



Mentorship Programme

Mentors Guide

Objective

As part of GCC BDI's membership proposition, we are offering our membership a Mentorship Programme in support of our mission to promote the highest professional standards of corporate governance and professional directorship through capability building, advocacy and promotion of sound governance practice.

The purpose of the GCC BDI Board Mentorship Programme is to encourage a learning culture, where members learn from more experienced Board Directors, allowing them to take ownership of their personal and professional development and improving their leadership skills. In turn, this programme pays forward and encourages both mentors and mentees to be ambassadors in the promotion of good corporate governance.

Why Become a Mentor

As a mentor, you leave a legacy by shaping future board leaders to understand the importance of corporate and promoting the highest standards that are benchmarked with international standards. Mentoring is quickly gaining recognition as one of the fastest ways to develop talent and accelerate leadership potential.

As a Mentor you could gain new perspectives and fresh ideas giving you insights to generational trends as well as being able to share your board experience.

What to Expect from the Mentorship Programme and as a Mentor

- The duration of this programme is 6 months.
- Mentors will be expected to fill a Mentor Online Form to be able to match you with the right Mentee
- Mentees are GCC BDI Members who either report to a board, or have between up to 5 years of board experience
- Mentors will be provided with an Induction training of 1-2 hours in best practices for Mentors. Training will be conducted by a professional Trainer/Coach
- Mentors shall commit to spending a minimum of 90 minutes a month with the Mentee. This may be split into 1 session or 2 sessions of 45 minutes.
- Meetings can take place physically or via video conference, based on the availability of the Mentor and Mentee and should be organised by the Mentee
- The GCC BDI Membership and Events Director will check in every month with the Mentor and Mentee to ensure satisfactory progress is being made

Characteristics of a Mentor

As a Mentor, you will be expected to:

- Have the ability and willingness to share your board experience
- Be available, approachable, and have the ability to listen.
- Demonstrate a positive attitude and act as a positive role model.

- Demonstrate honesty, integrity, and respect for and responsibility for stewardship.
- Establish a positive relationship based on trust
- Encourage and demonstrate confidence in the Mentee
- Support the Mentee in setting clear expectations for the mentorship programme
- Understand how to set and achieve professional goals
- Help the Mentee establish strategies to meet goals
- Provide guidance and constructive feedback
- Strong listening skills – active and reflective and clear communications skills to accommodate to different communication styles
- Communicate well in English

Roles & Responsibilities of a Mentor

As a Mentor, you will be expected to:

- Provide support to the Mentee in their personal board development.
- Support the Mentee to identify the key objectives to be achieved. Fill in and track the objectives with the Mentee via the Objective Progress Form (appendices A)
- Maintain a high level of confidentiality including preserving the name of the Mentee, and any sensitive and personal information that may be shared during the meetings
- Build trust with the Mentee by listening carefully and offering possible solutions without passing judgment, problem solving together rather than lecturing or telling the Mentee what to do
- Empower the Mentee to make right decisions without deciding for the Mentee and provide constructive feedback.
- Challenge Mentees to seek alternative ways of perceiving and thinking
- Build Mentees self-confidence, counsel and coach them on how to overcome problems by looking at different scenarios
- Wind down the relationship with the Mentee once they have achieved the purpose – they must avoid creating dependency at the end of the 6-month mentoring period.

Guidelines to being a Mentor

- Being a Mentor is a pro-bono role
- Mentors need to agree to the Terms and Conditions below
- Not to intrude into areas that the Mentee wishes to keep private. Mentors should, however, help the Mentee recognise how other issues may relate to these areas.
- Use their personal experience and knowledge to meet the needs of the Mentee, while suggesting additional references or resources where they may not have relevant knowledge or experience.
- Act and be seen as a role model to the Mentees
- Be conscious of their own levels of mentoring competence and experience and to never overstate them
- Act in a professional manner at all times
- Should highlight, at the earliest opportunity, any ethical issues (such as conflicts of interest) that may arise during a mentoring relationship
- Should report immediately to GCC BDI, if the Mentee's behaviour is deemed unacceptable and submit an official request for the termination of the agreement.

