



**MENTORING  
HANDBOOK**

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# 01. INTRODUCTION

Dear Mentor,

You have made yourself available to mentor young professionals and to help them develop into healthy and influential leaders who want to follow Jesus Christ. We are very thankful for that. We believe that the potential of the current young generation can become a signpost of the Kingdom in Europe. Therefore, we want to teach them how to be a follower of Jesus and how to become an ambassador of Christ in their work.

It is our desire that they will:

- Be conformed to the image and likeness of Christ and become the person as God has created them to be. (Rom. 8:29)
- Go to lead and disciple others. (Mat. 28:19-20)
- Be able to be a leader and to lead other leaders. (2 Tim 2:2)
- Conduct their business in such a positive and distinctive way that it will raise questions. (Phil 2:14-15)

After three years, these young professionals should have grown into Christian leaders in business and be able to disciple others.

We hope that your contribution will lead to lasting results. We believe that character formation for this new generation of leaders is vital and that mentoring is a very effective way to get there.

By joining this program, you are committing yourself to come alongside these special individuals for one year. Thank you for your willingness to invest your time. You can renew your commitment every year.

We have put this Mentor's Handbook together with the aim of making cooperation between yourself, the young professionals and the Europartners organization as effective as possible.

We trust that you will enjoy both the mentoring process and working through the program!

Frans van Santen  
Wouter Droppers

## 02. THE AIM OF OUR MENTORING PROGRAM

Through a structured and personal mentoring process, we want to support young leaders as they develop in the following three areas:

- 1. Healthy leadership;** growth in self-awareness and self-esteem is needed to become a healthy leader. A mentor guides the young professional as he or she takes on more responsibility, deals with stress and pressure, while celebrating successes and graciously evaluating failures.
- 2. Healthy spirituality;** growth in one's relationship with Jesus Christ is vital in life. A mentor prayerfully guides the young professional by talking about this regularly and by being a living testimony. The mentor will help the young professional to make decisions with God.
- 3. Healthy professional ability;** growth in performance levels is to be expected, since young professionals are exposed to many opportunities. By helping with setting challenging goals and by evaluating these goals over time, the mentor helps the young professional to make profit of the opportunities that come along.

The mentoring program is part of the Young Professionals Academy. Within this Academy, Europartners provides three weekends of training in many European countries, specifically for young professionals. These weekends are once a year and consist of:

**YEAR 1.** Growing in self-leadership; this includes discovering God's calling, and developing potential, skills, talents, gifts and personality and character traits.

**YEAR 2.** Living as a Christian in the Marketplace; this includes teachings on a Biblical understanding of work, business, economy and finances.

**YEAR 3.** Sharing the Gospel and becoming a spiritual reproducer; this includes teachings on evangelism and discipleship, a personal application of the Gospel, and coaching.

The mentoring relationship is for one year, and can be continued for another year (or even more years) if both the mentor and mentee agree to continue.

## 03. THE ROLE OF THE MENTOR

As a mentor, you stand alongside the young professional as he or she takes responsibility for growing as an individual. The young professional will have gone through a Europartners Young Professionals weekend. The mentor helps the young professional to make work of the discoveries that were made, helping the young professional to start walking into the direction of the calling and destiny that God has for him or her. It is helpful to keep the three areas mentioned above in mind as the year progresses.

You will come alongside the young professional as a mentor at a particular stage of his or her developmental process. For this reason, take time to get to know each other well. As such you will create a basis of trust which is vital for long-term growth.

To come alongside the young professional does not mean co-dependency. We want to avoid that.

## 04. PRACTICAL GUIDELINES

### **PRACTICING PRAISE AND CONSTRUCTIVE CRITICISM**

Mentoring includes motivating, encouraging and appreciating. The more specifically goals have been formulated, the easier it is to give positive feedback about what has been achieved.

Praise is real when it:

- is tangible, specific and legitimate
- relates to a current area of growth
- is regularly given
- is truly spoken from the heart

Praise cannot be underestimated. Encouragement is vital in the midst of successes and failures. It builds trust between mentor and young professional, and boosts one's self-esteem.

