

# EntryPoint Toolkit

Cross-cultural Mentoring Partnership



# COME

Chamber of Multicultural Enterprises

## The ABCD of EntryPoint

**A** With the **Audacity to step out** of your comfort zone, EntryPoint is a platform where you can start enjoying the new waves of internationalization with international talents.

**B** **Beyond the boundaries** of your educational background, business interest, connections and ethnicity, EntryPoint provides a collaboration platform where our participants and partners can connect, discuss, exchange knowledge and develop initiative.

**C** Kaksisuuntainen Kotoutuminen. As a two-way integration, EntryPoint mentors and mentees get to know each other, learn from one another and grow together. That's how they **Complement each other**, rather than competing against one another.

**D** In a nutshell, EntryPoint Mentoring Programme is all about the benefit of **Dynamics of diversity**.

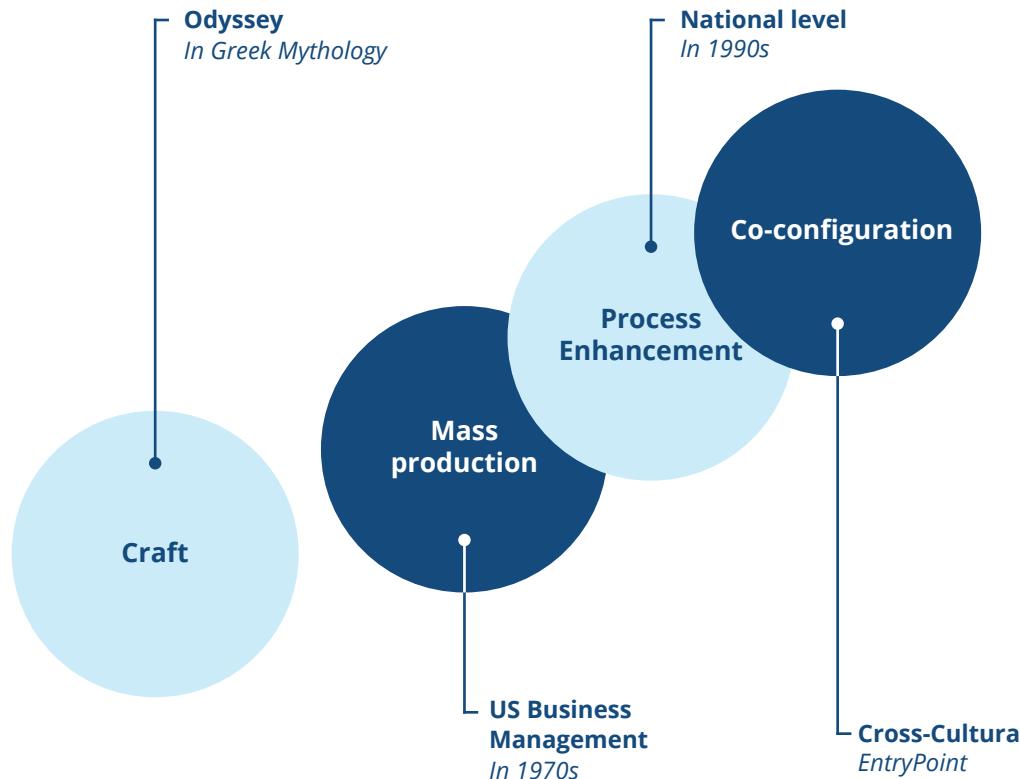
*Read more <http://come2.fi/the-abcd-of-entrypoint-mentoring-programme/>*



Enter the  
EntryPoint  
Mentoring  
Programme

So, now it's your turn. Are you ready to step out of your comfort zone, to go beyond your boundary and to benefit from the dynamics of diversity? Welcome to join **EntryPoint Mentoring Programme**.

## History of Mentoring



## The Origin of Mentoring in Odyssey

The concept of mentoring is prevailing in the contemporary world. However, the origin of mentoring can be traced back to ancient Greece after the character Mentor, a major figure in the Homeric legend of *Odyssey*. In the *Odyssey*, King of Ithaca Odysseus leaves his young son Telemachus in the care of his friend Mentor while going off to war with the Trojans. Over two decades that follow, Mentor takes on the role of a teacher, role-model and counselor of Telemachus.

