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Analysis of mentors' psychological needs

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2007-02-28T11:55:06Z
http://hdl.handle.net/10539/2154

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APPENDICES

Appendix 1

MENTORS' PSYCHOLOGICAL NEEDS QUESTIONNNAIRE

SECTION A: BIOGRAPHICAL DATA

The purpose of this section is to place the study within an appropriate context.

1. POSITION:
2. JOB FUNCTION
3. GENDER (tick): MALE ☐ FEMALE ☐
4. AGE (in years) (tick):

</= 25	
26 – 34	
35- 44	
45 – 55	
>/= 56	

5. HOME LANGUAGE (tick):

Afrikaans	
English	
Sesotho	
Xhosa	
Zulu	
Other	

6. MARITAL STATUS (tick):

Married	
Divorced	
Single	
Widow	

7. HOW LONG HAVE YOU BEEN EMPLOYED BY YOUR PRESENT COMPANY? (Years and months)
8. DURATION OF YOUR CURRENT OR MOST RECENT MENTORING RELATIONSHIP?
9. HOW LONG HAVE YOU BEEN A MENTOR?
10. HOW DID YOU BECOME A MENTOR IN YOUR ORGANISATION (e.g. informally/formally chosen; volunteered or compulsory)
11. WHAT QUALITIES ARE NECESSARY TO BE A SUCCESSFUL MENTOR?

SECTION B: MENTORS' PSYCHOLOGICAL NEEDS

MENTAL NEEDS

Examples of mental needs include aspects like study, courses, reading, planning, decision-making etc.

1. HOW WOULD YOU DEFINE MENTORING SKILLS?
2. WHAT KIND OF MENTORING TRAINING HAVE YOU RECEIVED?
3. HOW WOULD YOU LIKE TO IMPROVE YOUR MENTORING SKILLS?

SOCIAL - EMOTIONAL NEEDS

Examples of social-emotional needs focus on mentors' relationships with significant others, empathy, awareness of feelings etc.

4. WHAT KIND OF SOCIAL SUPPORT STRUCTURES DO YOU NEED?
5. WHAT EMOTIONAL SKILLS ARE NEEDED TO BE A MENTOR?
6. HOW WOULD YOU LIKE TO IMPROVE THESE SKILLS?

PHYSICAL NEEDS

Examples of physical needs include the need for nutrition, health, stress management, finances etc.

7. HOW DO YOU STAY HEALTHY?
8. HOW DO YOU MANAGE STRESS REGARDING MENTORING?
9. HOW COULD YOUR PHYSICAL NEEDS BE ADDRESSED WITHIN THE ORGANISATION?

SPIRITUAL NEEDS

Examples of spiritual needs include aspects like personal growth, values, religion, culture, inspiration, a sense of purpose etc.

10. WHAT MOTIVATED YOU TO BECOME A MENTOR?
11. HOW DO YOU ASSESS YOUR OWN STRENGTHS AND LIMITATIONS AS A MENTOR?
12. WHAT LESSONS HAVE YOU LEARNT DURING YOUR MENTORING EXPERIENCE?

MISCELLANEOUS

13. ARE THERE ANY OTHER NEEDS OR COMMENTS THAT YOU WOULD LIKE TO MENTION RELATING TO MENTORING?

Appendix 2

A SUGEGSTED PROGRAMME FOR MENTOR DEVELOPMENT

(adapted from Garvey and Alred, 2000)

Aim:

To explore the nature and form of mentoring as a developmental process in order to enable mentors to understand and use mentoring as a part of a development strategy.

Specific objectives:

- To understand and appreciate:
- The origin of mentoring;
- Variety in mentoring;
- Mentoring processes;
- Learning processes;
- One's own approach to mentoring;
- The influence of organisational "culture" in development;
- The potential benefits of mentoring; and
- Practice mentoring skills.

A two-day programme outline:

- Introductions using personal disclosure, facilitators start.
- Ground rules – discussion leading to agreement.
- Aim and objectives of the programme –discussion and agreement.
- Expectations of the programme – facilitated discussion.
- The programme – discussion and agreement.
- Frameworks for learning.
- Approaching mentoring – what I bring and what I hope to gain participants' discussion.
- Towards defining mentoring:

    - The story of Odysseus – storytelling and discussion about its implications.
    - Mentors from our past – encouraging participants to reflect on their past: experience and discussion.
    - What are mentors made of? – Characteristics of mentoring drawn out through discussion.
    - Dimensions of mentoring – a case study.
    - Various definitions of mentoring
- A model of mentoring.
- Practical session – people in groups of three. Each individual prepares a personal issue or situation and a "real play" mentoring discussion is started; one person observes.
- What mentors do – reading and discussion.
- If I had a mentor … reflective exercise aimed at consolidation of the themes discussed during the day.
- Review discussion.
- Practical session and discussion – the facilitators do a "real play" mentoring session. Then the participants do another "real play" themselves.
- Personal development planning
- Adult development and mentoring issues – input and discussion in specific context of group.
- Developing mentoring "folk wisdom" – generating mentoring stories.
- Towards a mentoring organisation – discussion on organisational issues.

Approach and comments

Garvey and Alred (2000) have found that a mentor development programme works well with two people facilitating. Often the participants observe the facilitators' behaviour and recognise the "co-mentoring approach". This is significant in that it is an example for potential mentors to model. This can help people to reach an understanding of mentoring behaviours particularly as later in the programme the two facilitators mentor each other using a live issue for discussion. The programme is driven by the Egan (1994) skilled

helper model: Explore – Understand – Action. It is therefore more process led than content driven; it is not a programme which simply imparts knowledge but it uses the Egan model to help the participants to develop deep and lasting understanding of mentoring by engaging in the mentoring process itself. Observations from these sessions suggest that the mentor often moves to the "Action" stage very quickly and feels uncomfortable with "Exploration". This is probably explained by the necessity in a management role to reach an action point quickly. However, the major learning point is that the quality of the "Action" is completely dependent upon the quality of the "Exploration". This is an important realisation for people approaching mentoring. The participants become aware of the notion of "mentoring mode". Mentoring mode is a state of mind. It means that the manager, within the work situation, is alert to the possibility of learning situations and is able to adopt a mentoring approach in order to help maximise the learning opportunity as it spontaneously arises. In reviewing this programme with participants, the following points are most often made:

- Mentoring is a legitimate work activity.
- Mentors need to be clear about what they are doing.
- The organisation needs to be clear about the purpose and scope of mentoring.
- It is important to clarify the boundaries of the relationship.
- Mentoring is a serious business.
- Mentoring facilitates learning – it is a process.
- Mentoring is distinctive and different to other management activities.
- Mentoring should not be over-managed.
- Mentors need support.
- Trust is key.
- There needs to be commitment on both sides.
- The skills of mentoring are similar the skills of "good" management.
- Mentoring is hard work but powerful.
- It should be focused on the mentee.
- The mentor also learns from the relationship.

During the programme it is observed by the researchers that the participants develop improved abilities to listen and “stay with” the process. They discover that mentoring is not just about the exchange of knowledge, skills or advice but that it is often an exploratory process which needs time. The “Understanding” becomes a “mentee led” experience and is a natural consequence of adequate “Exploration”. It is also clear that participants find the “Action” is often obvious to the mentee once “Understanding” is reached. The mentor’s function here is to help develop a framework for the “Action” and to encourage review of the “Action” at a later date. This programme has a number of clear outcomes. One is that the participants become determined to engage in mentoring and wish to find ways to implement the process in their immediate environment. Another is that some participants decide that mentoring is not an activity for them. This is a positive outcome. The participants attend voluntarily, in order to explore mentoring and having explored it, their new understanding of the process leads them to opt out with knowledge. This is important, for they may still continue to support mentoring for others even though they do not participate themselves. In this way, a mentor scheme can become self-regulating, in that those who want to be involved are involved from the basis of understanding the process. Nobody should be “pressed” into the role. Some agree to form mentor support groups from the cohort of attendees. This helps to provide on-going support mentors often need. It is the researchers’ experience that these groups stay together and meet regularly for about eighteen months following the programme. The above programme is not intended as a model but rather a guide. It highlights the need for situated experience to enable meaningful learning and development.

Appendix 3

Transcript 1: F1

Interviewer: What's your position in the company?

Interviewee: Manager, (*position*) unit.

Interviewer: What is your job function in your department?

Interviewee: Well I manage the department right down to or right from the strategic level of you know the plan for the department. Where we're heading, setting a vision and mission statement, and you know looking at our objectives each year, making sure and driving of these objectives, and making sure when we will meet them.

Interviewer: Okay, age, there are different categories, under 25, 26 to 34, 35 to 44, 45 to 54, or up?

Interviewee: 45.

Interviewer: Home Language?

Interviewee: English.

Interviewer: Marital status?

Interviewee: Married.

Interviewer: How long have you been employed by (*the organisation*)?

Interviewee: Eight years.

Interviewer: The duration of your current and or most recent mentoring relationship.

Interviewee: I would say it's about six months.

Interviewer: And how long have you been a mentor for?

Interviewee: This is the second time that I've been a mentor to some one, … twice.

Interviewer: Twice, okay. And six months at a time or has it been

Interviewee: It's six months jah, at a time.

Interviewer: So it's a total of one year.

Interviewee: Sorry it's three times actually, I had one the previous year and two this year because I had one but then one was, she actually approached me to be her mentor again this year.

Interviewer: Okay, so a total of how many years would you say?

Interviewee: Two years.

Interviewer: And how did you become a mentor?

Interviewee: It was also a group of, firstly as a manager I got involved because I had staff on the learnership programme that (*the organisation*) had, and then from those managers that were involved. I was also chosen to be mentors for others. We were actually I think what they did was actually go through the people, also like an interview and the learners that were identified preferred mentors and I think that's how it came about.

Interviewer: So you saying basically somebody chose you to become a mentor.

Interviewee: They identified two or three mentors and then from availability of the mentor you were chosen, you know, depending on the availability.

Interviewer: And was there a particular formal programme that you people were on. You saying it was a learnership programme, was there a mentorship programme as well?

Interviewee: Yes

Interviewer: It was quite, it was formal. Okay. And you volunteered; it wasn't a compulsory thing that you were forced to be put on the programme …

Interviewee: No, no it was not compulsory.

Interviewer: What qualities do you think is necessary to be a successful mentor?

Interviewee: I think you have to have patience; you have to play a very big supportive role to somebody, and be able to actually just energise some learners, and to be able to take or use up your energies to put it into the people all the time and transfer it into the people - call it that.

Interviewer: Okay. Now I'm going to ask a little bit about what mentors mental needs would be and things would include, like study and going on courses or workshops, reading or planning your time, decision making those kinds of things. That's how I have described it, but how would you define what a mentor needs as a skill?

Interviewee: Life skills.

Interviewer: Okay.

Interviewee: I think life skills are very important, that in itself has quite a few or quite a bit of detail to it as well. So obviously again like I say the supporting role, always got to be supportive, you got to ensure that you just coach and not actually tell them, you know like in the old traditional, the teacher was in charge and what the teacher said, that's what she, that's all I think with the mentorship and learnership programme it's completely

different, you know it gives the learner the ability to grow and develop. To use more of their own discretion, than just saying that's what's on the board and that's what you've got to do.

Interviewer: What skills would you need for yourself to facilitate a mentee? Is there something that you feel you need to enhance you to assist them?

Interviewee: I think jah like I said life skills is important to me and it's very difficult just to capture that all into you know a word or whatever. I'm just trying to think you know.

Interviewer: Okay for example, would you think it would be necessary to go on workshops to help you gain certain skills?

Interviewee: I think definitely. I think even as a mentor you also learn through the programme and I think it's important to go and actually find out exactly what it is that's ahead and how to handle different situations and how to encourage the person, you know that, not to give up. You know people are all, learners are often, the purpose of learning or the learnership is actually to get in over their heads obviously is to take them to some places that they've never been, so they going out to explore things that they not use to, that's not part of their everyday lives and I think that's very important for them to feel that they can do it and every time they just want to feel that they forwarding on their, they not understand, or they not making you've got to just be there for them and push them. Make them just understand and see the other side of it. Make it easier for them to understand but never doing it for them, you allowing them to do it for themselves. Putting them in the right direction … to go get the information, do the research, where to find information. Even other managers, or managers put them in touch with managers where the expertise lie obviously for any subject matter that they're busy with.

Interviewer: Okay, have you received any formalised training as a mentor?

Interviewee: Yes, we do.

Interviewer: Would you say there's something more that you'd like in the training of, this area that you feel you need?

Interviewee: I think, jah I think it depends on the, on the level of learnership, I mean the learnership we did with, like a lower level to us which obviously made it easier for us to deal with you know because we've been there and we've gone through not as formal as they are but we have, I think we've had the experience of dealing with the practical matters of what they now got to do from the theory. And I think I would like to if, there is continued learnership within (*the organisation*) to have them all the time to make sure, even though you've been on a mentorship programme, just for, just for refreshing your memory, but I think it's very important because you do forget I mean just as I am talking to you now, I've forgotten already. I remembered actual learnership, you know it's important because have regular meetings it was like a real relationship or like it was very, to me I mean I enjoyed it very much and to see how the learners strived on what they learnt and how they've grown and what they feel they've accomplished in themselves. To me that's a pleasure for me to see.

Interviewer: Developing seems quite a passionate aspect for you. Is that something that you would strive for within yourself?

Interviewee: Well obviously also I'm not a study person, you know I mean, I believe that I had done that, but I never ever believe for once that I'm too old to learn or I cannot learn anything new. So even through workshops and those sorts of things, those are the things that I enjoy. Interact with other people and being part of a work group, being part of a project team type. I enjoy that sort of thing.

Interviewer: Okay so it's like participating. How would you like to improve on mentoring skills that you feel you need to touch up on?

Interviewee: I think maybe do a little bit more of the work that they're doing, you know because like I say I learn a lot from the learners as well and from having to sign off their assignments and read through their assignment make sure that they understand, and I

mean through that I mean for me that's a learning for myself as well and refresher again. I don't think any formal, you know it's very difficult, people think once you go through a formal learning it's everything, it's not. Sometimes you know the practical, the actual going through and doing it hands on and being involved in it right there and then to me I find that sticks better to me, for me and means more to me to go and sit and do a course for 3 months and say I've done it, you know. To me the actual practical learning is, you know much more meaningful.

