

#MuseumMentoring

Mentoring a team, group or organisation

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Museum Development Programme



Who's your client?



What's different when you mentor a group rather than an individual?



Challenges and opportunities



Key challenges

- Confidentiality
- Relationship scope
- Reaching decisions

David Clutterbuck



'Addressing performance solely at the level of individuals may be much less effective than engaging all the players in the issue. The more that other team members understand what is needed to help a fellow team member improve performance, the more achievable and sustainable that improvement is likely to be.'

David Clutterbuck



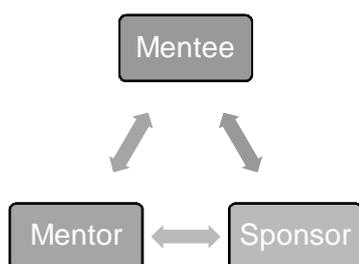
Expectations

- Address the organisational client relationship at the contracting stage
- Invest in seeking clarity about the client relationship

Contracting

- Who will you actually work with? (One individual or several? Separately or all together?)
- What other organisation stakeholders need to be considered?
- How will decisions informed by mentoring be taken in the organisation?

Three-way contracting



Team coaching competencies

Add this

- Managing varying paces of learning
- Managing sub-groups
- Confidentiality
- Facilitation

Better than ever at this

- Listening
- Using silence
- Powerful questions
- The story
- Identity
- Conflict management.

David Clutterbuck

Managing conflict

- Watch for emotion – be prepared
- Keep calm
- Identify the elements: the relationship between the people involved; the issue which is the basis of the disagreement
- Seek different views
- Explore common ground
- Focus on options to solve the problem

Working on your client relationships

- In small groups
- Choose a challenge that one of you has in mentoring a team/group/organisation
- Use your mentoring skills to help that person to develop an action plan to address the challenge

Resources

- South of England Museums and Mentoring LinkedIn group
- 'Coaching the Team at Work' by David Clutterbuck overview at <https://www.davidclutterbuckpartnership.com/wp-content/uploads/Coaching-the-team-at-Work.pdf>
- Facilitation guides from Seeds for Change <http://www.seedsforchange.org.uk/resources#facilitation>
- National College resource on coaching individuals and teams <https://www.nationalcollege.org.uk/transfer/open/mentoring-and-coaching-advanced-skills/mcadv-s02/mcadv-s02-t08.htm>
- 'Action Learning: A Practitioner's Guide' by Liz Beaty & Ian McGill
- Managing Conflict in Meetings by Mindtools https://www.mindtools.com/pages/article/newTMM_65.htm
- 'Group Dynamics for Teams' by Daniel Levi https://www.sagepub.com/sites/default/files/upm-binaries/54195_Chapter_7.pdf



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