*The Odyssey: ancient Greek epic poem by Homer*



## Definition of Mentoring

Mentoring as a transformational activity involving a mutual commitment by mentor and mentee to the long-term development, as a personal, extra organizational investment... accomplished by the sharing of values, knowledge, experience, and so forth.

*Scandura & Schriesheim, 1994, p. 1589*

“

**The roads to nowhere  
are hard to build.**

*J. Wallace Hamilton*

# Mentoring

**Positive Developmental Activity**  
*Transformative activity*

**Insights, challenges and opportunities, direction towards development**

**Improving Organizational Communities**

**Mutual Commitment**

**Confidential and off-line**

**Enhancing Organizational Culture**

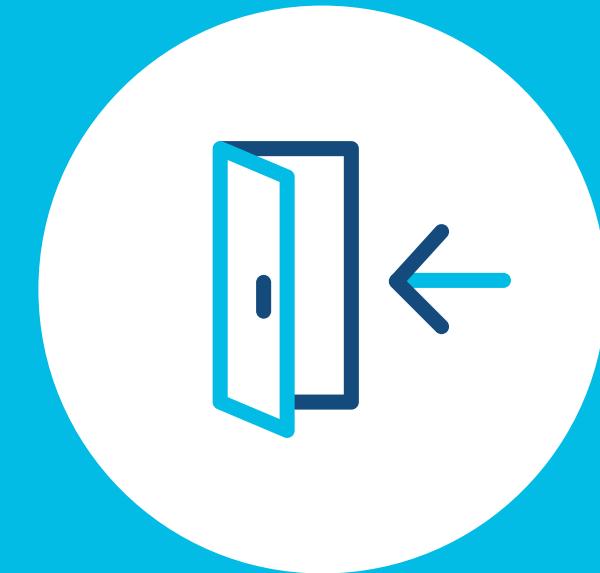
**Understanding and trust**

**Constructive criticism**  
*Different doesn't mean incorrect nor inferior*

**A Partnership**

**Self-reliance**  
**Help plan ways through them**  
*Skillful questioning; Additional view*

**Complement one another**



**Get a Foot in the Door of  
EntryPoint**

# EntryPoint Mentoring Programme

**1      2      3**

A Cross-cultural  
Mentoring  
Partnership

toward a reciprocal  
partnership

Pursuing a  
Collective Learning  
Trajectory

in close collaboration with  
Enterprises and Higher  
Education Institutions

Empowering  
Enterprises and  
University Partners

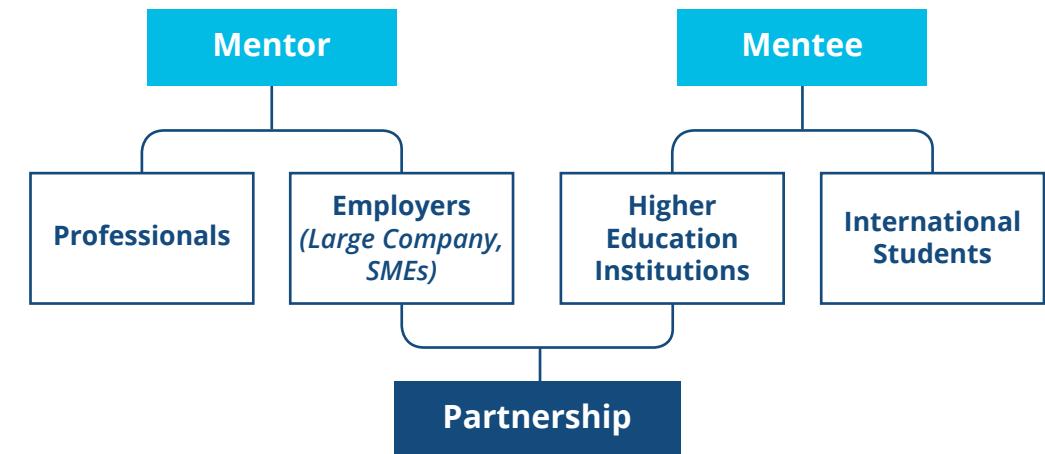
to attract, recruit, retain  
and manage diverse  
workforce