Interviewer: Sure, would you say that to describe what a mentor is, is it about relating it to the workplace or would you find that you know people come in and discuss or need something?

Interviewee: No definitely to take it back to the workplace I mean to learn something and you not implementing or … then it's not

Interviewer: No use

Interviewee: No use, so it's got to be taken and it's got to be in relationship to somebody, you got to be, I mean you know, it's so interesting because when you talk to the learners or when we have our normal weekly discussions and all just talk, chat they find it difficult to relate something that they've learned back to the workplace and it could be something simple like a scheduler, set meetings and things like that but learning it and reading through it they cannot relate and when you explain to them that's basically all it is, you know it's a fancy wording that we use that do confuse people, but I think, you know once we start relating back to a task that they actually are responsible for it makes it much more meaningful and easier for them.

Interviewer: Now we moving on to social and emotional needs, what kind of social support structures do you feel you need to be an effective mentor?

Interviewee: Social as in?

Interviewer: Anything, how you interpret the question.

Interviewee: I think for me it would be a, fun, you know you got to make it fun. It's got to be a fun part for me and not just boring, you got to make it just enjoyable and interesting.

Interviewer: And interesting hey?

Interviewee: And interesting, jah.

Interviewer: And for you, is there something that you feel you need, to be an effective mentor. That is, do you find that sometimes you need support socially or personally or on a social level?

Interviewee: I think, I think for me just basically discussing with other mentors, if you have anything just to like socially or just off the record chat to somebody and you'll find that you know your problem in your little mind is not really a problem or it's not a unique problem, you know it's just generally a concern out there or that mentors feel as well.

Interviewer: So do you find that those supports, tapping into other mentors is something that is available here?

Interviewee: Yes, definitely.

Interviewer: Okay.

Interviewee: I think we have the communication feedback sessions and everything that we have was very evident you know. It was there all the time; it was encouraged all the time. You were never, and like I say we all really busy managers but as mentors I think we all knew the importance of our commitment to this programme and importance to the learners, because obviously they see that the commitment is not there from their mentors, you know what's the use of learning or wanting to learn or

Interviewer: It's like being a role model in some way

Interviewee: Exactly

Interviewee: Jah, exactly, because I mean, they observe a lot through your interactions either with your staff or just up and down in the offices, because we are in such close proximity of each other. And I think, jah they do observe a lot and they do, it's important that whatever they see and whatever you talk is sort of something jah…

Interviewer: … jah, congruent?

Interviewee: Jah.

Interviewer: And consistence.

Interviewee: Yes, jah.

Interviewer: Okay, what emotional skills are needed to be a good mentor?

Interviewee: I think passion; you need to have passion for it. I'm hitting blanks again. I think you need to just feel, you need to be sincere like I said with the person or with the learner, they need to actually feel that you are there or in doing is not just because you were chosen and you are put there to do the programme, but you are there for their own interest or them for their interest as well and as coach to them.

Interviewer: How would you like to improve as a mentor in this particular field? Is it something you feel (*the organisation*) could maybe do or you need to do to personally tap into a gap that you've noticed within your role as a mentor?

Interviewee: I think it's sometimes like I said, because of your tight schedule, and your office, because you have this recurring meeting set up, its often just like a tick. It must not be tick box, to say I've done it. You know what I'm saying, you must be there, you

must sort be prepared for it, and not just okay no, not a planned speech or anything but at least when you do talk to the learner they must feel that you actually, you are there, the interest is in them. It's not just something that you had to do as part of your objectives.

Interviewer: So it feels like sometimes things get so tight at the office that it almost feels like it's another task that we quickly need to do?

Interviewee: Yes.

Interviewer: And you feel like its something that you can work on?

Interviewee: Definitely.

Interviewer: Looking at physical needs, how do you stay healthy?

Interviewee: I think that, for me physically fit is obviously something in the state of your mind. So the mind has got to be positive for your body to feel that sort of energies. You've got to strike a balance between work, play, home whatever, all your different activities or responsibilities in life because balance is very important. And I think just take time out, I do sort of relax, watching movies what I like best, and spending the time with family is very important. I think once again you go through a week of work, and you know comes Monday everybody starts all over again. I think the weekend to me is a nice. When I say family, immediate families plus your siblings because we're a tight knit family. So to me it's important, I actually I feel I get withdrawal systems, that I not see my sisters over weekends, and just chat about our weeks happenings, you know or our parents and things like that.

Interviewer: So for you it's not just about staying physically healthy, but it's about tapping into social support network, to draw energy from.

Interviewee: I think that's a big part of our existence, is you know the support structure that we ourselves have as well. The job part is a big part like people say. We spend most

of our time at work and it's important that you happy. And that's basically the truth. You know if you got a unhappy lifestyle at home, or not too happy, you sort of need that balance to make it happy. You know you cannot have both parts of your life being unhappy or in a state of unhappiness. Obviously those sort of things will lead to negative mindsets and things.

Interviewer: It like spills over into the workplace.

Interviewee: Oh yes, jah, and I mean you mentioned earlier about spiritual. Fortunately I'm very spiritual, practicing a religion, and that sort of thing I think that's also something that builds in quite a bit.

Interviewer: So for you it's just like you saying tapping into all different aspects of yourself, not just you know.

Interviewee: I mean the balance is so, when we people talk of the balance, they think of work and home. But there's just so much more to it than that again. And it's important, and like I say I draw a lot my energies on things like that. You do go down, or have your off days, whatever, but then you need to come up again, and you need to it's important that you yourself can get yourself up you know, through using all these different energies around you.

Interviewer: So you're saying there's something about you internally that motivates you, like what you will do for yourself to get yourself going again? And you're also saying you know that you have other resources to draw from.

Interviewee: I'm saying that I actually need that, you know you do need them. Like I say you can go without them for a couple of days, but then eventually you feel that all your energies all yourself, whatever you got in yourself, is sort all you need to like start tapping into other things, so.

Interviewer: How do you manage stress regarding your role as a mentor?

Interviewee: I always try to like I say accommodate them and I always try to make them feel not like a nuisance or a burden, but you know like you know I am there for them and I think its very important for you to sometimes sacrifice, sacrifice that you got to make and it's time. We all know that time is the most important thing that you could never get back. And I think that's also another responsibility of a mentor, is not to rob the learner of that time, because it's time for them as well, that's something that they could have done or wanted to do and by the time they actually get to give them a five minutes that they wanted, its lost time already, so it's very important.

Interviewer: When you talk about being a mentor, you say that once you've committed to something like this, it's really about the decision and that it's about a commitment and working around that.

Interviewee: I think it's what every mentor wants for themselves is to see a learner look up to them long after the learnership. Not just for the learnership period but long after the learnership or way after the learnership. To just see them in the passage and hug you as a mentor, to me that's wonderful you know because it wasn't just for the there and now and the course or the programme that you attended, it actually grown into a much more deeper relationship. And you find that people can come to you if there is differences or difficulty in the workplace just to come give advice or bump some ideas off you or whatever.

Interviewer: It's like leaving a legacy with this person.

Interviewee: Jah, definitely, in a small little way if there is such a thing.

Interviewer: Making a difference.

Interviewee: Yes, I think making a difference is important and the difference is not that, okay obviously, you've got feel that you've made the difference, but the difference must be noticed by the learner as well.

Interviewer: That they're aware of the change.

Interviewee: Yes, and maybe they can refer to use it now and then or even then if it's just a speech one day when they sort of all grown up and they become mentors. They can always sort remember you, the little bit of what you've taught them or the good that came out of this learnership relationship.

Interviewer: Going back to the physical, there's one more question I'd like to ask. Do you find that (*the organisation*) provides you with any physical needs that you feel need to be addressed?

Interviewee: I think so, I mean, talking in terms of gyms and that sort of thing. I think there's absolutely everything here available. We've got clinics here, we've got the gyms, there's everything, everything is just made so convenient for us. I mean basically if you're not making use of it because of your own choice it's not because it's not available.

Interviewer: Is it something that you do use? Is it something that you'd make available for yourself?

Interviewee: No, unfortunately I do not have the time to go and yes. I think another thing just to mention there is (*the organisation*) has made, I'm a Muslim, (*the organisation*) has made special arrangements for us to have a little prayer room. So that's where I would go for my lunchtime, to make use of the prayer room instead of the gym. In the afternoons, unfortunately I'm also pressed for time to get home for prayers and things like that. But I find that, that's my balance in life. You know the gym I would do, but it's not something that I'm passionate about, and it's not going to last.

Interviewer: So you draw from your spirituality and that's where you find the balance?

Interviewee: Yes.

Interviewer: Okay great. What motivated you to become a mentor?

Interviewee: I think to me it was a good challenge. Obviously I believe that if you are a mother you are a mentor already or a coach or whatever. I know I just thought it would be very interesting to experience on a different level than a child mother relationship.

Interviewer: How do assess your own strengths and limitations as a mentor?

Interviewee: How do I assess it?

Interviewer: If you do?

Interviewee: I suppose I would like I say, I would learn from or pick up something in the conversation with the learnership and maybe I identified that it was a limitation between myself. When I see a strength coming through as a mentor, I', sorry in the learner, I would admire that strength as a mentor, and identify it silently to myself, and that's a weakness in me and it's so good to see that strength in someone else.

Interviewer: So, once you're in a relationship you take a few moments just to reflect.

Interviewee: Yes. Definitely reflect.

Interviewer: What lessons have you learnt during your mentoring experience?

Interviewee: I've learnt that I can learn from a learner. Like I say, when you in a manager role, or a mentorship position, you know, it's like you're the one in charge, which is definitely not the case. It's a two-way communication-learning stream. I think, also in this whole programme, it's sort of refreshing for you being in a manager, mentorship role. It's refreshing to see the innocence or the freshness coming out of a new learner.

Interviewer: So it's again energy.

Interviewee: Yes, yes.

Interviewer Is there anything else that you'd like to comment on with regards to your role as a mentor? Anything that you find might be connected to (*the organisation*) that you feel needs to be addressed.

Interviewee: I think no, there's nothing really that comes to mind for me. I think the fact that (*the organisation*) has now started with the learnership programmes; I think they've broadened it out. There's quite a lot of scope in the pipeline going forward with mentorship or with learnership programmes, at different levels. I think they had the grads as well. Unfortunately I did not have the opportunity ever working with the grad in my department. But they've gone right down to matric level and I think they're going to pre-matric as well.

Interviewer: Oh, wonderful.

Interviewee: Yes, we had a couple of matriculants in our area which I also worked closely with, but I was not the mentor for them. Another one of my team leaders was a mentor. But I think also just to see how these people just grow. A lot of them are here permanent now. I think (*the organisation*) is doing a good job, a very great job and I think they gonna continue beyond and just continue with these learnerships, because I think it's been a real success within (*the organisation*).

Interviewer: Would you like something from (*the organisation*) that you feel like you need as a mentor, that (*the organisation*) could provide for you?

Interviewee: Not really, I don't think so. I think like I say, the basic training that they do give us, I think that's sufficient, for me, maybe because I've been around longer, I don't know. But I think it's sufficient and I think it's the difference that you can make and it's up to ourselves also to sort of process in your own mind what do you see as a learnership and as a mentor, your role, and go find do some work for yourself. I think

there's lots of books and material that's available. Even sessions I mean with *(name)* with *(name)*, anyone that they're easily accessible. So anything that you've got on your mind that's not clear. And I think the forums that they provide, the communications forums, regular meetings of mentors, meeting and just discussing the learners and the issues that they have and I think those sort of forums makes it easy for me. Like again you see it's not confined to you as the situation or the issue as basically generally the mindset across, which we have to basically try to change or make the learner see. You know that their input or their commitment is just as important as ours.

Interviewer: Taking responsibility for yourself to develop them and learn for yourself?

Interviewee: I think so; I think it provides a nice, like I say the two-way communication with the learner. I find that to me it's very refreshing. I definitely learn a lot from them. There are things you might have forgotten already. You think you know it all, you definitely don't know it all. So to me I think it's very interesting and exciting for me and I would like to stay involved in learnership programmes at (*the organisation*).

Interviewer: That's wonderful. That's basically it.

Interviewee: I hope I answered all your questions.

Interviewer: Is there anything else before we close up that you'd like to comments on?

Interviewee: No, I just like I said earlier in my talk, I feel that this way of learning, obviously I've been in the learning arena for quite a number of years. But I just feel that this way, and also the way the schools are going and definitely wonderful opportunities for our people, for all people. And it's not just the theory, they've gotta go and find out like you had to, go and do research, go and find out. So there's a lot of self-motivation that needs to happen. There's a lot of self-discipline that needs to happen, and there's a lot of self-discipline that needs to take place, and that sort of thing.

Interviewer: Participating…

Interviewee: Exactly and I think its important, life skills like I say, because those are the things that's going to carry you through life and just sitting in a classroom and understanding and getting ninety-eight percent.

Interviewer: Thank you very much for your time.

Interviewee: Pleasure Joanna.

End of interview

Appendix 4

Transcript 2: F2

Interviewer: What is your job position at the organisation?

Interviewee: (*position*) manager

Interviewer: Okay. And what is your job function?

Interviewee: It's the management of *(the organisation)*'s group in (*position)* so I have a small team reporting to me in (*position)* issues. They … you know we have (*X)*. I've got a guy that does report building for me, so it's really just a small team and we manage the group (*X*). In other words it's the (*X*)

Interviewer: Okay, age group there's under 25, between 26 to 34, 35 to 44…?

Interviewee: 35 - 44

Interviewer: Your home language?

Interviewee: English.

Interviewer: Marital status?

Interviewee: Married.

Interviewer: Okay, How long have you been employed at *(the organisation)*?

Interviewee: Eight years now.

Interviewer: The duration of your current or most recent mentoring relationship?

Interviewee: You know, I've had quite a long mentoring relationship with *(name)* because *(name)* and I worked together at (*another organisation*), we used to be there, so it's probably an ongoing one and it's currently happening so I would probably say between me and *(name)* it's over 12 years now.

Interviewer: Would you say *(name)* was your mentor?

Interviewee: Informal mentor, so he's not somebody I'd report directly, he's an informal mentor.

