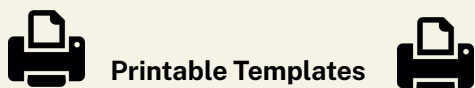
2.2 Plan your sessions

Planning your sessions is essential for starting your mentoring journey with clarity and staying organized throughout the program. Step 0 establishes a shared understanding of expectations and practical details for both you and your mentor before you begin. In the first session, you'll focus on getting to know your mentee, agreeing on how to collaborate effectively, and helping your mentee set initial goals. In subsequent meetings, you will review progress together, explore any challenges, and plan the next steps. The tools and templates provided in this section are designed to help you structure your sessions effectively and offer meaningful support throughout the 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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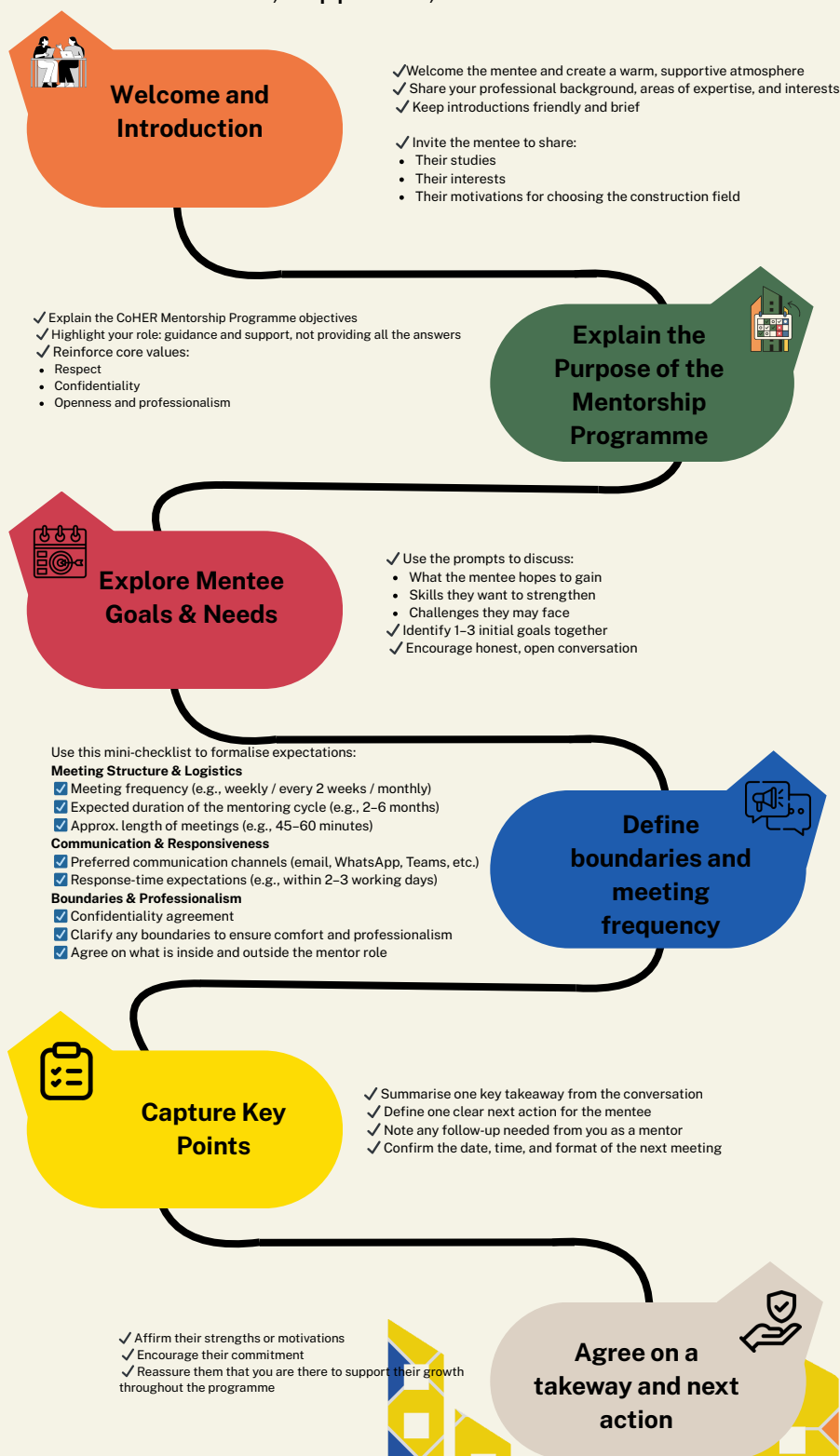
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2.2.2 Get ready for the first session