# What

Cross-cultural Mentoring Partnership

# Who



## Become a Mentor

### Commitment of time / effort to engage actively

- **Readiness** to take part in mentoring and collective meetings
- **Broad-mindedness** to listen attentively and to share knowledge, expertise, skills and time
- **Openness** to learn from the mentees and other mentors
- **Willingness** to cultivate cross-cultural competencies as well as leadership, coaching and multicultural communication skills
- **Eagerness** to motivate and offer support to the mentee until reach their fullest potential
- **Earnestness** to provide constructive guides, positive influences and insightful perspectives on the mentee's concerns



**Time Commitment** = Not Time Consumption **But Time Investments**



#### Attentive listening

figure out the emerging needs from the mentee

#### Open-ended questions (Why & How)

lead the mentee to take the initiative, topics and interests

#### Engaging and Exploring

different perspectives and interpretations depending on context

## Mentor's Role

Encourage mentees and exhibit confidence in the individuals

Knowledge of Career Options

Technical Expertise

Trust others and can be trusted

Able to maintain integrity of the relationship

Networking to build professional links

Knowledge of People  
Knowledge of Networks

Actively interested in the individual and their development

Organizational Experience:  
Support, challenge, vision

Workplace culture in the Finnish context

Attentive listener

Life experience

Information about professions and industry sectors



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(Shell Learning, Central HR)

## Tips for Mentor

### Dos

- Listen actively and empathically
- Facilitate networking and brokering
- Express positive expectations
- Advocate and promote balance
- Encourage and motivate mentee to move beyond their comfort zone
- Self-disclosure as appropriate
- Teach by example, provide a vision for a satisfying and successful career
- Encourage reciprocity

### Don'ts

- Fix the problems, take credit
- Coerce or use undue influence
- Lose critical oversight, condemn and cloud judgment



### Mentoring Partnership Agreement

- | Name and Organization
- | Preferred mode of communication
- | List of expectations, specific purpose, achievements
- | Frequency of contact

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## Become a Mentee

### Commitment of time / effort to engage actively

- **Dedicated international talent** who seeks better integration into Finnish society through getting a foot in the door at Finnish professional network
- **Diligent and passionate participant** in both mentoring pair meetings and collective meetings
- **Active questioner and attentive listener** who desires to get to know Finland better and to learn more about Finnish professional life
- **Creative and collaborative talent** who continues to pursue the growth in both personal and professional life
- **Prospective international student** who desires to add value to the internationalization in Finland by means of sharing own local knowledge with others
- **Courageous potential leader** who will turn challenges into opportunities and bring forward the paradigm-shift as a potential leader



**Time Commitment** = Not Time Consumption **But Time Investments**

# Mentee's Role

Take responsibility and take an active role	Allow yourself to be open and vulnerable	Clarify what is expected and what your expectations are
Willing to change, modify your behaviors and perspectives	Be receptive to constructive feedback	Committed to mutual development
Bring a real situation's issue and developmental needs	Implement agreed actions and update the mentor on progress	Set realistic aims for what can be achieved through the learning partnership
Constantly follow through on commitments	Openly show appreciation and gratitude	Make an effort to install trust



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## Tips for Mentee

### Dos

- Take initiative and demonstrate your values
- Clarify goals and expectations
- Be respectful of mentor's time
- Communicate agenda and goals with mentor prior to meeting
- Practice self-reflection
- Look for opportunities to share your expertise with the mentor
- Support your peer mentees
- Keep your learning diary up to date