Interviewer: And are you currently a mentor yourself?

Interviewee: Yes

Interviewer: Okay. How long have you been in a current mentor relationship with somebody else that's reporting to you?

Interviewee: this current relationship? You know it differs, I'll tell you why because I've got somebody who's been with me a number of years, 4, 5 years and I've got 2 others that have only really come on board this year. So it differs, you know one has been 5 years; the others have probably been less than a year.

Interviewer: And is it voluntary or is it something that you were asked to do?

Interviewee: Initially I was asked to do it, and I think one of them was initially asked to do, one of them just by default because you have reporting to me, one is as I say is, I was asked to do because it was part of the graduate recruitment programme. And the other one has just naturally developed. I think it's just been one of those things where she's also come in with grad programme … but she started then learning and understudying me, so I think it naturally developed. You know, so there's a mixture there.

Interviewer: Okay, great. The grad programme is that like a learnership programme … that you're talking about?

Interviewee: We bring in graduates from whether they've done a B.Com specialising in IT, or insurance whatever. *(The organisation)* has a grad development programme and we bring those individuals in and they go into the various divisions and then a mentor is elected or requested to look after that particular individual

Interviewer: And do you people have a specific manual that you use or

Interviewee: I think it's selection based from people who've mentored people in the past. And I've never really gone into the questioning of why. It's just been there. I think it's been fine. You know there's been a need in a particular division and it seemed like a natural fit of that grade in that division and we've just been very fortunate. In that the, you know the guys that we've got have integrated quickly and I think very successfully. They're very happy, they at a point where they don't actually want to look further and we're forcing them to look further because you saying you know this is this is only a bit of it you've got to look further and, so they going to be doing some, some little bit of time in each, every division, spending some time, understanding those divisions seeing a bit more in *(the organisation)* than just this division, but they happy you know and I think that's slightly digress, that's part of the success is when you can get them integrated quickly into what you do with them. If it's something that's a bit iffy and you just give them all the slog work, you can have a lot of failure. We've been quite fortunate in that there was a huge need for those individuals already so when they came and they were literally having to get the background rolling.

Interviewer: You saying, been integrated and making them feel like they're part of a team

Interviewee: Yes, very quickly. That's most important, you know for us. I think that we need to move them very quickly in and they, you know a couple of them do a bit of rotation. Some of them spend a bit of time in that division and the others in another and it's a funny thing because you not, there's pros and cons to both. You know the, obviously the … rotation they see a number of divisions very quickly which helps them

get a global perspective very quickly, but it can also make them you know a little bit sort of rubberless, little bit sort of not quite sure where do I fit in and I don't feel part of a team yet and I don't know I just found that most individuals want to feel part of a team very quickly. They want to feel part of something important; that's where we've had a lot of success in keeping these guys in the division rather than the rotation, so it's got it's pros and cons.

Interviewer: What qualities do you think are necessary to be a successful mentor?

Interviewee: I think there needs to be compassion, I think there needs to be there needs to be a willingness to be a mentor and can't be a forced mentor, I think there's a certain amount of love for people. You need to have people skills, you know you have to be a team player, no doubt, you can't be somebody who works on their own and doesn't really want a lot to do with people on a daily basis because that, the person who's been mentored needs that constant feedback and constant contact with that person. And I think that you have to be, you have to be that. And I, you know I'm not sure that that can ever be developed, I think that just happens, you're either that sort of person or you're not. I think it's, I think there's certain mentorship skills that can be developed, you know from the point that you're organised and you know making sure things happen how to have an interview, how to have a performance appraisal, you know how to do objectives, all that kind of stuff. But I think there's an element of a natural love of people and a natural love to watch people develop. That's what I find being a mentor.

Interviewer: Okay, so what you saying is there'd be two sides - one part that is very inherent and it's something that just happens within, a natural inclination and the other part you could develop, like time management

Interviewee: Yes, performance appraisal, how to set objectives, you know how to, how to be disciplined in terms of making sure that you spend that time with the person who's been mentored. Etc. so …

Interviewer: And what would you say is the difference between been a mentor and being a manager?

Interviewee: Huge difference. I mean I think that there shouldn't be. I think very often because the manager is the person who is directly responsible for that individual, there should be mentorship qualities, but you don't always get that. It's not a natural thing that occurs. I think that, that because some people are managers so they know how to run a process, they know that if it starts off looking like that cushion its end looking like the green one and they know the process in between and they know they've got to get the person from there to there. But in doing that there's not always the sensitivity to realise that person actually doesn't want to be changing that to that, they want to be changing that beige cushion into a red one rather than a green one. And it's also understanding that that's not what they want to do for the rest of their lives etc. and I think that very often we see it and we've all done it, is that we so busy trying to get from A to B or from A to C that we forget what's happening in the meantime what's happening in individuals lives and how things are changing. And we not, I mean in business things have to be done you know, bottom-line profit, but there needs to remain that sensitivity to them.

Interviewer: So a manager is focused on bottom-line profits rather than the relationship?

Interviewee: I think there's an element of both because I think that a mentor will teach someone that this is how business is run but never forgetting about the individual. Forgetting about what that person wants to achieve in terms of it. So I think there's a balance, you know, I don't think a mentor ever forgets, I mean you can't, you can't be so good at the soft and fuzzy stuff that you forget all about business, because then you not doing that person any good. You know, but you have to remain sensitive to what that individual brings.

Interviewer: And it's about marring the two?

Interviewee: Yes, and understanding you know, picking up signs if something is going wrong and been able to book, because not everybody's verbal you know, some people are

very introverted, they don't say a lot; to find out something has gone wrong when it explodes and I think that you need to understand – it's that regular feedback. It's funny enough like we just busy going into performance appraisal now and one of the things that I hate, I must tell you, I hate if the only time you find out you doing a bad job is when you have a performance appraisal you know if you doing a bad job or if you aren't succeeding there should be constant feedback during that period, rather than at appraisal time like this is the first time you find out.

Interviewer: Hear about it

Interviewee: That it's an issue. And that's part of the mentorship process, a manager will just say oh well you know, you've started off badly and now you've ended badly and they wait for the performance appraisal to talk about it. Whereas there needs to be that constant feedback of how well are you doing, are you meeting your objectives etc. It's not always easy you know, you pressured you have a lot of things on your plate as a manager mentor, you don't always get to those things, but it's to try and find the time and discipline to do it.

Interviewer: Okay. What I've done now is I've divided a mentor's needs in what Steven Covey understands a person. He looks at the person's physiological needs, emotional and social needs, spiritual needs and mental needs. I've given a guideline of kind of questions I'd like to ask, but you welcome to add in if you like.

Interviewee: Okay, fine.

Interviewer: looking at your mental needs, what would you define as mentoring skills?

Interviewee: You have to be a good listener, that's important. You have to be able to hear what's not been said in that sense too, because there's, you have to understand what drives the mentee. For some people it's career, it's not money, you know, for some people it is money. Some people come from not particularly wealthy backgrounds and you know they need to be successful quickly and they need to make money quickly,

you've got to be a good listener, you've got to be able to understand what's happened, we can't be so far removed that you, you've stopped understanding what goes on in their lives … jah, you know, I think that's important part of it, is been able to listen. You've got to be able to hear, you know not constantly parting with what your views are of the world. Rather listening to their views. You've got to be a good listener.

Interviewer: And as a mentor, what kind of training have you received particularly in this aspect?

Interviewee: Not a lot. I think that, I think you, I think, you know one of the big things that I did many years ago … I did a lot of training and training management … and I think from that point of view, you learnt a lot about people being able to relate to people, being able to listen, been able to translate what you were hearing, and I think from that point of view, and this is even external to *(the organisation).* Internally I don't think there's been a lot. I think there is a need for me, I don't think that we, that people who are given people to mentor has the necessary skills. … often a criticism … people are who, people are given to unwilling mentors and that should never be the situation, some people just aren't good at it. And it's not because there's something wrong with that person, it's just not what blows their hair back in life. I think that, and some people openly will admit, don't give me the soft and fuzzy stuff - I'm not good at it. You know I'm good at the hardcore business stuff, but when it comes to people, I'm not particularly good at. … no excuse, and it's for them because if you manage people, you have to have an element of it, so it's not an excuse, but then don't then, understand that that person will be a manager to that person but that you almost need to make sure that that individual's found themselves a nice little informal mentor, that could help them through some of the processes and issues that they got to deal with; it's not enough. And I certainly, and myself I haven't been through, I can't say to you I've been through formal mentorship training; it's been a love, it's something that I enjoy.

Interviewer: But it sounds like you are a person that self-reflects and reads between the lines

Interviewee: I think so; I've always been like that. Funny enough you know when *(the organisation)*s' grad programme started, when it first started we had a, I in fact helped (*name*) run the first year of it and it was the most hysterical thing, because what happened is everybody had to draw pictures of each other, I don't know if you've ever done that exercise. How do you see that person? If you had to put, if you had to say an animal and you had to, you'd have to sort of put that against a person, what animal would that person be. I'll never forget I thought I wonder what other people are going to put next to me, and I ended up being a mother hen and I thought you know, I'm not old enough to be a mother, and a lot of people saw a relation to the fact that I do a lot of gardening, so I grow things and I nurture things … so I think from that point of view, a lot of people saw me as that, and I never, you don't realise that people actually see you as that. But for me, I mean that's why I got involved in the grad programme, that's why I stopped to get back into business but then why I enjoy having these guys because for me, it's hell of a exciting, even with countries to see people, especially black people now developing and coming through and the talent that's coming through is just phenomenal, so to watch people grow and get into new positions, I mean for me it was exciting, we promoted one of our tea ladies into claims and now her earning ability is now much larger. … For me that's exciting … understand that … woman are better at the woman fuzzy stuff and all that sort of stuff, and it's not, it's just maybe we have a natural need to nurture and it's part of it.

Interviewer: Would you find that there is an element of "we appoint you to mentor" although you might not be willing to do this.

Interviewee: No, and I think that's part of the biggest issues. I think that, I've seen too often people almost get dumped on people and it's because the programmes are busy and there's a lot to do with it. It's not because it's anybody's fault, I think that it looks like there's a natural fitting to a particular division, so people are put there because it makes perfect sense, but the person who's taken them over is not necessarily a good mentor. And there's different mentorship styles, you know some people are really hard nosed business … and they find that a good mentorship because that's what they want to teach that individual and that person needs to be like that you know etc. etc. But we've seen

too many, and this is not just at *(the organisation)* this is across a number of companies, you see too many failures because they're put into the wrong, they given to the wrong people to mentor and nobody's perfect you know, you have successes, and failures all your life, but if somebody doesn't want to do it, they shouldn't be.

Interviewer: The first step to it not working?

Interviewee: Oh, absolutely because you already put the barriers up straight away, then people are fed up and they don't, because they busy, at you know and I said … that's fine it's not a problem but what you need to do is just make sure that person is naturally found another informal mentor, and I've been lucky in my life because that person that I report to isn't … my manager and we have a wonderful relationship, but my mentor is somebody else. Somebody I can talk to, I'm trying to work through issues, and you need that, you always need that no matter how good you think you are or what you might be good at or whatever the case … you always yourself in a mentor… so every mentor needs a mentor if that makes sense.

Interviewer: Like a one-up…

Interviewee: You would need a one-up, somebody you can just bounce ideas off … something's worrying you, or, you know quite frankly you just think it's time you got to throw your toys out the cot. You need somebody to talk to and I think … often … you not it's good if it's not somebody you're not directly reporting to because they have a little bit of a different view of things rather than the people in that relationship.

Interviewer: What kinds of things would you feel you need to keep yourself stimulated?

Interviewee: In other words for me; in other words to keep me sort of stimulated as a mentor. I think it's interaction with my own mentor, I think that's important, I think that, I think you know, it's a funny thing someone said to me the other day as well, they said you know, don't you get bored doing … I said no, because I think that my mentee's teaching me a lot … one thing, you think you know it and then the next minute they'll

come up with … you know what, jah, absolutely right, there's a different view and I think life gives you that stimulation to a large degree and I think that for me I try and read widely, you need to read a lot, I mean I had these particular books … I don't know if you've read them, chicken, chicken soup …

Interviewer: For the soul?

Interviewee: I love those. So that sort of stuff for me is the type of thing that I enjoy reading and … but I must be honest, I've been too touchy feely on stuff, but that's us you know.

Interviewer: That's how you feel …

Interviewee: … I can't be any different to what I am and I've been, I've been lucky, I've been quite successful with people that have grown underneath because of it, you know you can't, you can't change who you are, but it's always keeping abreast of what's happening in the business, because they need to be, and they need to understand, but you know, if you, if you start mentoring and making people into less compassionate managers, you make less number of mentors further out the line I mean you've got to teach people how to be sensitive to other people.

Interviewer: And is there anything you feel you need to improve on in terms of any mental needs?

Interviewee: For me I think, you know it's, it is there's I've always said to myself one of the biggest issues is that I expect everybody to think like I do. So the people I report to and I'm not talking about further down, because that's fine with me, but the people I report to I expect to think like I do, and it's wrong … and that's the type of thing I need to improve on. I need to understand that further up they don't, they might not be as sensitive to my needs as I might be to my mentee. And it's not always wrong, because some people … you know people are just built differently and some people are more business focused and are more wider focused, but for me that's one of my biggest

struggles with myself is that I expect people to think like I do and I know it's one of the biggest criticisms. Women must just know, think we must just know, you know, they always like think we must sniff that you know, they a bit upset about something or whatever and we're not like that, we're not built like that and it's quite funny, I've always, I've always been better reporting to women than I have to men, probably because of that, because women tend to be a little in sync with needs and yet, I've now sort of over the last couple of years, got better and better reporting to males and yet my informal mentor's a guy, so it's very, it's a funny thing. But for me it's just to make, make sure that I stop for five minutes and think you know I'm been critical of someone, because I mean, you know I should've known, but maybe they shouldn't have, it doesn't matter, so for me it's just trying to make sure that, that I keep that in mind so it's improving that …

Interviewer: I do get the sense that you are aware of what you struggle with.

Interviewee: Absolutely right. It absolutely is, it's one of those, it's one of my biggest … making sure that I don't expect everybody to think the way I do.