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

Consistency and clarity help mentees feel supported and motivated. Each session should build on previous discussions while staying flexible to the mentee's needs. Here's a suggested structure:

A well-structured session ensures that both mentor and mentee make the most of their time together.

Here's a recommended flow:



Welcome and Check-In (5–10 min)



Review of Previous Goals (10 min)



Main Discussion / Learning Focus (20–30 min)



Action Planning (10–15 min)



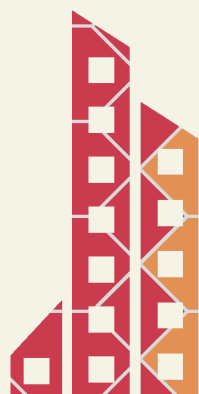
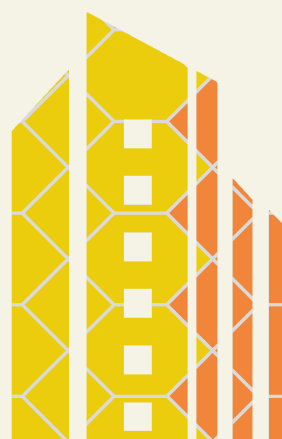
Wrap-Up and Feedback (5 min)



Printable Templates



[Worksheet session](#)



2.2.3 Reflection & Closure

The final session is an opportunity to celebrate progress, reflect on the journey, and provide closure. It ensures the mentee leaves with confidence and clarity about the next steps.



Review the Journey (10–15 min)



Reflect Together (10 min)



Discuss Next Steps (10 min)



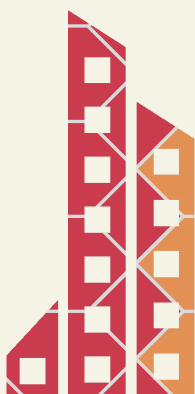
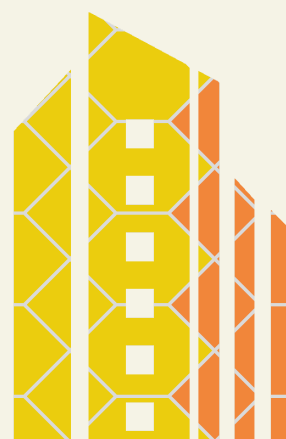
Celebrate & Close (5 min)



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 section 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

Strong and intentional communication is one of the most powerful tools you bring to the mentoring relationship. As a mentor, the way you listen, guide, ask questions, and provide feedback directly shapes the mentee's growth, confidence, and overall experience in the programme.



What Great Communication Looks Like



Listen actively

not just to respond, but to truly understand your mentee's perspective, motivations, and challenges.



Ask thoughtful, open-ended questions

to encourage reflection, exploration, and deeper thinking.



Clarify and summarize key insights during the conversation to ensure shared understanding and alignment.



Create a space where your mentee feels safe to express their goals, uncertainties, and ideas honestly.



Provide encouragement and constructive feedback in a supportive, respectful, and non-judgmental way.



Follow up on previous discussions to show consistency and demonstrate that their development matters to you.



Approach conversations with curiosity, patience, and empathy. Support your mentee's thinking and help them discover their own solutions. Growth occurs through dialogue, reflection, and shared learning, with effective communication as the key.

Try saying this ...

Tell me more about what interests you most in your training or current work.

What would you like us to focus on today that would be most helpful for you?

What do you feel most confident about right now? What feels more challenging?

2.3.2 Managing Power & Influence

Mentoring involves a natural imbalance of experience and authority. A mentor's words often carry more weight than intended, influencing the mentee's decisions, confidence, and sense of autonomy. Effective mentors consciously manage this dynamic to create a relationship built on respect, empowerment, and psychological safety.