### Mentee's Learning Diary

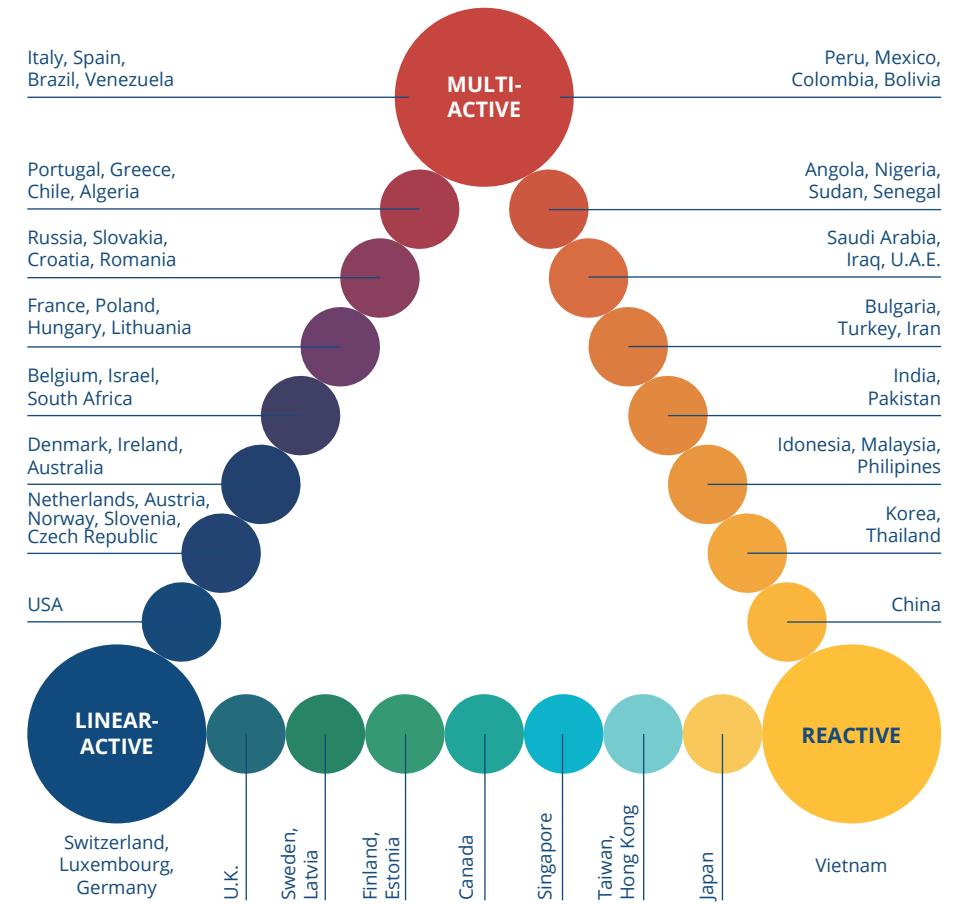
- | Date
- | Check-in  
*urgent issues, work-life balance, personal issues*
- | Goal discussion
- | Action items
- | Next meeting date

### Don'ts

- Be passive and wait for the mentor to initiate interactions
- Be late and disorganized
- Stay in the comfort zone

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# How to Pave the Way For Further



For further details on cross-cultural training and the Lewis Model:  
Riku Laanti/RLC International Management Oy

riku.laanti@rlcim.com  
Mobile: +358-(0)41-544 4544

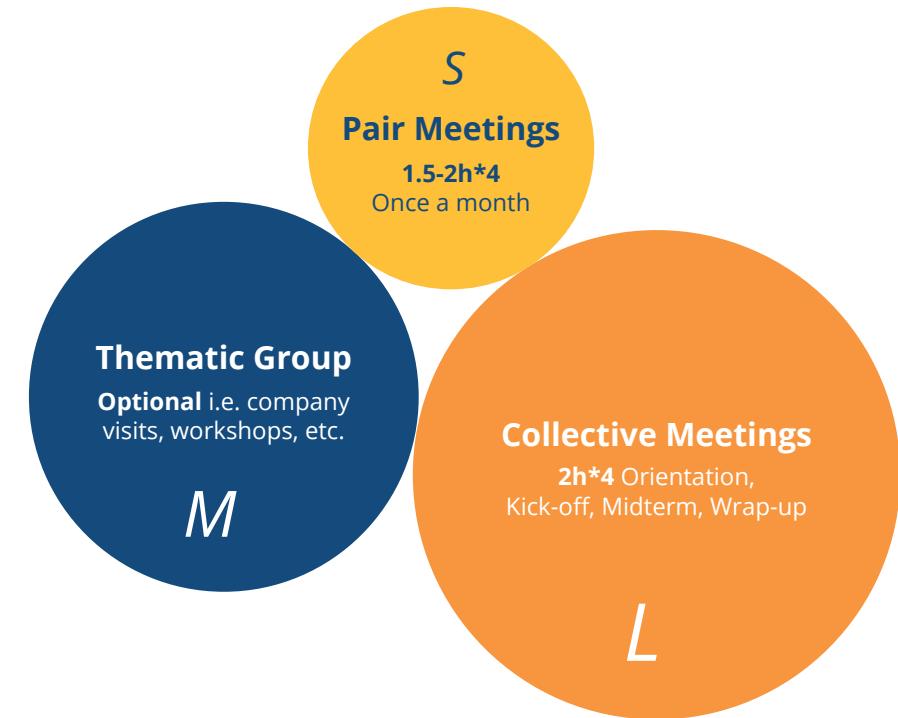
[www.rlcim.com](http://www.rlcim.com)