- Respect the Mentor's duty of confidentiality and will continue, in case of termination of the agreement
- To request a change of Mentee, if for any reason, the relationship with the Mentee is not successful

Terms & Conditions

- GCC BDI does not guarantee the availability of a suitable Mentor at all times and eligible Mentees may be placed on a waiting list.
- Mentee places are limited to 10 at any one time and will be filled on a first come first serve basis. A Member can only have one Mentorship.
- Mentor and Mentee shall meet the defined eligibility criteria.
- Mentor and Mentee shall agree to a 6 month commitment to the program and shall not overrun. If meetings are cancelled or postponed, they should be rescheduled within the 6 month period
- Mentors and Mentees shall commit to spending a minimum of 90 minutes a month with the Mentee. This may be split into 1 session or 2 sessions of 45 minutes.
- Mentors shall agree to attend the GCC BDI Mentor's Induction Programme
- Mentees shall agree to attend the GCC BDI Mentee's Induction Programme
- Mentors and Mentees will speak English but the mentoring sessions may be conducted in Arabic or another language as agreed between the Mentor and Mentee
- GCC BDI shall determine the matching of Mentors and Mentees based on information provided in the application forms.
- Mentors and Mentees guarantee to GCC BDI that all information provided for the mentorship programme is accurate, complete, true and not misleading
- GCC BDI takes no responsibility for the accuracy or validity of information provided by the Mentors or Mentees.
- GCC BDI will do its best to match Mentees and Mentors as per their preferences but cannot guarantee this
- GCC BDI will endeavour to not match a Mentor and a Mentee who may be direct competitors within the same industry, but takes no responsibility should a conflict of interest appear. It is the responsibility of the Mentor and the Mentee to advise GCC BDI immediately if such a conflict is discovered or arises.
- Mentors and Mentees shall exercise care and diligence to prevent any action or condition which could result in a conflict with the best interest of the other party.
- Mentees shall demonstrate a commitment to participate in the programme and abide by all Mentoring Programme guidelines and procedures
- Mentees should respect the schedule agreed with their Mentor. Failing to show or continuously reschedule meetings will result in the mentorship agreement being cancelled.
- Should an agreement between a Mentor and a Mentee be cancelled for any reason, the Mentee will be found an alternative Mentor as soon as possible
- Mentees will be granted only one request to change their Mentor if valid reasons are provided.
- GCC BDI shall make regular contact with all parties (monthly) with Mentors and Mentees, to assess the success of the match from all party's perspectives. In the case of matching difficulties, discord, or concerns, appropriate discussion and intervention will be undertaken by GCC BDI with all parties to improve or rectify problem areas.
- Mentors shall be willing to communicate with GCC BDI monthly on the progress made by filling in an Objective Progress Form

- Mentees should complete the GCC BDI Objectives Progress Form and have this signed by the Mentor at the first mentoring session
- Mentees and Mentors shall fill in evaluation form at the end of the 6-month duration for the purposes of evaluating their experience
- All record and documents collected throughout the mentoring programme will be kept confidential by all parties
- Mentors and Mentee shall comply with all applicable rules, laws and regulations in the performance of their duties in their respective countries. Mentors and Mentees shall indemnify and keep GCC BDI safe and harmless from any infraction or alleged violation, of such rules, laws and regulations
- Mentors and Mentees shall defend, indemnify and hold GDD BDI and its agents and employees safe and harmless against all losses, expenses, claims, demands and legal action of every kind and character arising out of, or in any way connected, with the performance of their duties and set forth in this policy and procedure document.
- Any personal data collected pursuant to the programme will be processed in accordance with the prevailing data protection laws and GCC BDI's Privacy Policy and Data Protection Policy
- These Policies and Procedures may be amended from time to time as necessary.

Appendices A

MENTORSHIP PROGRAMME - OBJECTIVES FORM

Mentor's Information		Mentee's Information	
Name		Name	
Title		Title	
Organisation		Organisation	
Email		Email	
Mobile number		Mobile Number	

OBJECTIVES

Mentor to evaluate Mentee's progress on a scale from 0-10 (0 being no progress made at all and 10 being objectives fully achieved)

Area of Development	Objectives	Duration	Start	Midway	Completion

Prepared and agreed by the Mentee

Signature of Mentee: _____ Date: _____

Approved and agreed by the Mentor

Signature of Mentor: _____ Date: _____

Date Collected by GCC BDI: _____



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