

The background of the image is a close-up photograph of several colorful wooden blocks stacked together. The colors include shades of red, orange, yellow, pink, purple, and blue. The lighting is soft, creating a warm and inviting atmosphere.

regen  
ewire

Entrepreneurial Women in Renewable Energy

## EWiRE Mentoring Guide

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## About the Entrepreneurial Women in Renewable Energy (EWiRE) network

EWiRE enables people and organisations to connect, learn and take action on gender diversity and inclusion. 500+ clean energy leaders and professionals are part of the UK's vibrant network for women in clean energy.

The vision of the EWiRE network is to make gender diversity a priority at all levels of the clean energy sector, making companies more resilient and able to innovate.

The network and its events provide all the content and networking opportunities needed to flourish in the clean energy sector through inspirational keynotes, blogs, panel discussions on business strategy and models, technology growth, and career development workshops.

Networks like EWiRE are hugely valuable in supporting and promoting women who work in renewable energy, giving them a platform to connect and helping future generations of women who want to be part of the renewables sector.

**Juliet Davenport, CEO and founder, Good Energy**

# EWiRE's objectives



Increase the visibility and profile of women working in the clean energy sector, by producing high profile papers, running industry leading events and working with partners.



Increase diversity and attract female talent into the sector, by working with leading organisations in the sector to evidence benefits, showcase best practice and share learning.



To ensure that every key policy and regulatory forum has a strong and diverse voice, by challenging and working with policy makers and regulators.



Develop EWiRE using meaningful online and offline engagement to build an influential and vibrant network, that can have a genuine impact across the sector.



Support network participants to develop the skills to enable them to take positions on boards and in senior management across the sector, through our mentoring programme, events and networking.

# The EWiRE mentoring programme

*Mentoring is when an individual offers to use their own skills, knowledge and experience to guide, help and provide direction to someone with their career or professional development.*

EWiRE has set up a mentoring programme to support women in the clean energy industry to progress their careers. The mentoring programme has been hugely popular, proving a widely successful project since its launch in 2015.

Mentoring has many benefits, such as supporting women to enhance their potential through career choices and working practices, develop their strategic and financial acumen, and build their professional networks and profile.

Building personal and strong bonds with senior women and men across the sector, mentoring matches the experience of one person with the potential of another.



One of the most beneficial aspects of EWiRE has been launching the mentoring scheme, helping equip women of the clean energy industry with the skills and confidence needed to rise into more senior roles.

**Rachel Hayes, founder of the EWiRE network, and head of networks and development, Regen**

# Becoming a mentor

Anyone can be a mentor, they don't need to be 'really senior' or a qualified coach. What mentors do need is a skill identified by another as useful or desirable. They will be able to listen, communicate, be accessible, have a genuine desire to help and be able to empower others. We encourage both female and male mentors to apply to support the development of women mentees.

The mentoring programme strives to offer a mix of mentor experiences and backgrounds to suit a diverse range of mentees. We're delighted that the programme continuously attracts recognised and influential key players in the industry as mentors.

Our mentors kindly offer their knowledge, experience and time to support their mentee through the course of the programme.

Mentoring is a great way of sharing experiences, giving a different perspective and opening doors to networks that often seem closed.

**Keith Anderson, CEO, Scottish Power**

I've really enjoyed being a mentor – it's been great to reflect personally on decisions and experiences, and to share them so others can find some guidance and reassurance in their own choices. One of the most wonderful things in meeting such a diversity of mentees is seeing this wealth of positive female talent and energy. It makes me positive for our future.

**Charmaine Coutinho, head of consulting, Delta-EE**

# Becoming a mentee

The EWIRE mentoring programme specifically focuses on middle managers in the clean energy sector looking to move up to senior management positions, and those currently working in senior management looking to move into board positions.

Applicants who wish to be mentored on the programme will need to identify the areas of their career progression and personal development they want to work on with a mentor. They'll also need to be prepared to 'own' the process, making sure that they use the time on the programme well by preparing in advance for meetings, coming with ideas and taking time to reflect on the issues and action points coming up in discussions. Above all, mentees will need to be open and honest about their strengths and weakness, and willing to be challenged on their current thinking and approach to career development.

The aim is to help equip them with some of the tools they will need to move on to the next stage in their career, and to develop an action plan for taking their next steps.

I cannot recommend the EWIRE mentorship programme enough. My mentor not only shares her expertise and guidance with me, but helps me think critically about opportunities and challenges I face as a professional in the energy industry. My advice to future mentees would be to set goals for your mentor-mentee relationship, and to be proactive. The relationship is truly what you make of it. My mentor and I not only discuss career development, but also energy issues, emotional intelligence and leadership, and exchange reading and podcast recommendations. I'm grateful to have the opportunity to exchange ideas with someone committed to lifting women up - which is exactly what the EWIRE mentors do.