# Better to Travel in Group



## 3-Dimentional Learning Model



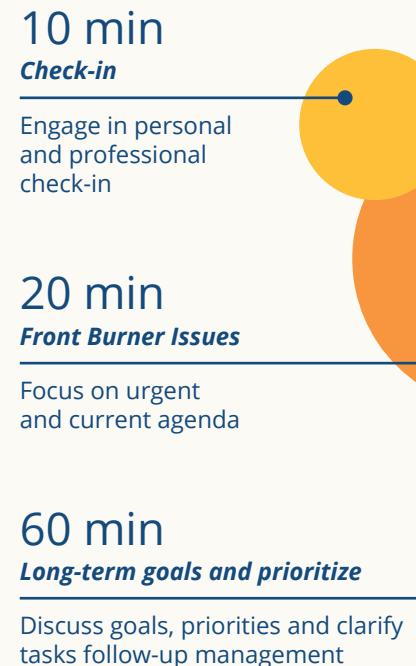
2-3 days (15-21 hours) during 6 months

Not Time Consumption But Time Investments

## Mutually Beneficial Partnership



## 10/20/60 Rule



## Tips for First Meeting

### Check List

- **Get to know each other** (personal, professional)
- **Establish guidelines** (frequency, confidentiality, off-limits)
- **Clarify goals and expectations** (measurement, milestones)
- **Partnership Agreement** (both) and **Learning Diary** (mentee)
- **Allocate primary responsibility** (schedule, agenda, reminder)

### Agenda

- **Finalize Mentoring Agreement**  
*(timeframe, set a calendar)*
- **Consider similarities and differences**  
*how to value and respect differences and overcome challenges*
- **Explore career goals and aspirations**  
*discuss issues related career plan*
- **Brainstorm unique upcoming opportunities** *for development*
- **Verify progress against plan**  
*explore barriers, set-backs, alternatives*
- **Follow-up on action items**  
*celebrate milestones and progress*