Interviewer: What kind of social support structures do you feel you need, to keep you sustained as a mentor?

Interviewee: From a social point, I think you know, you need to keep talking to and meeting new people. I think your family life has to be balanced I'm very fortunate I have a very good support structure, and I think you need to; I'm a very social person. I would die if I couldn't talk to people. It's one of those things, I'm not an introvert, and I'm not altogether an extrovert either. I'm not somebody that can go into a large number of people and start talking with them, things like that. But I don't like not meeting people and talking to people, I couldn't do that, so for me I think as a mentor you have to keep in touch with what's happening, but you have to have balance in your life, you can't do too much work and you can't be too much like, like in my mind you know I have no doubt that, that priorities, you constantly sorting out priorities, but that yet your family unit is your biggest priority, so for me that never goes. I would never, ever put work above my family priorities and in that way I've been able to maintain to make sure that what needs

to be done gets done, and because you have a good solid base. I think that so often people have families that are going wrong and everything's going wrong in terms of that, and then that does … you cannot remove the two, so you need to make sure that that base is strong.

Interviewer: That the foundation's there.

Interviewee: In order to do it, so for me from a social point of view that balance, that support is making sure that you giving and taking all over, that you not, you not getting too much in one area and then thing it falls down you know

Interviewer: Do you find that *(the organisation)* provides that sense of balance, that should something happen at home that they give you that balance, or is it quite particular?

Interviewee: Depends on your manager. Some can be you know O God, here we go again, others can be, I understand, it's not an issue, If I was in your shoes I think *(the organisation)* generates a culture of family, but I'm not sure it's always applied with some managers. I think that, that very much depends on the individual manager. We've often sort of criticised that there's certain males that have no concept of what's it's like to be a wife and now I bring in the woman context because you know we can sit and talk for hours about women in the workplace but in that context I think that, that very often there's not that full understanding that the woman is the wife, she's the one that has to go to do the groceries…

Interviewer: So many different roles.

Interviewee: That's the whole thing you know and I think that, that because they have a wife that's at home with the kids, there's no concept of we have, we are the wife, we have to pick up the kids, we have to get the groceries, we have to do x, y, z where's hubby comes from work; gets home, dinner's made, sits and watches the TV. Now that's not, you know and I think, that's why I say it really depends on the manager, and yet you get some guys that are very sensitive to that. That understand that, and yet others are not

particularly good. So it's probably, it's probably a general statement I make because it's not, not every male is like that and not every manager is like that and you also have some very career driven woman that also don't have any concept of kids, you got to feed the dog … there's a whole stack of stuff that needs to get done, so it just depends. But *(the organisation)* generates that, but I'm not sure that the individual managers practice that.

Interviewer: … individually driven in a way. What happens inside of a unit might be quite different.

Interviewee: It's different by the personality of that manager. I think it just really depends.

Interviewer: Emotionally, what do you think, what skills would you feel you need to work on as a mentor particularly?

Interviewee: You mean with the mentee?

Interviewer: Yes. Things like maybe empathy, or

Interviewee: What skills would you want them to …

Interviewer: For you, what do you think you feel you need to work on?

Interviewee: Okay

Interviewer: To facilitate the process with your mentee.

Interviewee: Absolutely, I … I think that's it's a case of staying in tune with your mentee's needs, watching when you can see they grow and you know you can't make everybody happy all of the time. And that's life, but you, emotionally you need to be, you often need to be the stronger one 'cause often there will be times where they, anybody can fall apart and where, and you need to, it's quite interesting, I was, I've got

one or two informal mentorship roles as well … you have to not become so involved, it's very difficult.

Interviewer: … boundary?

Interviewee: There needs to be a boundary, because if you become too emotionally involved and you get too involved with people's negativity … it can turn you extremely negative where you start living their reality, now you can't always do that, you know you have to sometimes keep that distance, but without losing touch with them, you need to keep a little bit of distance in terms of you know, if somebody's got a gripe in what's happening in their division, but you don't become negative about that division that you, you are able to sort of say to them, when you sitting bouncing ideas off each other in terms of what you can do, it's just again been able to listen, again been able to sort of say well, … again been able to get a different view of what's happening there because it's what you … but it's keeping distance because if you, if you listen too much of the negativity you can turn yourself negative, so I think you, jah.

Interviewer: There's two aspects that I find interesting that you've mentioned and that is, you know, being able to be in tune with your mentee and if you give too much of yourself, you might even burn out almost.

Interviewee: Yes, yes … there's no doubt in my mind. If you've got, if you in a situation where there's so much negativity been thrown to you, because a mentor, mentorship relation isn't always nice, wonderful and you know. There's times when people get frustrated, they get unhappy and resign and all sorts of things, and you can't become so emotionally involved that you find yourself so negative and so fed up because things not working. Every company has its problems it doesn't matter - you can go to whichever company you like, some have problems in this area and others have problems in that area and you can't, you can't allow those sorts of things to, to get you down, because otherwise you never get out of it.

Interviewer: Do you find that at times that you tend to get involved and then having to stop yourself

Interviewee: All the time.

Interviewer: Okay.

Interviewee: All the time, you constantly have to check yourself. It's not like you can say oh well you know what, this year I'm better than I was last year. You're never better at that, it's always hard when you have that ifty towards people of not becoming hell of a involved with what they say, so in any conversation, in any intervention have to keep checking yourself to make sure that you not also, when they say you know this has happened to me, I'm so upset, you not sort of saying, ooh yes or you know what happened to me and this is what I'm upset about, because we all get upset and there's things that happen to all of us, or, but try keep yourself away from that. But still try keep the communication going because you need to share experiences to talk about them.

Interviewer: And the relationship?

Interviewee: Jah absolutely, you need to be able to give and take, and you need to, … but that's another thing about a mentor needs to have, you need to be open. You know, very often we forget that we shouldn't only give the good news, you know you've got to get the bad news, and I want to tell you that only probably in the last couple of years used to hate it, I didn't like that confrontation. I still don't like it, but it's necessary, if you, if you going to be fair to that person, you have to be able give the bad news and not just the good news.

End of side A

And some who have an uncanny knack of hacking people off, and the worst thing is that with this person it blows their head, they enjoyed it, and I said to him you know, I can't, because of the way I am, I don't, I can't understand the need to do that, because you

know work is hard enough, there's challenges every day, without deliberately having to hack people off. But I think that's it, as a mentor you also, you have to know how to give the bad news along with the good news, you need to be able to, to, to be critical where it's necessary, but not destructive and that's also, very often I find is a hard balance to keep, because you have to try and keep that and it's something that a lot of managers are really bad at, they can become very destructive in their criticism and it's not necessary, but it's because some people just …

Interviewer: Not aware.

Interviewee: They aren't aware you know, they'll just say it and that's fine … I just speak my mind … that's fine, speak your mind, but understand you dealing with a human being with feelings and … you can do it critically, but you don't have to destroy that person. I think often we laugh about that … it's really harsh. I can't believe I'd never dream of saying that to them and yet people … such a difficult industry, they need to hear it quickly and even though it's harsh they need to hear it, but you don't… destroy people …

Interviewer: Thinking about what your role is as a mentor … developing somebody and helping them grow and… bringing them down in someway doesn't quite fit the role as a mentor.

Interviewee: No it doesn't and you need to be able to criticise them but constructively, I always said it has to be constructive. There's ways of saying things to people and … it's never going to be easy for them to hear, whether you say it to them nicely or nastily, but it's the way in which you position it I think and that's a constant challenge for mentors. But I'm not sure that they've entirely got that skill, but it's something you've got to just learn to get.

Interviewer: Looking at physical needs, and that would include nutrition, your health and burnout… what kinds of things do you do to keep healthy?

Interviewee: I'm shocking. I'm absolutely shocking. I think that I've every nutrition type of thing in the market, but when the stress hits, I probably eat all the wrong things and I think that, that I, from my point of view, I think what I do try and do though, is I think you have to have such a thing as quiet time and that's what I … I force myself and because I'm a social person, I'm very easy and I force myself to a quiet time and time on your own, time dedicated to yourself. I've also started getting into … I'm a real spa child, I love going to the spa, so I've started disciplining myself in going and getting that massage; go and have the time pampering yourself, go and do all those things, because … some people get on their bicycle and go and cycle for 100k's, I go to the spa and yet for me, because it provides that quiet time … too hectic. It's your own time and thought … time. So for me that's what's important. Nutrition I'm a shocker, I'm not good at it. But when it comes to, when it comes to learning how to take time thinking etcetera etcetera. I'm becoming better at it. I'm not always that great because our lives are very full and my husband and I both work quite hectically so we sometimes become passing ships of the night, it's taking that time out and taking quiet time.

Interviewer: And then when you are feeling quite stressed so related back to the question about managing your stress.

Interviewee: Yes, you have to, I mean I think it's, it's something we all so battle with, I must be honest I'm not the best stress manager, but I'm learning to take a step back, where you can feel the pressure's on and you now feel you going to pull your hair out, learning to take that step back and have some quiet time and reflect and just, you know just chill. And not to get so hit up about it, because if you get worked up, your mentee gets worked up and everything gets worked up and then you've got a whole, you know it's like a snowball thing, but I haven't always been able to do that and I still find from time to time that when the pressure's on it's very hard not to project that, especially when you're the sort of person that … sometimes in missed opportunities you have to have your say but stress management's a huge thing. I wish somebody would give us a quick course on it, but mentors there's no doubt you need to be part of a stress programme. Because people don't realise how much work it is …

Interviewer: It's the responsibility of what you teaching?

Interviewee: You feel responsible for somebody's future. I believe their first couple of years of working will influence what they're going to be like going forward and I think, it's just … too much to do with or whatever, I mean I just think it projects the wrong things … and you have to a large degree you've got somebody's working career or life in your hands because this is who they … all your life you influenced. I mean it doesn't matter what age you are, or my age or you 21 or whatever the case may be, you always influence on people, throughout your life and I think that's what is that you actually get that right influence from the beginning; by no means perfect, it's one of those things, we're all humans.

Interviewer: What's motivated you to become a mentor?

Interviewee: Gee, you know, I'm not sure I ever deliberately went out to do it, so I can't say to you, it motivated me to do it, I think that I've just loved it, I've just enjoyed it, I have, it's not something, as I say … I think it's that, that need for people to grow it's quite a funny thing when I was in matric, I got, it was still the education department that stage and I got a bursary from them to go teaching, and my mom got very ill and my mother used to say to me, she used to pick me up from nursery school, I couldn't read and the book was upside down right, but I'm teaching other kids. Whether it was at nursery school or primary school … I mean the book was upside down, right, but I was telling them a story and she says to me, she always said to me you got to get into teaching, then my mom got ill when I was in matric and my folks were divorced so I couldn't, so I started working but I was lucky in that I did training. I did training for many years, I loved it, it was something like that it was to watch them, almost seeing the light come on in people, in people and I think for me that's what, that's what I enjoy about it, it's nice to watch people grow. Individuals suddenly start seeing the light at the end of the tunnel. I mean, I think there's a lot people come into the work and they're in dead-end jobs or whatever the case may be, but at least seeing people move, so if people move on from me, I don't see that as a failure, … they decide they want to go to another division or they want to go do this or whatever, I think it's more of just, you know you've

opened people's minds and they can do what they want to do, so I don't know if it was a particular thing, I think it happened naturally.

Interviewer: And something that you had from when you were little you say.

Interviewee: My mother, my mother, if you ever meet my mother she'll tell you that. She'll say this child is always teaching people, she couldn't read but she was teaching. I mean she use to laugh at me because dolls used to be sort of set up on the bed, all the teddies, I was teaching the teddies.

Interviewer: How would you assess your own strengths and weaknesses - what kinds of things do you do to look at those aspects?

Interviewee: I think it's constant reflection, I mean you look at, you look at situations; you think how could I have dealt with that differently, am I dealing with this correctly. Am I, am I, that's, that's one of the criticisms I am, I take this too personally, you know and often you sort of think to yourself, you know what, just ignore it, it's going to go away because you taking it too personally. You assuming that there's hidden agendas or there's different things … too much analysis work that goes on … I have to keep reminding myself, you know what I'm sure I'm just seeing like a ghost in places I shouldn't be seeing, and I think from that point of view, it's that constant reflection and situations you in or been through and learning. You know I was just accepting that that happened and it doesn't really matter, but reflecting on that situation, saying did I expect too much of the individual that was in that situation. Did I push too hard, did I, You know and it's, and it's funny, it's one of the things that I've always, always done and it's one thing my husband gets mad with me about … you always first assume it's something you've done wrong. It's an interesting one, he always says to me you always assume it's something you've done … I have to go through that thinking, I have to always say what did I do, what should I … contribute to that situation? Could I have done things slightly differently? And I think that he always, God, you know there's one thing about women; you always have to fix things. I think he's right. We do, we naturally sort of want to do that.

Interviewer: Well it sounds like your husband's quite reflective of you…

Interviewee: Yes he does, he watches me; he just sort of sits with me and says you always got to fix things, you know. And he says it just is. … There's a way in which you can influence something, you do if that's a natural way you do it you always got to fix things. He's quite hard though and he's, he's not the warm and fuzzy individual, a good combination, I don't know

Interviewer: (*Name*), what lessons do you think you've learnt during this mentoring process, or relationships that you've had in the past?

Interviewee: Gees, there's so much you know. I think it's, it's, as I said to you one of the biggest things is don't get too involved. You know because otherwise it can affect your own mental well-being and that's one of the hardest things. Don't expect people to think like you do. … And I think don't assume that everybody gets motivated by the same things. You know, just because you happen to get motivated by x, it doesn't mean … they might be very money orientated or very career orientated. Don't assume that that everybody's going to want to follow the same path; you find that through a bit of pain it doesn't automatically come to you.

Interviewer: We've come to an end, I was just wondering if there's anything else that you'd like to contribute or add to your role as a mentor

Interviewee: When you say to add to it, sort of

Interviewer: Anything else that you'd like to share with me that's significant in terms of what we've been discussing.