Remember Your Role



You Are Not Their Manager...

- ❌ You do not evaluate performance
- ❌ You do not set tasks or objectives
- ❌ You do not influence promotions

You Are Not Responsible for Their Life Decisions...

- ✅ Share perspectives, not prescriptions
- ✅ Encourage reflection
- ✅ The mentee chooses their own path

Encourage Autonomy



Avoid Prescriptive Statements...

- ❌ "If I were you..."
- ❌ "You should just..."

Use Empowering Questions Instead...

"What feels right to you?"

"What outcome are you hoping for?"

"What options do you see?"

"What other paths are possible?"

2.3.3 Giving Feedback Respectfully & Constructively

Feedback is a powerful tool — but also a place where mentors can unintentionally misuse influence. Always ask permission before offering feedback.

Ask Before Advising



Before giving advice or feedback...

“Would you like feedback on this?”

This simple step...

- ✓ Reduces power imbalance
- ✓ Respects boundaries
- ✓ Prepares the mentee to receive the feedback openly



Use **SBI** to deliver clear, behavioural, non-judgmental feedback.

S — Situation

Describe the context objectively.

B — Behaviour

Describe only what you observed, not your interpretation.

I — Impact

Explain the effect the behaviour had.

Example (Constructive Feedback Using SBI)

Situation: “In yesterday’s project meeting...”
 Behaviour: “...you interrupted the presenter several times during their explanation.”
 Impact: “...this made it difficult for others to follow the discussion.”

Harmful vs Constructive Feedback



✗ Harmful Feedback Example

“You were very rude in the meeting. You shouldn’t behave like that.”

- ✗ Judgemental
- ✗ Vague
- ✗ Emotionally loaded
- ✗ Lacks actionable guidance

✓ Constructive Feedback Example (Using SBI)

“In the planning meeting (Situation), when you spoke over two colleagues while they were presenting (Behaviour), the conversation became harder to follow and a few people seemed frustrated (Impact). Would you like support exploring strategies for managing turn-taking?”

- ✓ Specific
- ✓ Behaviour-based
- ✓ Describes impact
- ✓ Opens the door for reflection



2.3.4 Confidence Building & Dealing with Complex Situations

Mentoring is a rewarding experience, but it also comes with moments of uncertainty, silence, or unexpected challenges. This section provides practical guidance to help you feel confident and prepared when navigating these situations. Whether you are unsure how to respond, notice your mentee struggling, or need to reinforce boundaries, these simple strategies will support you in creating a safe, respectful, and empowering mentoring space. Remember: your role is not to have all the answers, but to guide your mentee with empathy, clarity, and steady encouragement.

What If I Don't Know the Answer?

You are not expected to know everything. Honesty builds trust.
Say: 'That's a great question — let's explore it together.'
Model problem-solving by showing how you find information.
Suggest resources or people when appropriate.
Normalize learning as part of professional growth.

What If My Mentee Is Quiet, Unsure, or Struggling?

Silence often means thinking, not disengagement.
Ask gentle questions such as: 'What feels most challenging right now?'
Give time for reflection — avoid filling every silence.
Break topics into smaller steps to reduce pressure.
Reassure them this is a supportive, judgment-free space.

Handling Silence, Boundaries, and Motivation

Silence: allow 5–10 seconds before rephrasing or prompting.
Boundaries: clarify what is within your role and what is not.
Keep communication channels appropriate and agreed.
Motivation: reconnect goals to meaning. 'Why is this important to you?'
Acknowledge progress regularly to build confidence.

Mentors Are Guides, Not Problem-Solvers

Your goal is to support thinking, not to direct decisions.
Encourage reflection and autonomy.
Help mentees build confidence by finding their own solutions.
Offer perspective, not prescriptions.
Growth happens through shared learning and dialogue.

Effective mentoring is not about giving answers, it's about creating the conditions for your mentee to grow, reflect, and succeed.

Your role is not to investigate, judge, or fix. Instead...