## Tips for Pair Meetings

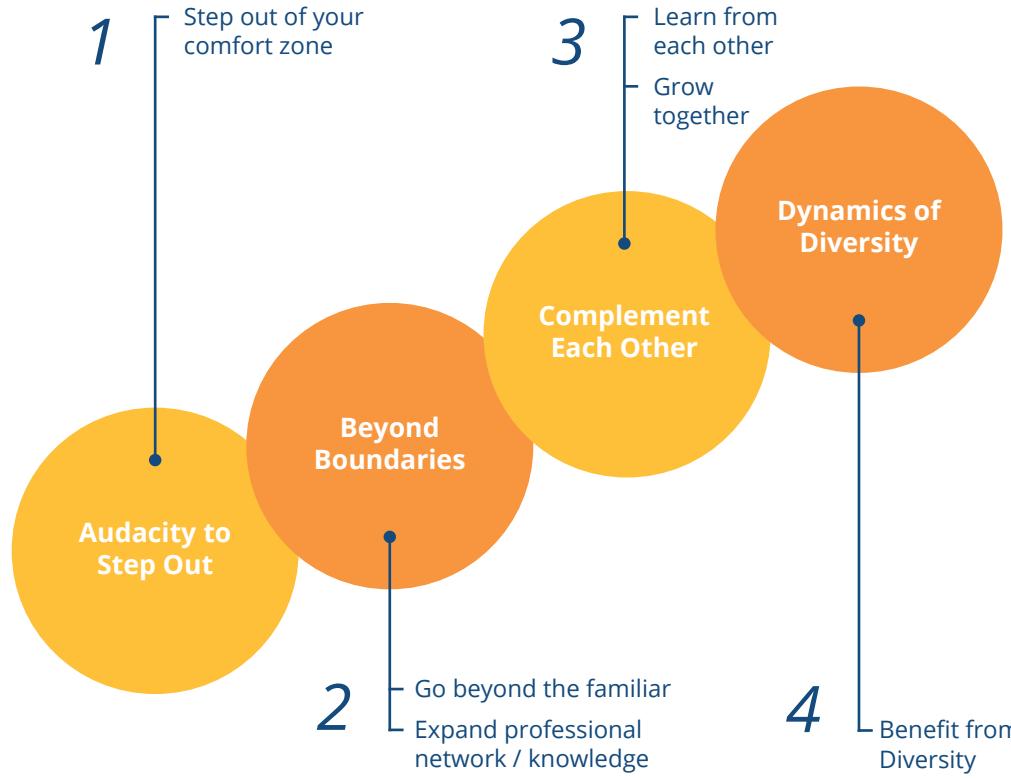
### Effective Feedback

- **Offer in a timely manner**
- **Focus on specific behaviors**
- **Acknowledge outside factors that may contribute**
- **Emphasize actions, solutions or strategies**

### Building Trust

- **Being a proactive listener**
- **Cooperating with others**
- **Openly sharing, being vulnerable, accepting, non-judgemental**
- **Actions are parallel to words**
- **Authentic and true-to-self**
- **Actively seeking out different perspectives**
- **Having a positive, upbeat look**
- **Encouraging others to succeed**
- **Honouring and respecting confidentiality**

## Collective Meetings



## Benefits of Diversity

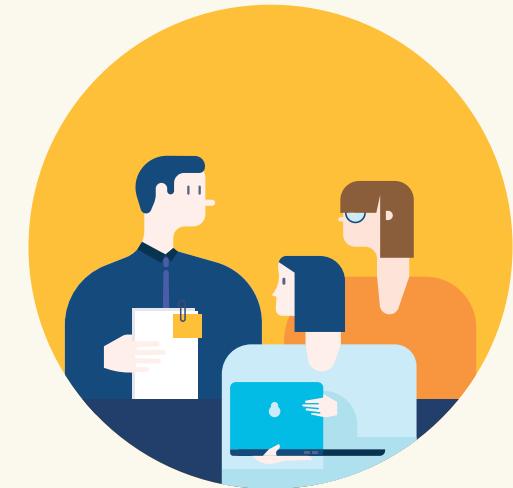
## Thematic Group Meetings

**Hosting a company visit**  
*i.e. Finnish employers' expectations, Finnish working culture, etc.*

**Intensive workshops**  
*i.e. Cross-cultural workshop, career planning, etc.*

**Thematic groups**  
*i.e. Entrepreneurship, ICT, HRD, Finance, etc.*

Communication by



# Cross-cultural Sessions by mentees

- Local advantages**  
language, network, knowledge, up-to-date info
- From Finnish perspective**  
facts and figures, in comparison with Finnish ones
- No Ctrl+C and Ctrl+V**  
interpreting, irreplaceable, new insights

**Cross-cultural seminar**  
*i.e. working culture, market trends, social challenges as new business opportunities*

**Social media savvy**  
*i.e. consumer trends of young adults or international talents*

# Thematic Groups and Business Cases

- Thematic Groups**  
Entrepreneurship  
Career Development  
Research-business collaboration
- Pilot Projects/ Business Cases**  
Will be supported by Helsinki Region Chamber of Commerce

# Stay Tuned for What is Coming Up Next

	1 <sup>st</sup> Month	2 <sup>nd</sup> Month	3 <sup>rd</sup> Month	4 <sup>th</sup> Month	5 <sup>th</sup> Month	6 <sup>th</sup> Month
<b>Time Commitment</b>	<i>15-21 hours for 6 months</i>					
<b>Pair Meetings</b>	<i>at least 5 times (approx. 1.5 hours/month)</i>					
<b>Collective Meetings</b>	<i>4 times</i>					
<i>Orientation for Mentees</i>						
<i>Orientation for Mentors</i>						
<i>Kick-off Meeting</i>						
<i>Midterm Meeting</i>						
<i>Certificate Ceremony</i>						

# Mentoring Partnership Agreement

EntryPoint Mentoring Programme



	<i>Mentor</i>	<i>Mentee</i>
<b>Name</b>		
<b>Phone</b>		
<b>Email</b>		

This mentoring partnership will last 6 months.