Interviewee: I'm not sure if there's anything else, I think, I think that you know we've mentioned the constant feedback that's hugely important, people don't like surprises, unless they're pleasant ones … I don't think they like unpleasant ones and I think that the

biggest thing for anybody is taking on a mentorship role, is that you want to have to do it. B, I think you've got to have the time and discipline to give continual feedback. … I mean it's just making sure that you can deliver bad news, you know, it isn't always nice, it's not always sort of you know … and it is, going back to what my husband says you can't always fix everything. You know you can't put that sort of pressure on yourself. I think that's, that's something I didn't mention through, say to you, you got to learn how much you can do. Can't do everything, you can't fix everything. I mean I had a lady many years ago; I was still in (*previous organisation*) in those days who was seeing ghosts. I mean how do you mentor that. That was a difficult one for me, she honestly believed it.

Interviewer: convinced

Interviewee: That she was I mean now that is not something you can do. You can't really understand it, because it's never happened to you, you can, you can be empathetic about it and you can get her some help, but there was nothing else I could do. You know she literally moved into a house that she believed was haunted and the ghost was following her to work. And you know it could have meant … I've never been closed to whether there are ghosts or not, anything's possible, but how do you help somebody through a working situation on something you have no control over and I think that's what you've, as a mentor you have to learn. That there are certain things in life you can't fix. There are things in life you never going to be able to have control over, and unfortunately if you try and be too controlling.

Interviewer: Know where your limitations are as a mentor…

Interviewee: You have to, as a mentor you have to understand that you can't fix everything in that person's life, you have to understand it's happening and how it's going to impact on that person, but you can't always fix it.

Interviewer: Well thank you, you've shared a lot with me …

Interviewee: Good. I believe that there needs to be an assessment, a natural ability of somebody to mentor, I don't think mentorship can be taught in total. You cant' take somebody who doesn't have a bone of empathy and turn them into a mentor. The can become a manager but I think they need to be assessed upfront as to if they're able to. Good luck with it.

End of interview

Appendix 5

Transcript 3: M1

Interviewer: What is your position at the organisation?

Interviewee: Let me explain the structure of *(the organisation)*. We almost a good old conglomerate we about five different businesses all under the *(the organisation)* banner. One of those businesses is (*position*). Then we have BMD which is (*X*) Division. *(The organisation)* (*X*) Partners, we have *(the organisation) (X)* and the last area is *(the organisation) (X)* in General. So through this, each of those areas have, we have a *(the organisation)* Board that looks after the bigger *(the organisation)* and then we have each of these areas operate as their own companies, each with their own Managing Director, each with their own Board of Directors.

Interviewer: Like a small business unit on its own. Okay then you fall under here?

Interviewee: Correct.

Interviewer: Your age in the range of…?

Interviewee: 31

Interviewer: Home Language?

Interviewee: English.

Interviewer: Married, Divorced?

Interviewee: Married.

Interviewer: How long have you been employed here?

Interviewee: Eight years.

Interviewer: The duration of your current or the previous mentoring relationship?

Interviewee: I've been in my current role for three months. Prior to that I was running the sales area in the call centre. When we did our, that was from the period of the year to eighteen months and then, I'm just trying to remember when we actually did the mentorship programme. The mentorship programme was run from about three years ago, if memory serves me correct.

Interviewer: So on two occasions you've been a mentor?

Interviewee: No, throughout my career

Interviewer: Was it a formalised or informal process?

Interviewee: Some of them had been formalised and some have been informal. The formalised processes really started probably around about 5 years ago. (*Name*) started the mentor programmes. At that stage it was really, I think it wasn't - let me give you an idea how it started. It initially started like more of a buddy up. So you would have somebody that had experience in the organisation that would buddy up with a graduate that came into the company or somebody new that came into the company. Show them the ropes, show them around, and let them know just kind of help people in. It developed from there to be more of a proper mentor and mentor programme where you'd hold mentorship meetings with the person, you would have agreements between them, in terms of how what they would get involved in terms of learning and growth. That type of thing. So it has become structured over time. So I'll be probably very grey as to when things happened, because I was involved in all of those programmes since they started. So for me it wasn't a clear, right mentorship programme started three years ago. It's been, I've been involved in mentorship programmes - either as a mentee or mentor for a good five years.

Interviewer: What do you think of the qualities necessary to be a successful mentor?

Interviewee: Respect and that's a dual respect up and down and that obviously covers things referring diversity but also information that's given and also respect for everybody's human and uniqueness. Knowledge or experience. You can gain knowledge from a book but experience I think adds to that knowledge immensely. Ability to listen and I think honesty. For me honesty is probably the highest and the most important. You need to be able to tell the person when they can get somewhere and when they can't. And be honest with them as to what their strengths and weaknesses are. I think the biggest failing in all our management programmes and mentorship programmes is that the people are necessarily not being honest enough – we're being too nice. That family aspect that you've identified tends to be one of our biggest weaknesses, because we tend to be nice to people as apposed to being honest with them. Our previous CEO's belief was that for you to be a family you have to be brutally honest with one another. And I subscribe to that wholeheartedly.

Interviewer: I read an article downstairs about a CEO saying about motherhood you have to guide but you also have to be quite honest. How would you define mentoring skills, and what I've done here is I divided each section that I'm going to be asking. Mental needs, Socio-emotional needs, physical needs and spiritual. I took this from Steve Covey's divisions, so that I can get a holistic picture of what I need?

Interviewee: Do you want to rephrase that question? I'm a little lost now after the sub-points

Interviewer: How would you define mentoring skills and this will fall under mental needs? Okay, basically how would you understand what skills the person needs to be a mentor? It relates to the previous question.

Interviewee: It's kind of like this whole argument about managing or leading. Mentoring is intended to be the combination of both managing and leading… If you talk about skills, and it's a probably a personal opinion. From my perspective, leading is a natural talent,

you can hone leadership skills, you can't create them. Managing you can learn skills. So if you asking what skills do you need or what skills can you learn. Is that what you asking? Or a combination of the two of what skills you need.

Interviewer: I think of what you really saying to me is that it's not just either or it's both. On some level its sort of an inherent thing to be a mentor and on another level some things can be learnt. Okay.

Interviewee: Correct.

Interviewer: On the things that you say that can be learnt, what kind of things would you say they would be?

Interviewee: Just going back to the things that are inherent. Those inherent things are not necessarily things that people are always good at at the start. Things like respect, you might think you good at it now, but you can learn better ways to interact with people or better ways to be honest with people. So you can learn those things over time. But somebody that doesn't like confrontation is never going to learn to create confrontation or deal with issues. And they always going to hide from that. What skills can you learn, obviously, time and desk management has got to be the biggest delegation. Obviously all your technical type issues related to the industry that you in. Related to labour relations, that type of thing. Those are the type of skills that you would need. Negotiation skills, I think that's vitally important. How you get the more involved it gets, and obviously the relationship of a mentor changes depending on who you mentoring. It's quite easy to mentor somebody that's fairly low in terms of the organisation, because they kind of always looking at manager oh whatever you say they won't even argue. But the moment you start managing or mentoring people that are senior in the organisation you start having a two-way conversation about things as apposed to pure delegation.

Interviewer: About being flexible in way as well.

Interviewee: Definitely.

Interviewer: What kind of mentoring training have you received?

Interviewee: There's been a number of, I'm just trying to group them. Because each of the courses, or each of the programmes that have happened, and always had the common thread in terms of they've been workshops in terms of general discussion about what is mentorship what is leadership, what is management. So that workshops have been held there has been sort of a double up mentorship programme. So we've had a mentor above, a mentor helping you mentor someone below you. A buddy up system has also been used. We've never ever done any textbooks-type mentoring programme. It always been either workshops or that mentor the mentor.

Interviewer: How would you like to improve on your mentoring skills?

Interviewee: Is it mine or in what...?

Interviewer: Do you think there's a gap really, that's what I'm asking?

Interviewee: In myself, yes definitely. You know, I think its one of the things you missed earlier is that humility or being able to be humble about not thinking you better than anybody else. Is also a good part of mentoring. That kind of allows you to understand where people are that type also. Definitely, desk and time management is a big issue for me also learning to know when not to take on too many things. That's all related, Yes, I'm also, I think some of my communications skills, I thinks that's also one of the things I missed earlier around. My communication is not necessarily the best and it's related to desk and time management. Because you find that you've got too much to do, so you don't have time to communicate things fully. And that obviously has a knock on effect through to delegation. So it's all interrelated in my mind. But, those would be the biggest areas that I'm constantly conscious of and we just done a Peter Bronkhorst assessment profile and those were the particular areas that came out pretty high as being areas that I need to be concerned about. The other sort of areas that I know tend to affect me quite heavily is things like my surgency level. I do tend to be a very positive person about

everything, but if something goes wrong then I immediately become introspective and spend a good couple of hours to try and understand what went wrong. But the benefit of that is then coming out of that and saying well how do I prevent it from happening the next time. So it's a whole huge amount of mumbo jumbo there.

Interviewer: No not all… The next section focuses on Socio-emotional needs and those things would include like, empathy and relationships

Interviewee: I'm a guy; I think you're asking me the wrong questions! The question being do you think those things are necessary, do you think they needed in mentoring? Yes obviously. I think your initial question about what skills are required in terms I think we answered that. There where empathy, listening, understanding, honesty I think that all speaks to that particular question there and I would say if you weren't able to have any of those skills or you do not even remotely have those skills, you shouldn't even consider being in management.

Interviewer: What kind of social support structures do you feel you need to assist you with being a mentor?

Interviewee: It's quite an interesting question. You know for me I think a supportive home environment is very important, particularly from a spouse. Obviously I'm saying that because I'm very lucky in that regard, my wife is very supportive in terms of my needs. I think one of the things from being a mentor is that you can get called on people at any stage, so you need to have a large amount of trust at home. If you don't have that trust at home, when you get a phone call from someone at 12 o'clock at night because they got an issue and they need something resolved. You know your wife's gonna ask what the hell's going on here. Especially if it's somebody of the opposite sex. On top of that, just the support from the fact when you come home and you are drained, because you've spent the entire day trying to solve other peoples issues, sometimes you just need an ear, or you are just an ear you not going to say anything. So to a large extent I think if you're a good mentor, you kind of carry those traits through to home as well, or you should at least, although that's not always the case. You know it's the whole adage about

the electrician or it's not the electrician it's about the plumber… And everybody else's toilets always works but his never does. It's that type of thing. I think a strong support mechanism at home is very important.

Interviewer: Just to go back to maybe understanding what mentoring means at *(the organisation)*. What you define as a mentor. Is it something you define as your mentee from the beginning sitting there, the boundaries - at what point are they allowed to phone, you know those kind of things? Is it an open door policy…

Interviewee: The way *(the organisation)* has structured it overtime is that between every mentor mentee you should set up a set of rules, the governor, I don't believe in that, I also don't believe in the fact that your mentor should be your direct boss or your immediate supervisor or whatever it is. To me mentorship is finding attributes that you see in other people that you would like to aspire. So for me mentorship programmes shouldn't be dished out you shouldn't be told this is your mentor. You should be able to select it and we've kind of got *(the organisation)* to that point now, so the *(the organisation)* programme is about, you select your mentor, obviously that mentor has the right to say I can't or I don't think I'm the right person for that, so that's the honesty level coming in straight off the bat and also it's a two-way agreement at the start so it creates a relationship immediately of dependency on both sides. So if you say you going to do it there's an onus in you to actually partake in it.

Interviewer: … contract in a way.

Interviewee: Correct, and then from there it's up to those individuals to set up the contract between themselves is to having a … for me it's carte blanche. I don't believe that you can actively manage a mentor programme. Obviously the respect issue does come into it, in that both ways you need to respect each other's time, so if the mentee knows that the mentor is too busy or it's not a good time to phone now, don't phone now. I think there's also a little bit of human, what's the word? I want to say gumption but it's just, you know when you can and when you can't phone.

Interviewer: What's appropriate in a way?

Interviewee: Exactly. And then there's social norms that will … that will cover that, so don't phone someone at 2 in the morning.

Interviewer: Exactly

Interviewee: Unless you know you hanging from a cliff and you need to be saved. You know I think every situation has its own requirements.

Interviewer: Okay, how would you like to improve, is there anything that you'd like to improve emotionally or socially that may impact you as a mentor?

Interviewee: That's something that I have never thought about possibly just being a little sterner about things, you know sometimes I'm a little too easy going with things but I don't know if that's an emotional change or something that I need to grow emotionally. Luckily enough I'm not the type of person that'll carry problems around, I happily switch off and I can move from one thing to the other quite easily. Emotionally

Interviewer: Do you find that you're quite aware of what's happening … for you or

Interviewee: Maybe I, potentially I'm a little too thick-skinned about things, you know so sometimes I may miss some subtle nuances in terms of somebody's change in mood or something along those lines, so potentially I am a little too thick skinned. And also sometimes where somebody has a quick jibe or a quick attack at me, I kind of just shrug it off and move on. So potentially I need to be a little bit more sensitive.

Interviewer: Okay, going onto the next one - I noticed you pressing there and I'm wondering if it's because you a bit tense

Interviewee: It's a good habit

Interviewer: Okay

Interviewee: I'm a fidgeter

Interviewer: Okay

Interviewee: My family smoke, I fidget. It's not related to anyone in particular it's just something that happens.

Interviewer: The next …

Interviewee: It goes along with the tactile deficiency that I have as well!

Interviewer: Mentor's physical needs and that would include things like nutrition, health, your well-being, how you manage stress, your finances, those kind of basic needs.

Interviewee: Finances, I'm completely useless at. I have a regular conversation with the bank manager.

Interviewer: A problem we all have! jah.

Interviewee: Is your question, what things do you need to look at or what things should you be doing in those particular areas?

Interviewer: Well it's really open but I have got a few here that I can guide you … basically things like what kind of things do you do or how do you stay healthy, how do you maintain a balance and so on?

Interviewee: I think I kind of consider myself to be fairly conscious about both diet and an exercise programme. Do I stick to one particular thing in terms of diet? No I, you know it's just a matter of being conscious not to eat too much, not to eat too much of the

bad stuff, stay away from the fizzy drinks, that kind of stuff and nothing, not like on an Atkins diet or Ceto or anything else like the rest of the crowd here are.

