

WORLD TRIATHLON MENTORSHIP PROGRAMME

*Joint project of World Triathlon National Federation Services & Development Department and
World Triathlon Women's Committee*

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1. Introduction

The World Triathlon Mentoring Programme has been designed to:

- Increase and sustain the number of women and people with disability in leadership roles in coaching, technical officiating, and governance in triathlon.
- Develop the skills of male and female coaches, technical officials, and administrators/leaders with real potential to make a significant difference to triathlon in their own federations and continent.
- Create a sustainable mentoring programme that will have a significant impact on the sport of triathlon.

The programme operates across the 5 Continental Confederations preparing a group of trained volunteer mentors to support individuals who have shown real potential to be the sport's next generation of leaders. The programme is purposefully designed to increase under-representative groups in triathlon, namely women, people with a disability and developing national federations (NF groups 1, 2 and 3).

2. Mentor Selection

Mentors are selected for this programme because they:

- Have excellent rapport-building and interpersonal skills.
- Have a sound knowledge in their specified discipline (coaching, technical officiating, and governance/leadership) and knowledge of where experts can be accessed.
- Are open-minded with a hunger for personal learning and development. passionate about developing other coaches/technical officials/administrators.
- Are highly self-aware with good self-reflective skills.
- Have experience of mentoring other adults or have had a successful experience of being mentored.
- Have experience of helping other adults to learn (e.g. facilitators).
- Have sound IT skills.

3. Mentor Training

Mentors undergo a 6-week blended learning programme consisting of:

1. 7 x activity-based e-modules
2. 3 x webinars
3. 2 x 1:1 mentoring sessions with an assigned trainer
4. 3 x practice mentoring sessions with a practice mentee
5. 3 x practice mentoring sessions with a practice mentor

Prior to commencing the 6-week training programme mentors are asked to complete the e-learning module for World Triathlon Mentees.

Table 1: Overview of the Blended Learning Training Programme

Week No	Activity	Content	Lead
0	e-learning	PROGRAMME OUTLINE AND EXPECTATIONS TRIATHLON MENTEE ORIENTATION TRAINING MODULE	Mentor
1	e-learning 1	Module 1: WHAT IS MENTORING?	Mentor
		Module 2: ESTABLISHING MENTORSHIP	
		Module 3: EQUITY PRINCIPLES AND PRACTICE	
Activity 1	Conduct your mentoring session with your assigned mentee, establish rapport, conduct needs analysis and set goals task. Act as mentor to your assigned mentor. Reflection note submitted to trainers..	Practice Pairs	
2	Webinar 1	Web-based discussion on progress, challenges and successes to date led by trainers	Trainers
	e-learning 2	Module 4: STRUCTURING MENTORING SESSIONS	Mentor
	Activity 2	Conduct your mentoring session with your assigned mentee based on GROW, audio record sessions. Act as mentee for your assigned mentor. Write and submit audio recordings and reflections to trainers.	Practice Pairs
3	Web-based 121 Mentoring Session 1	One to one session based on submitted audios recordings and reflections conducted by trainers	Trainers
	E-learning 3	Module 5: UNDERPINNING MENTORING SKILLS	Mentor
	Activity 3	Conduct your mentoring session with your assigned mentee based on GROW, audio record sessions. Act as mentee for your assigned mentor. Write and submit audio recordings and reflections to trainers	Practice Pairs
4	Webinar 2	Web-based discussion on progress, challenges and successes to date led by trainers	Trainers
	E-learning 4	Module 6: CHANGE MANAGEMENT	Mentor
	Activity 4	Conduct your mentoring session with your assigned mentee based on GROW, audio record sessions. Act as mentee for your assigned mentor. Write and submit audio recordings and reflections to trainers	Practice Pairs
5	Web-based 121 Mentoring Session 2	One to one session based on submitted audios recordings and reflections conducted by trainers	Trainers
	e-learning 5	Module 7: CONCLUDING RELATIONSHIPS and COMMUNITIES OF PRACTICE	Mentor
	Activity 5	Conduct final mentoring session with assigned mentee and act as mentee for final session with your assigned mentor. Submit final reflections trainers	Practice Pairs
6	Webinar 3	Mentors prepare to support mentees	Trainers

4. Course Description

4.1 Week 0

Pre-course preparation includes:

- Reviewing the training programme outline and expectations
- Completing the Mentee Orientation Module which is intended to enable Mentees to:
 - Clarify their understanding of what effective mentoring looks and feels like.
 - Help them to explore their responsibilities in making the mentoring partnership work effectively.
 - Explain the programme logistics, their commitment, and responsibilities.