Before you criticize, you must first know whether the young professional was unable to achieve a specific goal or whether he/she did not want to achieve that goal. Reasons why someone was unable to achieve his/her goal might include:

- the goal was misunderstood
- the goal was not clearly defined
- the young professional was not yet competent enough to achieve the goal
- external factors such as sickness or other adversities interfered
- the goal was unrealistic

In such cases there is no real reason for criticism. The goals must be more effectively redefined.

Reasons why someone does not want to achieve their goals might include:

- laziness
- rebellion (saying yes but not following that through)
- laying the blame on others
- an antisocial attitude
- pride
- many other creative forms of laziness

Effective criticism might concern itself with the following aspects:

- Pinpoint the negative attitudes by naming them as specifically as possible
- Describe the negative ramifications of these attitudes for the young professional, his or her environment, his or her leader or superiors, and you as his or her mentor.
- Ask the young professional what he/she intends to specifically do in order to change this attitude. Also ask him/her how these actions could be evaluated. Ask why he or she has not changed this attitude. Give him or her some time to consider this, so that he or she can appreciate the pain of the situation.
- Don't be too easily satisfied with quick answers like "I ought to do my very best."
- Strengthen your trust in the young professional. Show him/her that you are convinced that he or she will now work on him or herself.

Healthy leaders are people who can analyse and assess themselves. This is a skill that can only be learnt when a person learns how to appraise him or herself with the help of another person. Through specific and constructive appraisal with the mentor, the young professional grows in the ability to know him or herself. In this way, a realistic self-image is built up and an understanding of identity in Christ.

## **THE MENTORING SESSION**

We recommend to meet every six to eight weeks with the mentor. Ideally, a session takes two to three hours.

As in every job, the quality of mentoring is a reflection, for the most part, of the preparation made. It is the responsibility of the young professional to timely provide the mentor with the information needed for the mentoring session. In that way both the mentor and mentees can prepare well.

During the conversation, it is helpful for the mentor to take notes so he or she can keep track of what has been shared and decided. This information can be used later to reflect on the mentoring process.

## **STRUCTURE OF THE CONVERSATION**

To satisfy both you and your mentees, the mentoring session needs structure. This will also prevent the discussion of irrelevant subjects. We recommend the following structure:

- Welcome and prayer;
- Setting the agenda for the conversation;
- Having the conversation;
- Making an action plan;
- Setting the next date;
- Prayer.

For many people, greeting is a natural part of good manners. This cannot be skipped over. Don't just barge into the house. Don't ask your most creative question as soon as the other person arrives. Be welcoming and warm.

For the mentor, it is helpful to set out what will be discussed at the beginning of the session. Ask the young professional which subjects he or she would most like to discuss and which are important to him or her, regardless of the notes that you have made in preparation. Then you can share which subjects are important to yourself. You can then decide together what you will be talking about.

When you work in this way, you will be avoiding the pitfall of focussing only on the things that you as a mentor feel are important. The goal is to achieve a

constructive discussion for the young professional.

### **THE END OF A MENTORING RELATIONSHIP**

Both the mentor and mentee agree to a mentoring relationship of one year. It ends after that, unless both parties would like to continue. In that case the relationship is renewed for another year. If either the mentor or mentee would like to end the relationship earlier than that, there should be good reason for it. Communication with the YP Coordinator is advised if this may become an issue.

## **05. SUPPORT TOOLS**

### **FORMS**

Both the mentor and mentee fill in forms before the start of the mentoring relationship. The forms contain both personal questions and a paragraph about confidentiality. The forms will be provided by Europartners via email.

### **EVALUATION**

We evaluate the mentoring relationship every half year and provide both the mentor and mentee with an online questionnaire via email. If you prefer to do the evaluation through conversation with the mentee then we would like to receive a short summary via email. The information will be used confidentially, and is meant to improve the mentoring program and if needed the mentoring relationship.

### **EXTRA INFORMATION**

Books, videos, assignments and suggestions will be available for you in our online resource bank. You will find it on our website under “Young Professionals Mentoring”. In addition, you will be able to participate in one of our coaching training that we provide twice a year. We will send you an invitation prior to the event.

Again, thank you for investing your time and energy in this generation.





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