**Francesca Putzu, commercial analyst, ARENKO Group**

# Benefits of mentoring

<b>Mentor</b>	<b>Mentee</b>	<b>Organisation</b>
Job satisfaction	Self confidence and motivation	Increased motivation from employee(s)
Challenge/mental stimulation	Support and challenge	Employees with clear direction and objectives
Learning from the mentee*	Developmental opportunity	Sharing of knowledge and best practice
Satisfaction at mentee success	New knowledge source to tap into	Continuous improvement in the way employees approach their work
Self development	Sounding board to discuss ideas	

\* Many of mentors have found the reciprocal development particularly beneficial; the overwhelming feedback has been that they get out as much value as the mentees do from the relationship, with fresh perspectives and insights into new areas of the industry.

# Structure of the mentoring programme



A key tool for the EWIRE mentoring programme is **LinkedIn** – we don't use CVs or lists of previous experience. We ask that both mentors and mentees make sure their profiles are up-to-date and reflect their best work before attending the first session.



The EWIRE mentoring process begins with a **match-making event**. We have two intakes to the programme a year, in autumn and in spring. Prospective mentors and mentees have the opportunity to meet during a 'speed-networking' style session. The mentees move around the room and meet all of the mentors. They have three minutes to introduce themselves and outline their interests, as well as the areas they would like to develop in. At the end of the session, the mentees and mentors feedback to us on the chemistry and we pair them. Once matched, the mentoring relationship usually lasts up to 12 months.



The feedback from mentees is that this 'speed-networking' process is itself very insightful, allowing them to refine their aims and expectations as the session progresses based on a broad range of views and experiences.



We suggest that mentors and mentees **interact a minimum of six times** over that period. These sessions might take place in person or using a video conferencing software. We suggest that they use their initial meeting to define goals and agree expectations. Each session will be focused on the mentee's requirements, with topics ranging from leadership skills, public speaking, work-life balance, starting their own business, to advice on progression.

It is up to mentors and mentees to determine when they meet, how long for and whether it is a physical or virtual meeting. It is the mentees' responsibility to arrange and push for meetings to happen; mentors supply their knowledge, experience and time. Also, longer sessions are better for exploring deeper issues, whereas shorter sessions are useful for quick check-ins to see that the mentee is on track with agreed tasks.

At the end of the 12 months, the programme comes to a close with a **final feedback event**. EWIRE regroups mentors and mentees for a joint session, sharing their learnings, drawing out key experiences and identifying common themes.



# Support from EWiRE

We will provide on-going support and reminders to meet during the development of the mentoring programme.

We will also provide leadership skills training for mentors, led by Pamela Taylor, an experienced executive career coach and founder of Taylor Macpherson. Coaching techniques enable leaders to communicate effectively and to support others to maximise performance. Rather than telling or advising, they listen and question to enhance awareness and support others to set goals and to act.



# Some key stages of mentoring

The mentee's goals should be discussed early in the mentoring process. This serves to provide an indication of the likely areas of discussion and what success will look like by the end of the mentoring programme. Below is an indication of how to structure the programme to ensure the relationship is on track to identify and achieve desired goals:

## **MONTH 1:**

- Get to know each other, explore whether you have similar interests, what you each do;
- Have an exploratory conversation about sustainability, interests, skills, priorities;
- Have a conversation about what you might want to focus on in terms of the goal for the programme;
- Agree a strategy to identify a focus for the goal, if the goal is not identified in this session.

## **MONTH 3:**

- Have identified a goal, and a structured approach to reaching it;
- Be working through the structured approach, reviewing progress and identifying new tasks at each meeting.

## **MONTH 6:**

- Achieve the short-term goal and/or undertake review of progress towards achieving goal within 12-month period.

## **MONTH 12:**

- Have an 'end of mentoring' meeting where you formally close down the relationship, reflect on what you've learned and discuss appropriate next steps for other areas of your development.

# Tips for on-going sessions

When meeting, we advise on the following to both mentors and mentees:

- Enjoy a relaxed catch up at the start of each session – remember you are constantly building trust, and this is a good way of reaffirming the safe space;
- Set clear goals for each session – set out what you want to achieve and how much time you have;
- Keep an eye on the time – you are both responsible to make sure that the session stays on track;
- If you have a difficult session, don't be afraid to change tactics;
- Be prepared to give each other constructive feedback – this will help you hone your mentoring relationship, and grow in personal development.