4.2 Week 1

In week 1 trainee mentors are expected to:

- Complete three e-modules
 1. Exploring what mentoring is all about (2 hours).
 2. Establishing Mentorships (1-2 hours).
 3. Equity Principles and Practice (1-2 hours).
- Conduct a meeting with their assigned practice mentee who they will continue to work with throughout the training programme. This first conversation is to establish rapport, conduct a needs analysis and set goals. Mentors will also act as a practice mentee for their assigned practice mentor and can look at mentoring from this perspective. Submit a reflection note to your trainers on your learning.
- Prepare for a web-based discussion (webinar 1) next Monday on their progress, challenges, and successes to date led by the trainers (and including their mentoring philosophy task).

4.3 Week 2

In week 2 trainee mentors are expected to:

- Attend Webinar 1 and contribute to a web-based discussion.
- Complete one e-module
 4. Structuring Mentoring Sessions (2 hours).
- Conduct a mentoring session with their assigned mentee based on the GROW framework, audio/video record your session, write and submit audio recordings and reflections.
- Act as a mentee for their assigned mentor for a mentoring session.
- Reflect on their practical mentoring experiences.
- Prepare for a one-to-one web-based mentoring session with one of their trainers.

4.4 Week 3

In week 3 trainee mentors are expected to:

- Prepare for and contribute to a one-to-one mentoring session their assigned trainer.
- Complete one e-module
 5. Underpinning Mentoring Skills (2 hours).
- Conduct a mentoring session with their assigned practice mentee and be mentored by their assigned practice mentor and then submit their reflections focusing on questioning, listening, feedback and reflective skills.

4.5 Week 4

In week 4 trainee mentors are expected to:

- Prepare for and contribute to Webinar 2 by sharing their experiences from last week.
- Complete one e-module
 6. Mentoring Individuals through Change (less than 1 hour)
- Conduct a mentoring session with their assigned practice mentee as a follow-on from previous week's sessions or an opportunity to explore any change issue that s/he is experiencing.
- Prepare for their one-to-one mentoring session next week.

4.6 Week 5

In week 5 trainee mentors are expected to:

- Complete one e-module
 7. Concluding Mentorships and Communities of Practice (less than 1 hour).
- Conduct a session to conclude their mentorship with their assigned mentee (and act as mentee for their assigned mentor).
- Prepare for webinar 3.
- Ensure they have submitted all requested documents to date.

4.7 Week 6

In week 6 trainee mentors are expected to:

- Contribute to Webinar 3 by sharing their experiences from last week.
- Prepare to mentor mentees assigned by World Triathlon.
- Access the World Triathlon Handbook
- Download the Team Impact Application and review guidance on how to track mentoring sessions.

On completion of the blended learning programme, mentors are matched with 2-3 carefully selected mentees who they will then mentor over an initial 9-month period. Mentors are expected to commit

to a minimum of 2 years mentoring and will be recognised as a World Triathlon mentor at the successful conclusion of the programme.

5. Learning Outcomes for e-Modules

The Mentor Training Programme includes 7 e-modules which are accessed and completed using the World Triathlon Education Hub.

5.1 What is Mentoring?

This e-module will help trainee mentors to:

- Explain what mentoring really means.
- Determine how and why they want to mentor, write their own mentoring philosophy.
- Examine the mentoring process.

5.2 Establishing Mentorships

This e-module will help trainee mentors to:

- Explain why rapport and trust are so important and how to build them.
- Identify what needs to be discussed with their mentee at the outset.
- Consider ways to conduct a needs analysis (e.g. profiling, benchmarking) with their mentee.
- Examine how to set goals with their mentee for the mentorship.
- Start their mentorship with a mentee.

5.3 Equity Principles and Practice

This e-module will help trainee mentors to:

- Distinguish between gender equality and gender equity and why both are important.
- Plan strategies for improving gender equality and equity and be able to explain these terms to others.
- Plan concrete actions in their own country programme to address barriers for women engaged in triathlon and sustained engagement by women and girls.

5.4 Structuring Mentoring Sessions

This e-module will help trainee mentors to:

- Use a framework to structure their mentoring sessions.
- Examine the 4 steps in the GROW process.
- Practise their mentoring skills using the GROW framework.

5.5 Underpinning Mentoring Skills

This e-module will help trainee mentors to:

- Analyse their listening skills and identify ways to improve them.
- Assess the impact of their questioning skills and use some tips to sharpen them.
- Use a framework to help them review their mentee following an observation of a mentee's practice.
- Identify ways to enhance the effectiveness of their feedback.
- Explore their own reflective skills.
- Identify ways to help their mentees to reflect more deeply and effectively for lasting behavioural change.

