

Effective Succession Planning Step 5 - Mentoring and Shadowing



About this tool

Mentoring is essentially about helping people to develop more effectively. It is a relationship designed to build confidence and support the mentee, so they can develop their skills and experience in a supportive way. A mentor doesn't need to be a qualified trainer or an expert in the role the mentee carries out. They need to be able to listen and ask questions that will challenge the mentee to identify the course of action they need to take in regard to their own development.

Shadowing is simply where an individual follows another and observes their actions, learning from their behaviours. Such as a new Chair from one committee shadowing an experienced Chair of the neighbouring committee to pick up tips and techniques.

Why is it important?

Mentoring and shadowing are extremely helpful to build into the succession planning process in your committee. They are particularly useful for broadening the diversity of your committee, as people with less experience or new to the sport can be supported to develop expertise over time. They also help to build relationships between the committee and effective team working.

Top Tips

- Mentoring in volunteer committees does not need to be very formal. If your committee feel it could be useful it does not need to be a lot of work to set up.
- Like all activities, it's useful to appoint a lead who has experience or an interest in learning and development to delegate to.
- The lead should regularly assess the appetite for mentoring or being mentored and match people together.
- In netball, mentoring is already very much embedded in officiating and coaching, so you're likely to find that people are familiar and confident with the format.
- Offering mentoring to all new committee members would be a very helpful way of inducting new volunteers.
- If your committee would like to develop more formal mentoring programmes [CIPD](#) has some great resources.

How does this link to the Governance Code?

Building in mentoring and shadowing can play a huge part in helping your committee achieve mandatory requirement 3 of Tier 1 of the [Code for Sports Governance](#).

“The organisation seeks to ensure diverse viewpoints are considered and that its decision-making groups have the skills and diversity needed to operate effectively..”

Mentoring and shadowing are not mentioned in the Annual Governance Health Check but can support the succession planning process including increasing diversity, balancing composition of the board and ensuring the board has the right skills.

“The chance to give something back and pass on knowledge is really worthwhile and helps new members’ confidence grow”

“Greater Manchester Committee Member”

Template Mentoring Agreement

Mentor	Mentee
Name	Name
Email	Email
Phone	Phone
Committee Role	Committee Role
Date Mentoring Agreed	
End of Mentoring Period Agreed	
What skills are the mentee looking to develop?	
What experience is the mentee looking to develop?	
Frequency of meetings	
Time and location of meetings	
Any other aims of the mentoring?	

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