Listen without minimising

Avoid responses like:
“I’m sure they didn’t mean it.”
“Maybe it’s a misunderstanding.”
These can invalidate lived
experiences.

Ask reflective questions

“How did that make you feel?”
“What would a supportive next step
look like for you?”
“Would you like to discuss possible
options?”

Reinforce their autonomy

They decide what actions feel safe
and appropriate.

Know your boundaries

If the situation involves welfare,
discrimination, or organisational
policy issues:
Encourage them to speak to HR,
a trusted manager, or the
appropriate support channel.
Offer to help them prepare for
that conversation if they wish.

Maintain confidentiality

Except in cases where harm or legal
issues require escalation according
to organisational policy.

2.3.5 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. As a mentor, you play an important role in helping your mentee clarify what they want to achieve, whether that involves building skills, advancing their career, or deepening knowledge in a particular area. Encourage your mentee to articulate these aspirations clearly so you can work together to shape them into SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound). Once goals are established, support your mentee in regularly reviewing and documenting progress. This creates positive accountability, highlights growth, and keeps the mentoring relationship focused and productive throughout the journey.

STEPS FOR A SUCCESSFUL MENTORING RELATIONSHIP



Understand the mentee motivation and priorities



Help him to set their goals



Discuss how to achieve their goals



Identify practical next steps



Define what success will look like



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.

2.3.4 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."



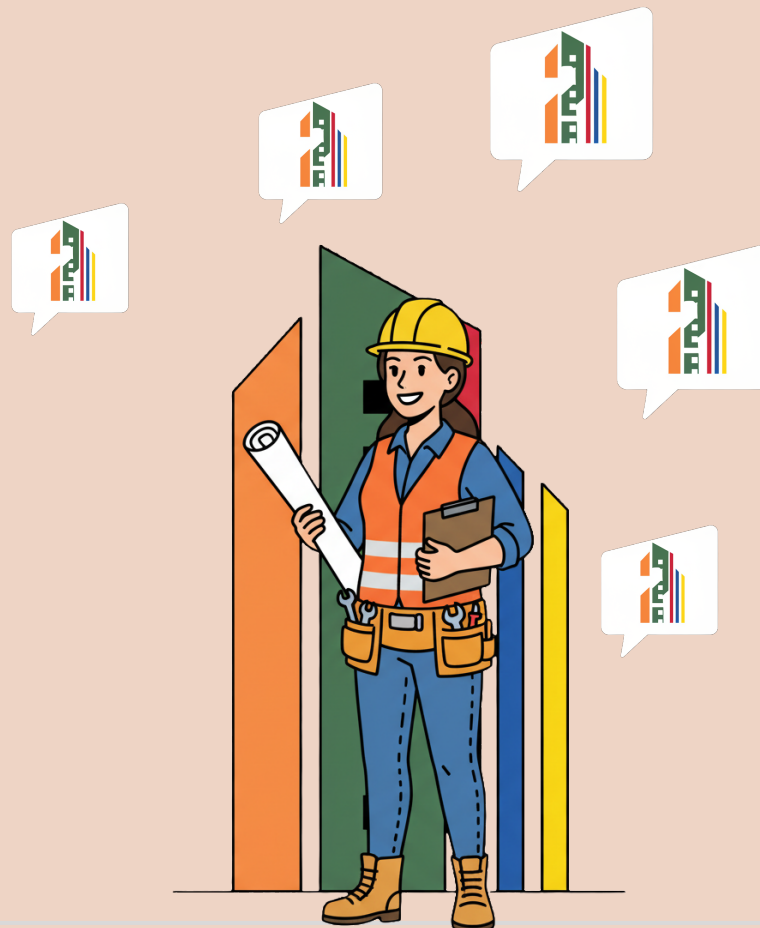
[SWOT analysis template](#)





03

Commonly Asked Questions



3.1 FAQ

What is my main role as a mentor?

Your role is to guide, support, and inspire mentees by sharing your knowledge, experience, and insights. You help them set goals, develop skills, and navigate challenges while promoting inclusion and innovation in the construction sector.

How often should I meet with my mentee?