5.6 Mentoring Individuals through Change

This e-module will help trainee mentors to:

- Describe how they have responded to change in the past.
- Use their listening skills and the GROW model to support mentees through the change curve.
- Ask effective questions to encourage reflection and support mentees through the change process.

5.7 Concluding Mentorships and Communities of Practice

This e-module will help trainee mentors to:

- Conclude a mentorship.
- Describe the benefits of communities of practice.
- Help mentees to create or join communities of practice.

6. Expectations of Mentors

Mentors will be required to:

1. Complete the World Triathlon training for mentors and sign the mentorship agreement (including list of their mentees).
2. Communicate with each mentee to build rapport and trust and establish initial needs and goals.
3. Record mentoring interventions on the World Triathlon platform in line with agreed protocol.
4. Conduct regular mentoring interventions with each mentee (normally monthly) in line with guidance and complete their own confidential record of goals, progress, and actions.
5. Make a commitment to giving 6-8 hours per month.
6. Refer unresolved challenges to your Continental Mentor Lead (CML) to agree solutions.
7. Conduct a 9-month review to establish mentee progress and next steps (to continue, to wind down, to amend) and agree new mentoring relationships as negotiated with your CML.
8. Identify personal learning and growth gained through the mentoring programme.
9. Participate in webinars and other community of practice activities.
10. Contribute to the World Triathlon Mentoring Programme evaluation process as and when requested by the CML.

7. Mentee Preparation

Each mentee will have been carefully selected in line with the criteria and rationale of the World Triathlon programme. They too will complete an on-line e-module to help them gain an understanding of what true mentoring is all about, what they can expect and what they would need to give. They are encouraged to:

- Initiate and prepare for meetings/interventions (normally monthly) with their mentor.
- Record their negotiated goals, progress, and actions for their own use.
- Take responsibility for their own learning and development (e.g. by initiating mentoring conversations, preparing a list of topics/issues for discussion).
- Contribute to the 9-month review to negotiate progress and next steps (e.g. whether to continue, to conclude or amend the relationship in some way).
- Contribute to the World Triathlon Mentoring Programme evaluation process as and when requested by the CML or mentor.

APPENDICES

Appendix 1: Role of the Mentor

- Attend the World Triathlon training for mentors and sign the mentorship agreement (including the list of their assigned mentees).
- Communicate with each mentee to build rapport and trust and establish initial needs and goals.
- Record mentoring interventions on the World Triathlon platform in line with an agreed protocol.
- Conduct regular mentoring interventions with each mentee (normally monthly) in line with guidance and complete their own confidential record of goals, progress and actions.
- Commit to giving 6-8 hours per month.
- Refer unresolved challenges to their Continental Mentor Lead (CML) to agree on solutions.
- Conduct a 9-month review to document mentee progress and agree on next steps (to continue, to wind down, to amend) and agree on new mentoring relationships as negotiated with the - CML.
- Identify personal learning and growth gained through the mentoring programme.
- Participate in webinars and other community practice activities.
- Complete the World Triathlon Mentoring Programme evaluation process as and when requested by the CML.

Personal Specification for the Mentor:

Prospective applicants must have:

- Excellent rapport-building and interpersonal skills.
- sound knowledge in their specified discipline (coaching – minimum World Triathlon Coaches Level 2 Certification or equivalent; technical officiating - minimum World Triathlon Level 2 TO Certification; and governance/leadership) and knowledge of where experts can be accessed.
- Open-mindedness, with a hunger for personal learning and development.
- Passionate about developing other coaches/technical officials/administrators.
- Commitment to providing 6-8 hours per month of mentoring time.

Ideally, applicants will:

- Be self-aware and have good reflective skills.
- Have experience of mentoring other adults or have had a successful experience of being mentored.
- Have experience of helping other adults to learn (e.g. facilitator).
- Have sound IT skills.

Appendix 2: Role of the Mentee

- Complete the mentee 'online orientation programme' and formally commit to the programme and their assigned mentor.
- Initiate and prepare for meetings/interventions (normally monthly) with their mentor.
- Record their agreed goals, progress and future actions for their personal use.
- Take responsibility for their own learning and development through the mentoring relationship.
- Conduct a 9-month review to document progress and agree on next steps (to continue, to wind down, to amend).
- Complete the World Triathlon Mentoring Programme evaluation process as and when requested by the Continental Mentor Lead or their mentor.

Personal Specification for the Mentee:

Prospective mentee applicants should:

- have demonstrated the potential to progress to a higher level in their discipline.
- be able to display their open-mindedness and hunger to develop their coaching/technical officiating/administrative/governance/leadership skills.
- be willing to take responsibility for their own learning and development (e.g. initiating mentoring conversations).
- be willing to commit to 6-8 hours per month of mentoring time.