The programme contains five one-to-one meetings (i.e. 1.5 - 2 h per meeting) and three collective meetings including kick off, midterm and certificate ceremony.

Meeting times, once agreed upon, should not be cancelled unless otherwise agreed. In case of cancellation, it should be informed to mentoring pair immediately. Next meeting will be agreed and scheduled at the end of each pair meeting.

## Our common goals and expectations from:

### Our roles as a Mentor and a Mentee respectively:

We will mainly communicate via \_\_\_\_\_ between our meetings.  
*i.e. mobile phone, email, skype, etc.*

A copy of this agreement should be sent to [shania.shin@chamber.fi](mailto:shania.shin@chamber.fi).

I, as a mentor, agree to be sincerely committed and provide constructive feedback to my mentee.

I, as a mentee, agree to be open to the feedback and will keep a learning diary of my mentoring process.

We agree to the confidential nature of this document. If we choose to discuss its contents outside the pair, we will seek the permission of the other party beforehand.

**Mentor Signature:**

**Mentee Signature:**

**Date Signed:**

**Date Signed:**

# Stages in Mentoring Checklist

EntryPoint Mentoring Programme



Cultivating Rapport	Strongly Agree	Agree	Disagree	Strongly disagree
We have established a good understanding of each other				
I feel relaxed in our meetings				
We understand and respect each other's feelings and opinions				
I feel confident in our mentoring partnership				
Setting Direction	Strongly Agree	Agree	Disagree	Strongly disagree
We have established clear goals for our mentoring partnership				
We have agreed on the objectives, a broad route towards them and ways to measure progress				
We are beginning to surface differences of opinion and to work through them constructively				
The mentee feels comfortable to share different perspectives with the mentor				
Making Progress	Strongly Agree	Agree	Disagree	Strongly disagree
The agenda for our meetings is being set mainly by the mentee				
We have kept the balance of responsibility for managing our mentoring partnership				
We have acknowledged our achievement of goals and milestones				
We have a positive, supportive, nurturing mentoring partnership				

The mentee is much more confident to cope with new or demanding situations than when our mentoring partnership began				
Moving On	Strongly Agree	Agree	Disagree	Strongly disagree
We have largely achieved all the goals we set for our mentoring partnership				
The mentee can now tackle most situations confidently without the mentor's help				
The mentee feels she/he has reached self sufficiency				
We are becoming dependent on each other for advice and support				
We have become friends at a professional level				

## Notes

## Notes

## Notes

Notes

“

"It was a life-changing experience. Hold on tight and be ready to step out of your comfort zone!"

"I found the pairing to be a really great match that challenged both of us to expand our horizons and ways of thinking."

"I met mentors and mentees who have diverse backgrounds and knowledges, and it enlarges my mindset a lot."

"The company visits provided an opportunity to know more about the Finnish labor market and to learn about companies in Finland from inside. It was an authentic experience."

"These meetings gave me new perspectives to the topics that I thought I already knew. I also learned a lot of new things and how to identify new opportunities."

"The benefit of EntryPoint is not only about the networking opportunity but about myself. My self-awareness and confidence has been improved. I have become more positive and confident of Finnish labor market."

### - Mentees

*Read more <http://come2.fi/92-champions-and-compelling-stories-from-entrypoint-2016/>*

"I honestly say that I've learned from my mentee at least as much as he has learned from me. This a 20+ guy has such a great understanding of business in the different countries, and such a well-thought and clear picture of his future. That has just inspired me."

"EntryPoint has widened my mindset."

"EntryPoint programme will blow your mind off: Be prepared, because it will exceed your expectations (even if you are not sure what to expect...just having an open mind is the best you can do) – and this all starts happening when you choose to be active and participate bravely in different events and meetings. Throw yourself there. Your mentee and the whole group wants to hear your opinion and ideas, as much as you want to hear their ideas. This is the place to create connections and transfer your knowledge forward. Be part of something meaningful. Gratitude will follow."

### - Mentors



## EntryPoint Mentoring Programme

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Leverage from  
the EU  
2014–2020