We recommend regular sessions, ideally once every 2–4 weeks, depending on availability and goals. Consistency is key to building trust and maintaining progress.

How Do I Start A Mentoring Session?

Mentors are encouraged to recap on the themes and agreed actions from the last meeting at the start of a new mentoring session. It may be helpful to also ask if there is anything the mentees would like to raise before moving on to review the progress, etc. For the first session, an ice breaker early on in the meeting will probably help.

How Do I End A Mentoring Session?

The mentor is encouraged to indicate when there is about 10 – 15 min left in a session to allow time for everyone to wrap up. Also, this may be the time to discuss and agree what activity, if this is something that is an agreed part of the mentoring process, the mentee will do before the next mentoring session. It may be helpful to look at each mentoring session as having a beginning, middle and end to assist in creating a structure to follow.



What if I don't have all the answers?

That's okay! Mentorship is about **guidance, not perfection**. If you don't know something, help the mentee find resources or connect them with someone who does. Being honest builds trust.

How do I handle diversity and inclusion?

Be **open-minded and respectful**. Value different perspectives, challenge stereotypes, and create a safe space for dialogue. Use inclusive language and encourage equal participation.

What should I do if my mentee is struggling?

Listen actively, show empathy, and help break challenges into manageable steps. If needed, suggest additional resources or escalate to program coordinators for support.

How do I measure success in mentoring?

Success is not just about achieving goals — it's about **growth, confidence, and engagement**. Celebrate small wins and encourage continuous learning.

Can I share personal experiences?

Yes! Sharing relevant experiences makes mentoring authentic and relatable. Just ensure examples are constructive and respect confidentiality.

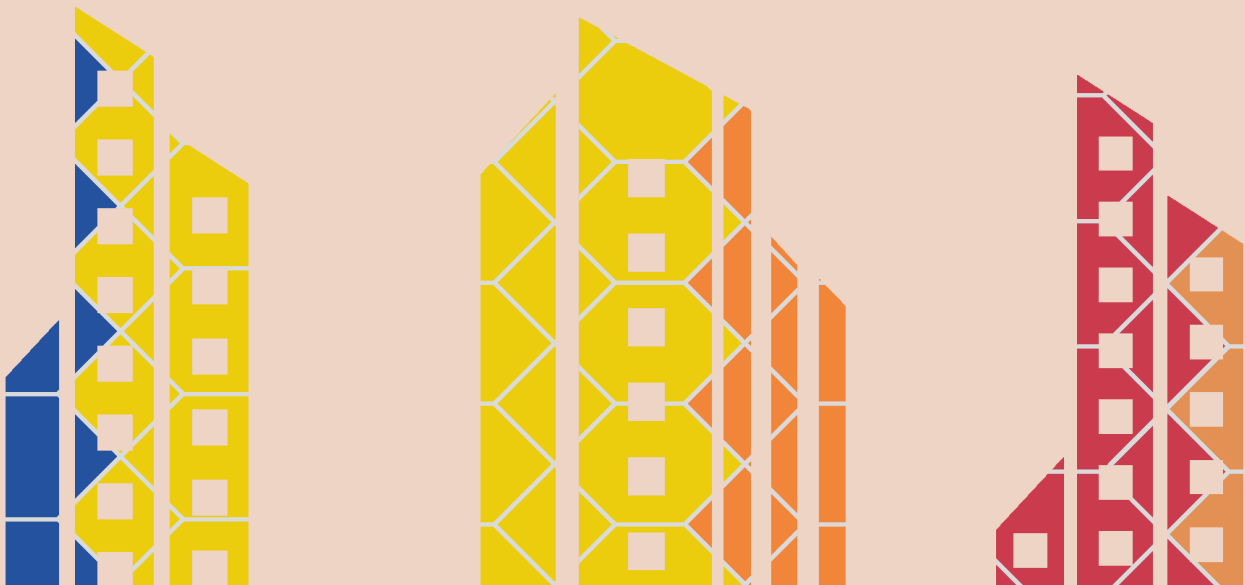
What if there's a conflict or misunderstanding?

Address it calmly and respectfully. Focus on solutions, not blame. If unresolved, involve the program coordinator for mediation.