**The EEC model provides a useful method for giving feedback:**



**E** is for an **Example** of the what the person said or did

**E** is for the **Effect** of what has happened

**C** is for what you would like the recipient to **Continue or Change**

# Tips for supporting a mentee's goal setting

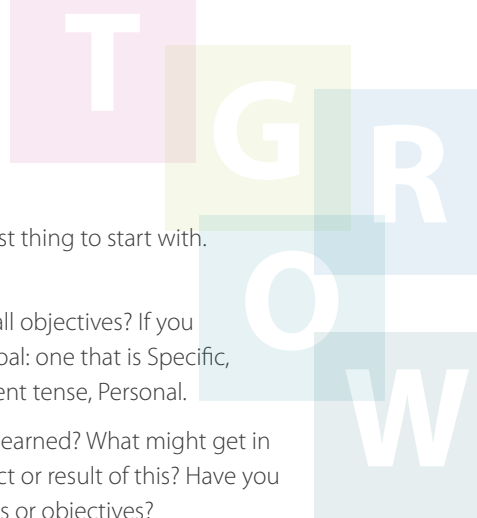
- 1. As the mentee, take the lead!** Whilst your mentor is creating a supportive space for discussion, you are the person in the driving seat of your career.
- 2. Ask your mentor to help you identify priorities.** What is most important to you to achieve? What is the easiest/quickest win? What do you think you should focus on first?
- 3.** As a mentee, from a broad '**topic**', identify '**goal areas**' → Categorize ideas into groupings and agree which ones fall under the scope of the mentoring e.g. **career** (e.g. choices/ decisions/ focus) **study** (e.g. choices/ decisions) **work experience self** (e.g. confidence, understanding, clarity, knowledge) **family/relationships** – not the focus for mentoring (but might come up in your conversations).

Use the simple T-GROW framework (on the next page) to set out the identified goal and approach to achieving it:

 I want ..... by ..... so I will do ..... to meet my goal. 

Review all goals to check they are ABC:

**A** Achievable      **B** Believable      **C** Committed



## T-GROW

- T Topic** – This is what you’ve selected together as being the first/ most important/ easiest thing to start with. What are you hoping to work on or get clear through working with your mentor?
- G Goal** – What is the end point, where you want to be? Does this goal fit with your overall objectives? If you knew you couldn’t fail, what would you be going for? Make sure that this is a SMART goal: one that is Specific, Measurable, Attainable, Realistic, and Time-bound. Make it 4 P’s: Positive, Possible, Present tense, Personal.
- R Reality** – Where you are right now? What have you done already and what have you learned? What might get in the way? What is happening now (what, who, when, and how often)? What is the effect or result of this? Have you already taken any steps towards your goal? Does this goal conflict with any other goals or objectives?
- O Options** – What could you do to achieve your goal? What are the advantages and disadvantages of each option? How do you feel about taking this option? What do you need to stop doing in order to achieve this goal? What obstacles stand in your way? Brainstorm as many good options as possible, then review these and decide the best ones.
- W Way-forward** – What are the actions you are now going to take? So, what will you do now, and when? What else will you do? What could stop you moving forward? How will you overcome this? How can you keep yourself motivated? When do you need to review progress? Daily, weekly, monthly?



A mentor can create a **personal development plan**, keeping track of the mentees’ desires goals and how they are working towards them over the course of the programme.



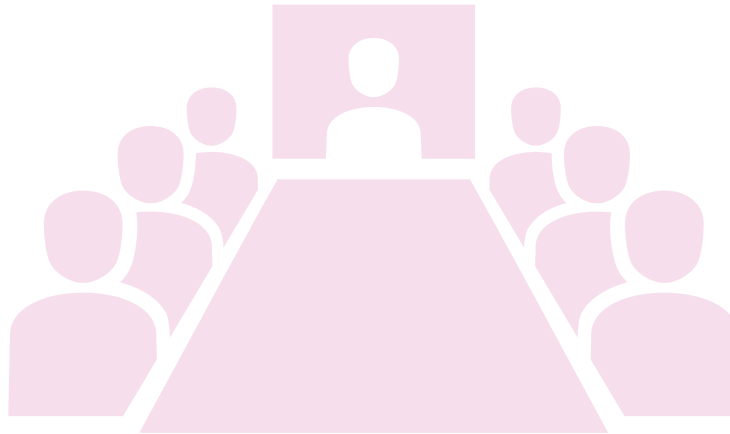
A mentee can keep a **mentoring log** to reflect upon each session, keeping track of their overall progress, and noting specific learning and actions that may arise.

# Final check-in: feedback

The final session of the mentoring programme brings everyone back together. In a meet-up with all mentors and mentees from the same intake, we have the opportunity to gather key feedback. The aim of this session is to share the learnings, and draw out some common themes from respective experiences to help future mentors and mentees.

It's also a moment for participants to consider who in their networks would benefit from this opportunity, and to recommend the programme to potential mentees and mentors.

We are keen to capture quotes on the successes of the programme at this point, and welcome blog posts if any mentees or mentors would like to share their personal experience with the wider EWIRE network.



# Ending the mentoring relationship

Both parties are responsible for the smooth winding-down of the mentoring relationship once it has achieved its purpose. The mentor and mentee may decide to continue to work together, especially if the relationship has been productive and helpful to both. Regen should be kept informed of any changes or outcomes.

As mentioned upfront the format for EWIRE mentoring is a commitment of 12 months and an average of six sessions during that time.



# regen ewire

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