Interviewer: You not obsessive about it …

Interviewee: No, not obsessive about it, take regular you know multi-vitamins that type of thing. When winter comes along go for vitamin B12, that type of thing, just to kind of maintain. If I do go through extreme periods of stress or we having a major rush which is normally the sort of February to May period when we doing strap budget, year end, all that kind of stuff, it tends to be quite a hectic period you know then it's kind of a couple of extra vitamins … but I tend to find that personally I react well to relieving stress by exercise, so whether I'm running, cycling, gyming, playing golf, there's always some form of exercise I do there's very rarely a week that I'll go through that I haven't done some form of physical, not just you know a light sweat, a heavy sort of work out session.

Interviewer: In the field of mentoring or as your role as a mentor when … situations arise when you feeling quite stressed, … happen when you feeling like you've been overwhelmed with a particular kind of mentoring situation and how would you deal with that.

Interviewee: No, I think the biggest things that kind of stress me are people issues, particularly when it comes to things that may affect somebody's life and I'm not talking about them dying or something like that, I'm talking about things like firing somebody, disciplining somebody, those for me are the biggest stress points. Delivery of work and that type of thing I tend to stress a little bit less about and it's possibly because I'm a little gun-ho when it comes to things like that. You know I can fly by the, or I try to fly by the seat of our pants, but I get caught out every now and then. But, you know the things that will make me wake up in the middle of the night or have a sleepless night are people issues. So if we are doing a restructure and there's potential for retrenchment and that type of thing, that's when it affects me. And how it affects me is typically a sleep issue. I tend to sleep badly flying off the handle, I don't think I do, but that you'd have to ask other people.

Interviewer: Others jah, …

Interviewee: Jah … or irritability or mood swings, again you'd have to ask other people. My wife would probably tell you I do get very quiet when I'm tired and stressed; that's the things she'll say; I kind of become more introspective as opposed to loud and blaming it on the world.

Interviewer: How could your physical needs be addressed within in the organisation? It sounds like you take responsibility … for yourself, but is there something that *(the organisation)*… can do to assist in any of those aspects?

Interviewee: For me that's a difficult question, because I'm kind of like a self healer, I take care of my own issues, as you said but other than that if I had to say well, If I was wanting to take care of a particular issue, would *(the organisation)* supply the result or the means? We've got our own gym here, we've got our own health and wellness programme that we run here through a thing called wholesome; we have all the doctors and physios and all that kind of on sight. We've got rest and relaxation in terms of the coffee shop and there's a lot of social activities that get done here as well in terms of the cycling club, there's always a million and one people you can play golf with or do any sort of social sport with.

Interviewer: many activities…

Interviewee: Jah, so from that perspective I don't want for anything. That's, might just be because I have very low needs.

Interviewer: but I mean it sounds like (*the organisation*) is also quite equipped with everything here.

Interviewee: Jah; I'm quite lucky

Interviewer: Spiritual needs, and these would be things that would include personal growth values, maybe religion, inspiration, what inspires you; a sense of purpose. This is what these questions would revolve around. My first question to you is what motivated you to become a mentor or the saying yes, when you were approached?

Interviewee: Probably a passion for people, I find one of the most rewarding things is not getting an increase or getting a promotion or a nice bonus or, for me it's, the most reward I've had at *(the organisation)* in 8 years that I've been here is being able to see people that either have worked with me or worked for me progress. So for me I find that very rewarding. Jah, I think that answers it.

Interviewer: How do you assess your own strengths and limitations as a mentor - particularly as a mentor?

Interviewee: Probably a weakness of mine, I don't really, you see I haven't, being part of the mentorship programme, consciously yes I'm part of it, but I haven't consciously gone in and try to figure it out. And it's possibly very bad, or possibly a little arrogant, because you don't necessarily develop yourself over time, so it's difficult for me to answer that question. Just because I haven't consciously tried to review that. It might also talk to my style of mentoring where I'm more of a listener as opposed to somebody that says now to solve your problem do this, do this, do this. I'm more of the type of person who listens to the problems saying you know what, the right person to speak to or the right way to go on this is that, so my mentorship style tends to be a more, more collaborative or less participative than some other people I know who tend to more manage situations as opposed to listen to situations.

Interviewer: What lessons have you learnt during your mentoring experience?

Interviewee: Be as honest as you can from the start. That, I tell you know, you can end up in so much trouble with people and not, when I say honest, it's just both sides, if you're going to take information and use it, tell them you're going to use that information.

Likewise don't say one thing to the person and then say something completely behind their back.

Interviewer: It sounds like integrity

Interviewee: Yeah, and that's purely by observation in problems that have happened in other people and I've seen major, major issues. The other thing is probably inertia don't sit around and think about things, deal with them then and there, otherwise the problem will just get bigger and bigger and bigger.

Interviewer: Is there anything else you'd like to comment on.

Interviewee: I don't know. It's kind of, it's easier to be guided through the questions than to just blurb out things. You know, probably, possibly one of the comments that I've always made in all the mentorship programmes is that for me, mentorship is not a forced issue. There has to be a choice on both parties I think that's the most important thing for me. The other thing that *(the organisation)* possibly is skewed quite considerably is that we've moved away from the term “manager” to a large extent to mentor, so in my role as general manager, I'm seen as mentor to you know, my six direct reports, but that's a forced relationship and that's the good old management relationship. Within that we've tried to develop a mentorship approach to the management, so my feeling is that *(the organisation)* is tended to be quite progressive in terms of mentorship as a whole. But that also is probably a very biased and probably very myopic view because I've been with *(the organisation)* for so long. So you need to treat that comment with kit gloves because that's exactly … it's not well founded.

Interviewer: This study is about your opinion, but I hear what you're saying…

Interviewee: What I'm probably trying to implicate here is that for me I think we're doing it right at *(the organisation)* that's why I'm still here. I'm not here because of anything else, except for the environment and part of that environment is the fact that you have a wealth of people in this organisation that are good mentors. Not necessarily

because you want to go to them for a holistic mentorship, but because (*name*) for instance, knowledge about the industry, knowledge about business, just in general, absolute fantastic. Really crappy at managing people but on the other side, really fantastic … we've got other people that I've reported directly to who're fantastic people managers, people that are really good sports wise. So you've got this wealth of people that you can always refer to and they all operate on the same open basis that they're happy to talk and happy to be involved with people all the time.

Interviewer: So it seems like top management is quite open, I mean it's been something that has been agreed upon from top down.

Interviewee: I think it's been inculcated over time. I don't know if there was a conscious decision, you know ten years ago or whatever it was, but I know for a fact that when we employed people or people when we bring people on, it's always like-minded people. So you'll find it very rare that anybody gets referred to as Mr. you'll find it very rare that people have offices. If they've got an office it's by virtue of confidentiality, by virtue of the fact that you have to have meetings and that type of thing.

Interviewer: openness again. Anything else you'd like to say

Interviewee: I don't think, for me I wouldn't change the outcome in this, anything, I think we're kind of going through the steps I'm really interested in seeing the output; I'd like to see what other people, how they perceive the mentoring and what their needs are. Just going back to that thick- skinned attitude, maybe I'm just being too thick skinned or too stupid to know that there are issues. From my perspective if you'd like to ask anything else, if you'd like me to point you in the direction or anything like that feel free. You might speak to (*name*) more than you'll speak to me, but I'll gladly assist if I can.

Interviewer: Just more information about *(the organisation)* and the culture and what you guys stand for.

Interviewee: She's a, she's a good one, she's been around for number of years as well.

Interviewer: Okay, just background history about what *(the organisation)* is …

Interviewee: I mean she's been involved in most of the mentorship programmes from start in terms of facilitating and in terms of managing. So she's well versed in terms of the history of the organisation and as well as programmes that have been run.

Interviewer: Okay. Thank you so much for your time.

Interviewee: Pleasure.

End of interview

Appendix 6

Transcript 4: M2

Interviewer: Some biographical information that I need from you. What is your position at the organisation?

Interviewee: I'm going to give you short answers - we don't have titles at *(the organisation)*, you want a title you can make one up for me.

Interviewer: Okay.

Interviewee: But I work in (*position*) with people. So you know if you need a title, it's general manager of (*position*), but people at *(the organisation)* don't have titles, if they give you titles you must shout at them!

Interviewer: Okay.

Interviewee: We have jobs to do, we don't have titles to give.

Interviewer: Okay great, so you work with people. That's your job …

Interviewee: Jah, marketing, communications, you know lining out brands, CSI, jah people.

Interviewer: Aliveness coming out…Your age, I've got ranges…

Interviewee: 31

Interviewer: Okay. Home Language?

Interviewee: Both English and Afrikaans. Majority, jah, English.

Interviewer: Marital status?

Interviewee: Single.

Interviewer: Okay, How long have you been employed here?

Interviewee: Five years.

Interviewer: The duration of your current and or most recent mentoring role or relationship?

Interviewee: As in, it's ongoing with people so I'm busy at the moment.

Interviewer: Would, so, I just want to clarify, were you part of a mentor relationship prior to the one that you were in before …

Interviewee: I'm involved with a few at the moment, so currently involved with a few; was involved with some before, have been involved with some that have lasted five years and some that have lasted for a year or two.

Interviewer: Okay

Interviewee: So there are stages.

Interviewer: Okay wonderful.

Interviewee: I'm also in a mentee relationship externally to (*the organisation*.)

Interviewer: So it's outside of the organisation?

Interviewee: Jah, and internally in a mentee relationship

Interviewer: Okay. How did you become a mentor here?

Interviewee: I was involved with our grad recruiting; I suspect it was probably through that. Jah, so through the grad recruiting I got exposure to the grad side; then ran our grad recruiting project. So then we had formal mentors for the graduates, and I was sort of the overall mentor and then just for an interest perspective. Some people, two or three people have asked me to mentor.

Interviewer: So on both sides there was a part of you that volunteered into a formalised mentorship programme and informally got involved too.

Interviewee: Jah, we haven't had a formal mentorship programme here, so it's been formal in that with the grads, they had set times they would meet with mentors and then report back to me and I had set times that I met with them, but jah, a lot of it's ad hoc development, because I'm interested in people and also I work across the organisation so it's easier for me than it is for some other people, because I've got a broader picture of the organisation unlike some of the rest.

Interviewer: And was it something that you volunteered or did somebody approach you?

Interviewee: Jah, I volunteered; I was also approached by some people in HR department … so both.

Interviewer: Okay. What qualities do you see necessary to be a successful mentor?

Interviewee: Interest in people. Passion, willingness to learn, willingness to share and by that I mean, you need to know that you can learn from anyone that you mentor and vice versa, so you've got a lot of information and skills and stuff to part to people, but you can also get a lot. For instance one person I work with is a young black male who comes from a very different background to me and so I learn a lot from our relationship, you know and it changes a lot of my perceptions and it helps me in my work and personal life as well, so, this is answering negatively, but it should be seen as someone that knows everything, or someone that helps mould someone into what they are. And you know the soppy kind of way, helping people be the best that they can be. So one that I do in my

role is also helpful, in it, in that I work across organisation is networking, is giving people exposure so all across the board from the lady that cleans our cups to the CEO to the chairman, to the shareholders; so giving people exposure so that they can develop their own relationships with those people, so it's not being fighter of all information, more giving people exposure, networking, getting them help.

Interviewer: The openness coming through again.

Interviewee: Jah, you've got to have that.

Interviewer: Okay. What I've done is I've used Steven Covey's four dimensions of what makes up a person. He focuses on physical needs, social, emotional and mental as well as spiritual, so I have used that as a guideline. You can feel free to share as we go along. I'm going to focus a bit on mental needs.

Interviewee: Give me an example of what you mean by mental.

Interviewer: A mental need would be something like stimulating your intellectual capacity, growing intellectually, thinking, planning

Interviewee: I tend to disagree with that. What you asking is what are the mental needs of a mentor, why they would do it?

Interviewer: Yes, I'm asking you to define what it means for you.

Interviewee: Jah, I mean, I don't really think about it, when I do it because I enjoy it and I do it because I get a kick out of seeing people succeed. Particularly young people because people are often patronising from an age perspective and while you do learn things from experience, young people come with a very different kind of view on the world which is not a wrong kind of a view of the world we can't do stuff like we've done in the past 20 years, because people who buy our products and interacting with our company, or a company brand are people that are young. So there's no reason and …

difficult … but it's, the people, there's no reason why young people shouldn't leave the company, so I'm going to answer your question badly, what it means I enjoy it, I like seeing people succeeding and I also like been challenged, so although I'm not old, I'm 31 I'm also very old in relation to one person who I work with who's 19 years old. And we have a very different view on the world, so it's quite nice for me to be kept up on my toes, about what other people are thinking, feeling and experiencing, so from a selfish I suppose that is something that I get out of it, that does challenge me to keep me on my toes …

Interviewer: But what you saying in a way is that it's not something that you think about it just happens, - it comes naturally.

Interviewer: No I don't think about it. I know it's negative - just carry on and do something. In a process kind of way, that's what I think we've done badly, in that mentorship hasn't been formal. You know as much as I hate bureaucracy you do need processes but it sort of happened ad hoc - very small group of people that have … not good. You know far more people at (*the organisation*) and the mentors … themselves … see that they can share … but jah, it's not something I think about.

Interviewer: Okay.

Interviewee: It's not something I think about. I don't sit down and think we must do x, y and z with the person. You know I have conversations with him I chat, you know see where they're at emotionally you know. One guy had issues, he was sleepwalking and then had to join a church, you know. That was interesting, because I'm quite cynical about that, so it's different from person to person.

Interviewer: I mean I just get the sense from you that for you it's really about being in a relationship and waiting to see what unfolds.

Interviewee: Absolutely, jah. And with some, some people from a grad perspective this year, it's, you know it's gone less well than it has with my other relationships because I

haven't had sufficient time to put into it and also because they didn't really need, they sort of found other things which is also fine so jah, whatever unfolds. Some I spend lots of time with and some I don't.

Interviewer: What kind of mentoring training have you received if any?

Interviewee: None.

Interviewer: Okay. Do you feel that there is a need for you to develop in some skills?