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 Worksheet – Mentor

Step 1 – Welcome & Introductions

Use this moment to get to know each other. Choose the questions that help the conversation flow.

Notes:

Step 2 – Purpose of the Mentorship

Clarify the programme, your role, and set a positive tone for the journey.

Notes:

Step 3 – Expectations & Goals

Discuss what the mentee hopes to achieve and note meaningful first goals.

Notes:



First Session Guide (template) – Appendix C

Step 4 – Communication & Boundaries

Agree how you will work together and what both sides can expect.

Notes:

Step 5 – Wrap-Up & Next Steps

End with clarity: one takeaway + one next action + date of the next meeting.

Notes:

Ongoing session(template) – Appendix E

CoHER Mentorship Programme – Ongoing Session Worksheet

Use this worksheet to guide each ongoing session. It follows the recommended flow and provides space for notes, progress updates, challenges, and next steps.

1. Welcome & Check-in (5–10 min)	Notes: • Friendly greeting • Updates since last meeting • General well-being
2. Review of Previous Goals (10 min)	Notes: • Recap last session • Progress made • Achievements • Challenges
3. Main Discussion / Learning Focus (20–30 min)	Notes: • Key topic of the day • Insights and reflections • Questions & dialogue
4. Action Planning (10–15 min)	Notes: • Define next goals • Agree steps & resources • Confirm timelines
5. Wrap-Up & Feedback (5 min)	Notes: • Key takeaways • Feedback exchange • Confirm 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

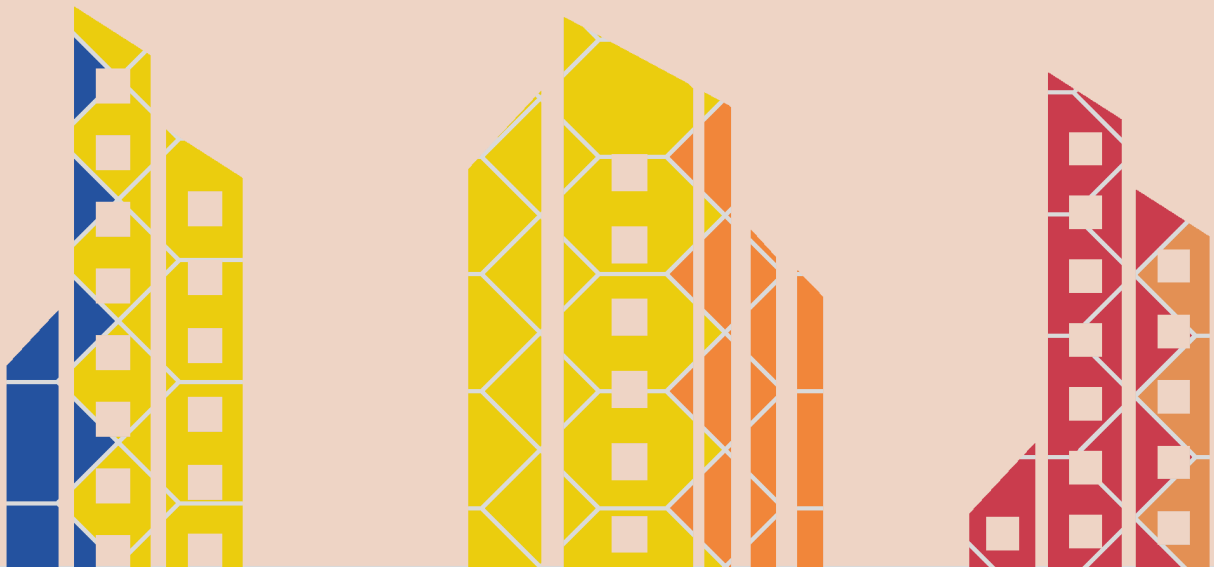
O OPPORTUNITIES

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

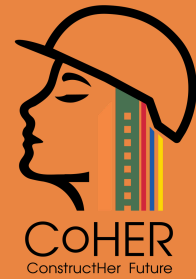
Mentoring is supported by decades of research across education, healthcare, and professional development. These studies highlight:

- **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 Mentor 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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