Interviewee: Jah, I mean in the same line what I have done I've spent quite a bit of time with someone called (*name*) whose a friend of mine, and actually quite good at executive coaching and does a bit of mentoring, and that sort of thing, so maybe through that I did get but no I haven't had formal training. For me it is about having conversations with someone, trying to, trying to understand your own prejudices you can't get rid of them all, so understanding that person. In terms of skills, you know more time would be good but that's not a skill and because it is about sitting with people and talking. It's about having the time and if you started you can't stop it. So if I have a conversation with someone and you know they have certain needs and certain things I can't you know, I can't back off and come back in 3 months time because they become cynical about your relationship so it is about having the time. I'm not, jah I mean I'm being arrogant now and say I don't need any skills, but I'm not very tolerant of people not helping themselves, so maybe that is something to learn some more and get tolerance for that.

Interviewer: … you feel like people need to take ownership for themselves.

Interviewer: Jah, absolutely. What I wouldn't want is a course on you know to be a good mentor you need to do x, y and z. I don't think I will do that because it depends on the mentor - mentee and it's always going to change. So I don't think there is a course that you can do.

Interviewer: Anything that you feel like you can do to improve on being self-aware or maybe … or more in there.

Interviewee: Jah, what I do is I read a lot. And I talk to lots of people, so you know I've got to keep that up … that is important to be sort of aware; Ja, I mean there must be lots of stuff that I should be doing to do it better, but I just can't think what it is now. I mean I try and expose myself to as much as possible because to help you have conversations with people so as much as I have used the example earlier of the young black male from a rural area, you know if that was my only attraction with young black male from a rural area it would also probably be a problem. So I do try and keep myself open.

Interviewer: Open, jah, jah. … again going back to this question, I think what you also saying is that people need to take responsibility for themselves and that's related to yourself. That you do your own reading, you

Interviewee: People got to help themselves. I mean you can give advise, a guidance, but at the end of the day the only person that can help you is you yourself, so you know and that's also, I don't think a mentor must take the role of, mustn't take that responsibility if the mentee fails or succeeds, you know you've had a hand in that but it's not your issue, you know, you must be careful about taking all the credit if someone does well and you must be careful about taking all the blame if someone doesn't

Interviewer: Taking over almost. Jah, jah.

Interviewee: We should not mould someone in your, in your, how you are. One thing that's been interesting is I had a very successful graduate working for me he was extremely well liked in (*the organisation*) and is also a very good performer and then it's quite interesting anyone else you work with, people try and relate that mentee to that one person which is also bad, apart from a mentee shouldn't be seen to be like a mentor shouldn't grow up to be like the mentor. You shouldn't have mentees being all the same, because they're all different people as well.

Interviewer: … because I think on some level you do have a very influential role over the mentee and they are still being weaned into the organisation that they tend to assimilate or they tend to take on some of the traits of a mentor which if it's positive great, but … and then on the other hand letting them be who they need to be as well.

Interviewer: Absolutely.

Interviewee: The next section focuses on your social and emotional needs. To be an effective mentor, what kind of social support structures do you feel that you need to keep you going?

Interviewee: Well I suppose you have to have your own, it can be very emotionally draining and probably should be if you're doing it properly, so you do need to have your own support network, you do need to be quite self-aware again about what you need to do to relax, so you know there's that old saying, well how you define extroverts and introverts, introverts get their energies from being with themselves and extroverts from being with other people. Now most people would define me as an extrovert although I think I am an introvert … I like being by myself because my job is being with people the whole time. So my down time is being by myself not with people so if I would spend a few days with grads away, with people here, you know I would make sure that I have a day or two off that I don't have any interaction so, I think from a social perspective you've got your own support network. Emotionally as I said that you don't take on, and this I'm not very good at, but you don't take on all the success or all the failure of the person. You know that you do allow them to make those mistakes or successes and be their own person. I've been lucky in that I haven't really had people who've done necessarily bad, but I think it's not something that I would cope with easy, because I would take it quite personally. So you have to be quite emotionally mature in allowing that distance as well.

Interviewer: Putting up those boundaries for themselves.

Interviewee: Jah, and for the other person, if they don't become dependent on you that they are their own person, they've got to do their own thing, but that you're there to provide guidance and to support and influence, but not to do. Jah, guidance, support, influence.

Interviewer: You quite like that hey?
Interviewee: I do, I must say

Interviewer: How would you like to improve on something that you said about creating a distance?

Interviewee: From an emotional perspective and social perspective, um, from and emotional perspective, probably not taking stuff personally too much. Also I'm a strong personality, so I, if I have a relationship with someone from a mentor/mentee, they are involved with my life and I'm involved in their life. Lots of ways, which is not always a good thing because I have the ability to very easily get you know, involved. Not everyone does that, so if I suffer a setback it might affect people in the relation quite a lot and I need to improve on anything, carry on, so from that angle I'm more aware there. But I told you Joanna, I don't know, I can't think, there must be many things. I'll wake up tonight and remember all the things that I should improve on.

Interviewer: Your physical needs. And again why I bring this is in is because I think it's quite important that we look at ourselves as a holistic picture, is there something that you feel that you need to do to keep yourself in tact, to be an effective mentor?

Interviewee: Jah, I mean one thing that I actually did this year with the grads as well, we … we had we did physical needs. We had massages there for them, and we actually combined it with not just physical needs, we had a woman who did crystal readings and for some people it was very traumatic. Some of the people … so, yes I mean people need to be physically healthy. We've got a gym here at (*the organisation*), which is going well and I'm very involved in the running of that and it's a good thing, so jah, people need to make time to be physically active. Whichever that is, if it's going to gym, playing golf or

tennis, they've got to make time to be physically where they're wanting to be. Not just, you know be okay mentally and emotionally and not, not physically.

Interviewer: Is it something that you find that you're okay with?

Interviewee: I don't have time, now started being more conscious about it because I don't but you know you can't say that you don't have time to look after yourself. So it's something I'm more aware of and I've got a long way to do them properly.

Interviewer: Something that I've picked up with the other mentors, that they very aware of what the availabilities are here and I mean *(the organisation)* has gone out of the way to provide all these things. Just a question of utilising them.

Interviewee: It's interesting because you know, we've got 300 gym members, very few … very few of them are managers, one, there are about five of them of which I'm one of the senior managers, which is not good on the one hand, on the other it's great.

Interviewer: Or maybe they using other, I mean other sources.

Interviewee: Jah, I think they go home to their children firstly.

Interviewer: Okay. How would you manage stress regarding your role as a mentor? If there is a situation that you find has become overly stressful or you find that you not managing.

Interviewee: Well I hope in the way that I deal with like most other thing is that I would contact you directly you know … but I would talk about it to the people concerned and sort it out and move on. Or realise that I can't sort it out and move on. I won't be stressed about it and carry on stress, I would talk about it. I confront and sort it out.

Interviewer: mentors are generally quite balanced?

Interviewee: Jah.… have to be. Jah … stuff that we're talking about now. You can't, otherwise you won't be able to have the relationship with the other person if you don't, if you have some kind of balance in your life. I mean the other thing is I mean I certainly don't always have balance but I think at least if you know when, when it's not and you know make plans or you're going to get there but that's okay as well.
Interviewer: And to reflect on it...

Interviewee: Jah …

Interviewer: Jah, jah. And how could your own physical needs be addressed within *(the organisation)*?

Interviewee: They are being addressed. I mean I'm spending more and more time at the gym which is good, and because of our location it's practical. Which is good, you know it doesn't have to be time consuming. And we have a good physical environment, so that's good as well. You know we've got spaces here if you have any need for interaction that's it's open so you can't just, we consciously planned it that way. You have to walk through there to get to the canteen. And there's lots of quiet areas with spaces so the physical needs I think are addressed. If you want space or who want social interaction, physical spaces that cater for them.

Interviewer: And it's just so nice to see how this parallels, I mean the branding in way parallels with what *(the organisation)* stands for. I mean it's an insurance, it's about living …

Interviewee: Well it should be about, you know it should be about gearing people and helping people, so we should have people who care about each other and themselves. People here, and that's a lot of what I've done in the past few years with the marketing and communications team. We can't have a brand out there that says one thing and internally it's different.

Interviewer: Jah.

Interviewee: So a lot of our work has been internally to align the internal brand with the external brand which we do have people that are sorted, that have so many aspects to them. But it is been caring; it is doing stuff long term for others.

Interviewer: Jah. Been consistent I suppose? Okay. What motivated you to become a mentor, apart from the challenge?

Interviewee: Well once again, I enjoy it and I'm good at it and I've had success with it, so that's good and I also think it's because I have gained a lot from other people, so I know the value in it. And know that you can get a load of good stuff from a whole bunch of people. Not just people who are CEO's or who allegedly corporate. You know I've gained extremely valuable lessons from people that on the social hierarchy are right at the bottom of the scale. But really contributed to helping me be successful, so I think it's being aware of that. But I know that I've learnt a lot from people as well. You know and a lot of the stuff that I wouldn't pass onto people or get to suggest to people and stuff to consider I've learnt, not stuff that I've thought of because I'm so clever and stuff but I've gotten from people you know.

Interviewer: How would you assess your own strengths and limitations as a mentor?

Interviewee: Strengths is that I'm well-networked, not just at (*the organisation*) but generally because I'm interested in stuff, so I can put people in touch with more people, so if they're interested in you know cars, I can get them to talk to that person. If they want to do floral designing I get them in touch with whoever, so that's a strength because it, often people are scared and cannot talk to that person and you know people are just people. So it's putting groups or individuals in touch with each other so that's a strength in terms of mentoring … What's another strength? I like, ja, I think another strength is that I do understand that you can learn from all kinds of people and that you can contribute to all kinds of people. Limitations as I said is I'm not tolerant and I don't accept second best or 98% is good enough. So people who I work with and people that are part of my life, need to be 100% as entry to the game, then I'm not tolerant in that so you have to, you have to have a strong personality to interact with me. And I, jah, so

that's probably a weakness, what else? I mean I'm a white Afrikaans male, so that's a limitation possibly if you weren't aware of that, but it's actually quite nice, because I do mentor black people as well. And so that's quite interesting, you can turn that into a positive so long as you're aware of your limitations. Other weaknesses, I get very frustrated that we don't have a decent way of developing our talent at (*the organisation*) and then I get very, I stomp my foot like a spoilt child, so that's not good. Jah …

Interviewer: Do you find that when you sit quietly with yourself and you work through points that you are to work or do you find that through participation you learn?

Interviewee: Participation and learn. I'm not, you know if there's something that's wrong in my life, I sort it out and move on, I don't sit and mull it over and plan, I address it and move on. And I don't really pat myself on the back because there are lots of other things that I should be doing.

Interviewer: Getting on with it. .

Interviewee: Jah, getting on with it, life's very short, as clichéd as it is. There's not time to sit…

Interviewer: What lessons have you learned during your mentoring experience?

Interviewee: Jah, I mean, and again it's probably a cliché, but it has, I mean I've had lots of humbling experiences, because as much as I say all these things and I generally believe them, you do think that you are really bright, really clever and you've got this … and then you'll meet someone and they'll you know say or do something, and then you'll think shit. So it is humbling from that perspective which is good. Jah, I have referred to a lot of it. One thing that I, that has been reinforced for me is that qualifications and all stuff like that is really very arbitrary to a large extent. It is about personality, it is about people and in particularly in the world going forward, so actuarial skills, accounting skills, all those things that are allegedly hard skills will be outsourced or are already increasingly outsourced to other countries, because it can be done far cheaper and far

better in other countries. Relationships with people can't be outsourced so having a higher EQ and those kinds of things can't be outsourced. So those are the hard skills, it should be going forward. You should, we should be able to have relationships, we should be able to talk to people, to be able to inspire people, to be able to be passionate about stuff. You should be able to ignite passion in others, because that stuff can't be outsourced. That's particularly in the developing countries, I think we need those heaps of people otherwise we won't be a success.

Interviewer: Is there anything else you'd like to mention?

Interviewee: Jah, well let me think, I mean mentoring as, issue here is that it, it, if you're a good mentor people think that's it's only, so there's a small group of people in *(the organisation)* that people would see as good mentors which is crap. As much as you know I'm good, and other people here are good, and I'm sure you've been talking to some of them, you know there are hundreds of other people out there that are also good in *(the organisation)* who won't think so themselves and who won't be thought of. So you've got to find a way, you know you can't say well (*participant's name*) successful with a few people because, you know of certain … and them as much as me. But you know, so and I might be unsuccessful with some people. I will be unsuccessful with some people. So it shouldn't, what I'm trying to say is if you're good with one group of people, one person doesn't always be good. You should find more mentors out there. And I think it's also, you know scary, it's just about having conversations with people. Trying to understand people, trying to explain yourself to other people, that's all its' about and taking the time to do that.

Interviewer: Would you say that being a mentor is something that's inherent or something that can be learned and that everybody's got the potential to be a good mentor?

Interviewee: That's interesting; I would probably say that everyone has the potential. I think everyone does have the potential, depends who they match with, where, what and how. I don't think it's something that only a few select people can. I think everyone can

and should be a good mentor because it is a way of growing yourself, from a selfish perspective. I mean it's like travel and reading and stuff like that. The more people do the less easier it will be to be prejudice because you'll understand so much more about what's happening around you. So people should talk more to people, they should read and they should travel and they should expose themselves more to all of those things. But what else about mentoring... I, jah I mean I also spoke a little bit about it but I think it's important that you don't just go to, so as a white Afrikaans male, I shouldn't just go to an older white Afrikaans male who I think is amazing so that I can learn to be like him. You should really understand that mentoring, you know I can learn as much from someone who's 20 years younger than me as I can from someone who is 30 years older than me. But gender, sexuality all of those things are unimportant. And in fact the more diverse have been the better. For me personally, you know I don't have one person that I spill my guts to, I have a few people that I consider mentors, some formal and some informal that I learn from and that sort of stuff.

Interviewer: From what I'm hearing you saying (*participant's name*) is that on many aspects a lot of people tend to assimilate with people that are like-minded people, just because they're agreeable and it's easier. For you it seams like it is about growing and about exposing, about going into unchartered waters.

Interviewee: Absolutely and then I'd also like to find people that can challenge you, because as I said I do have a strong personality, so I'm intolerant of people who aren't. So I do also myself need to be challenged, so if you talking nonsense, or stop it or whatever, that's important. Particularly for people that you trust and that you respect and you listen what they have to tell you when you're talking shit. Jah, I think mentors also do need to have those harsh conversations as well. It's not just about saying how you're doing a good job, and how good you are … And the best thing is you know if you've got issues, you've got to talk about it, you've got put it out. It's a lesson you know I've learned many times in my life but in *(the organisation)* it's been great because my direct boss, you know enforced that in the first week or two that I started working at *(the organisation)* for her. As someone external who had an issue with me, she said well, don't talk to me about it, talk to him about it, because he has to sort it out. If you don't

get anywhere then come and talk to me, which is very valuable. So you know, don't bitch about people to others around them because you've got to talk to person and confront them. And obviously sometimes it's extremely difficult but if you don't the other person doesn't have the opportunity to fix it, which is unfair. So you've got to be able to, you've got to give people the opportunity to defend themselves … or explain themselves. Because you know If I told you that you, that you're been an arse, you're either going to say to me yes sorry, or you're going to say, no I'm not because x, y and z. Both are good outcomes you know. What's not OK is going around telling everyone else

Interviewer: It's about the relationship again, because…

Interviewee: Absolutely, being direct with people. And being direct in a negative kind of way, if you want to see it like that with people that you really like and respect. So I don't take it negatively at all when my direct boss or our CEO would talk to you about negative things. It's not a negative, as I said, either you must say, stuff you, it's not because x, y and z. Or I'm going to think and say sorry, yes, and move on. But both those things allow me and them to move on. So it's not a negative when you have those discussions, I mean it genuinely shows that you care. We do need to take time to reflect, because none of us are perfect … as well, you know none of us are perfect. And you do need to be challenging particularly when you do have strong personalities or when you have influencing roles, because otherwise it becomes too much about an individual. So and that goes across the board - when you have a general manager, HR, CEO with a strong personalities, and good people, challenged, especially those people. So jah, it is about relation it is about conversations. I mean none of this is rocket science, we turn it into really complicated stuff but it really isn't.

Interviewer: Do you find that having a more formalised mentorship programme would be more, would work?

Interviewee: … I'd love to find something that does work, because process very quickly becomes bureaucracy. That's unacceptable, so, and it kills innovation, it kills people doing things differently, so if I have to be a mentor, these are the competencies I

need to know, I'll have to shoot myself because that's just not acceptable. I don't believe in, here are the competencies, so we need someone who will tick or

Interviewer: Tick from a checklist.

Interviewee: If I, if there was a list of competencies, you know at (*the organisation*), I wouldn't have been employed, nor would half the people here. Saying that, you do need process, but you must be careful of what processes you have in place so that they facilitate you know all the innovation and conversations and the relationships, but they don't become bureaucratic. Jah, in fact I was told … leave when I shouted process must you know facilitate what you're trying to achieve. It shouldn't be a hindrance. So yes I think we do need something a bit more formal, because ad hoc is also not good. And we too big an organisation and it's impossible, and many others that think that we're so big. But you know 12 hundred is not that unmanageable. We do need to have some kind of a way to handle, handle our relationships I suppose in certain aspects, because it doesn't come naturally to everyone. So you've got to provide some training, so once again I'm lucky in that the area that I work in and it's part of our job is to create platforms for people to have conversations. So those range from, and in fact it's probably worth mentioning as well that in my actual job, and I look after the internal comms area, and there are … people that work in that area is to provide platforms for people in (*the organisation*) to have conversations; whether that is to take people to sports events or the Pavarotti concert; or whether there would two people or five hundred people, it is providing platforms for conversations so that you can have happier employees so that you can have better bottom-line results. I mean we're not doing it because we're you know all nice people, but that is to have better bottom-line results. That is a form of mentoring as well; you know to provide those platforms for the conversations to happen. So the long answer is to say jah, I think we do need to be a bit more formal about it without becoming retentive about it. How I don't know, because I would be the first one to be very negative about it, cynical and hesitant because it can kill spirits.

Interviewer: Structure

Interviewee: But at the same time it might also give a whole bunch of people an opportunity who have never considered themselves as mentor support, sure I could do that, why not? That might be worthwhile. Jah. If you got anything else, drop me an email, or give me a shout.

Interviewer: Thank you very much.

Interviewee: It's a pleasure, good luck with all your studies.

End of interview

Appendix 7

Transcript 5: M3

Interviewer: Your position at the organisation?

Interviewee: (*position*) manager

Interviewer: Okay. And your job function?

Interviewee: (*X)*.

Interviewer: Is it a particular business unit or?

Interviewee: No, no we operate right across all over our businesses. (*X*), throughout the organisation, throughout the (*X*) organisation, so that would include, partners, anyone we have business dealings with. Administrators, all sorts of people.

Interviewer: Okay.

Interviewee: And a few (*X*) outside that as well.

Interviewer: Okay

Interviewee: And we do work for other (*X*) companies as well.

Interviewer: Age; there are different categories – under 25, between 26 and 34, 35 to 44, 45 to 54, 55 or up?

Interviewee: Jah, it's 55, just on the border there.

Interviewer: Home Language?

Interviewee: English.

Interviewer: Marital status?

Interviewee: Divorced.

Interviewer: Okay, How long have you been employed at *(the organisation)*?

Interviewee: *(the organisation)*, four and a half years.

Interviewer: The duration of your current or most recent mentorship relationship?

Interviewee: We have ongoing mentorship's, I mean that's, depends on what you define as a mentorship. We've, I've got 3 learners reporting to me at the moment, that's now excluding staff in terms of most of the staff we're taking here we had to develop ourselves anyway. But I have 3 learners that report to me and they started in February this year, but in fact they actually reported to a lady that reported to me; a young CA that was reporting to me, but unfortunately she left us in May, so I took them over. So really from June I suppose. In fact jah from June. Beginning of June.

Interviewer: You are saying that internally you do have your permanent staff members that you also

Interviewee: Mentor as well, that's correct.

Interviewer: Has the mentoring relationship been something that's been quite formal or has it been a volunteer

Interviewee: No, I think, I think in terms of staff and I had staff changes, I had a lot of staff changing over, change over, it's generally been more on a voluntary basis, but with the learners, 3 learners I have, that is formalised and in fact I've tried to make the processes as formal as possible because it's part of their learnership. They're actually grads. All 3 of them are grads, and it's part of a 2 year mentorship or 2 year learnership

it's outcomes-based education and at the end of that they'll come out as audit technicians and some of the auspices of Bank Seta and also IAA which is Institute… Auditors.

Interviewer: Okay and how long have you been a mentor as such?

Interviewee: That's an interesting question; I'd since I've been at *(the organisation)* there's always been some sort of mentoring role, so it's been like four years. Prior to that I mean, much more sedate company I worked in before, had a nice cushy job.

Interviewer: So really what you saying is that from the beginning you were already involved with being a mentor already.

Interviewee: Somewhere along there, absolutely.

Interviewer: What qualities are necessary for you to be a successful mentor?

Interviewee: I think to be a successful mentor and what I've discovered in the past is you need, I think you have to have good communication skills. And I think you have to be, you have to be people-centric almost, but you have to be firm. So, and they like framework, whereas we're a very undisciplined company as you can see, so we don't work in a disciplined framework. We don't work in a framework, but with the, with students and that, you need to have a framework. They can't operate outside that …

Interviewer: … structured guideline how they need to do things.

Interviewee: Yes, I mean like for example what we do is, every two weeks we have formal meetings and they each get to chair it on rotation. We talk about everything they do is documented in someway. It also supports the outcomes-based education concept of building up portfolio evidence, but everything has structures. So you have timetables and plans and everything else. They relish that. And it kind of goes back to spoon- feeding a bit, where as with my own staff it's a lot more, it's a lot less disciplined, a lot less structured and it's all adults in that kind of basis, so jah it's different.

Interviewer: And if you have to compare this relationship to any kind of managerial position?

Interviewee: In terms of the mentorship no. It's different. As I say I assumed the role because of, you know, by default. In fact I suddenly discovered I was out on a, sent off to go and do a couple of weeks training**.** Suddenly found I was been shipped off to go and become an assessor. … Outcomes based … ***Cell Phone Interruption*** and in fact that was a bit of a problem because in fact we haven't really always got the time to devote in that sort of way, so jah, it's by default as I say that I've really landed up with the learnership programme. But it's fine. Works well.

Interviewer: And as a manager versus a mentor within a permanent staff relationship?

Interviewee: The relationship's different, absolutely different. I think ones, ones involvement is more detached in a learnership role, but jah, I think you have different types of mentors. I think you have, and in fact we do have different types of mentors, so I tend to manage them, but I mentor them as well in terms of any problems or issues or whatever, whereas with more informal mentors which they have and we've made them to go and make sure that they tend to be more of a sort of buddy kind of mentor. You got problems, come and talk to us. If they have a problem they will come and talk but also when it's necessary to discipline or to come through for me as well. So it's kind of mixed role.

Interviewer: Marring the two, jah.

Interviewee: Jah, absolutely, so it's managing and mentoring

Interviewer: Okay. The next section what it focuses on understanding what your needs are as a mentor and I'm trying to understand what makes the mentor tick.

Interviewee: No sure, I will concentrate in terms of answering in terms of being a mentor rather than a manager okay.

Interviewer: Okay. What I've done is, I've used Steven Covey's four dimensions of how …

Interviewee: Whoever the hell he is!

Interviewer: Jah, He's just divided the person's way of being holistically and quite systematically as well. It's the person's mental needs, social - emotional needs, as well as your spiritual and your physical needs.

Interviewee: Sure.

Interviewer: Okay, I'm talking about your mental needs and what really keeps you going. And thinking about you as a mentor and providing that service or that relationship to your mentee.

Interviewer: Sure.

Interviewer: How would you define firstly what your mentoring-mental skills would be?

Interviewee: Jah, I'm just trying to think how to answer that question. You say in terms of skills. Mentoring skills. Sorry just try that question again, I need to re-focus on it.

Interviewer: Okay, how would you define what mentoring skills are? And I have given you a guideline.

Interviewee: No, no sure, jah, but I don't want to look at your guideline; I want to look at it from my perspective. Being a mentor actually is, I think it's taking someone, it's almost a coaching kind of issue, it's taking someone and coaching them to some extent with life skills. It's not necessary training or educating, but providing life skills or in this sense, more business skills to operate within a business framework, so that's really what I

think mentoring is. It's also a support system by which to, by which if they have issues or problems then they have, they need to know that they've got the support to get those resolved. To assist them in making the right choices and sometimes it goes further. It means, I don't mean it in an autocratic way, but sometimes one has to make the choices for them. Almost push them in that direction, because you know, obviously having been in the business or in the industry for many years you know where they should be going and what they should be doing. And also getting them to challenge themselves, I think that's got to be important, so we try and stretch, or I do anyway, I try and stretch my team or my learners as much as possible so that they can grow, because that's really what it is all about, and so it's, there's a mixture of almost feminine kindness and nurturing, but there's certainly a masculine role for that where you need to actually push and actually get them to really sort of grow.

Interviewer: Now related to the same question, for you to provide these aspects to your mentee, what kind of mentoring training have you received for yourself if any that you think could facilitate growth?

Interviewee: Okay, well there's obviously many aspects to the answer. The first aspect obviously is the knowledge of the business. I've been in (*X*) for about 16, 18 years, in this company and previous company, the company I worked for. I've had staff reporting to me for I don't know, since I was in my early 20s people have been reporting to me. So obviously one learns some people skills over the time, one obviously tries to keep up with changes in dynamics of management and that, so obviously one goes on training courses and one take opportunities when they arise. One reads a lot, one understands current cultures and I understand the cultural difference between the X Generation and say the Baby Boomers where I sit and … the current … and Indigo Kids which are coming next and which are totally different and again I really throw the X Generation to the wind. It's very, very different. So I think one has to look at that. I mean, one has to accept that the youngsters nowadays don't realise, or don't see things the same way as we do because everyone wears a mask anyway and everyone sees things through almost a generation mask as well. So you have to look at things in context to what they see. Jah but the inherent qualities of people, to always remain the same, I mean that's the one thing. But

jah, I think it's really life skills, life education, being in the business for many years, having trained and managed and been involved, but on top of that I mean, we do go on training courses from time to time in mentoring. I have been on several over the last few decades. And the last one I've actually attended was just before I took over the learnerships, I was one … and they have an outcomes basis education programme without mentoring and I spent some time with that. But in fact I'd missed most of the mentoring programme, most of the mentoring training for this particular programme, because that actually took place earlier in the year, before the learners actually arrived, so, but jah. I don't think I have found any deficiencies I think we now have a much better process than we had before and they've got very clear guidance and they very happy and they went from floundering and we had a lot of concerns from HR department from the time I took over to the point now where they're very happy, they all settled and results are showing good marks, they showing good, their attitude's improved, they feel focused and you can see it coming out in their work and now we getting lots of praise coming through, so, so yes, I think our mentoring style's working at the moment for these guys.

Interviewer: Sure. And in terms you, are you feeling quite content with your own internal structures of having to keep things going for yourself, like reading, like going on these courses, or do you feel there is something that you can still work on?

Interviewee: I think one can never say that one has enough learning, that's one of the things I do as a hobby, I actually try and study, so, and I don't think I specifically focus on (*position*)-related or mentoring-related subjects but study to me is important, so over the years I've accumulated lots of silly qualifications like, I'm actually a certified estate agent for example and various other things, because of the fun of doing it. You know I'm busy with my sort of my FIDHASA exams at the moment, so I'm hoping to be, well

Interviewer: … is it?

Interviewee: It's basically, no it's a federation, basically it's a federation guiding and it's basically catering industry. It's really to do with being a guide in a sense that you can take people on tours, you can tour operator,

Interviewer: Oh wonderful.

Interviewee: You can take people from overseas and you allowed to show them around and in fact the reason for that is it comes from my hiking background because I do a lot of hiking where I'm a hike leader and in order to be a hike leader in certain national parks one has to have certain qualifications, so everything's getting regulated including hobbies like hiking. So that's part of the reason why I'm doing that. But also, it's got advantages; I mean 2010 it could be quite interesting to go and take some tours around … fish river canyon or whatever and take some people there. But jah, so, so jah I think learning has got to be a life long exercise, you never stop learning and the moment you do I think it's time for the old box.

Interviewer: It's quite interesting for me because I, what I'm picking up here and what I'm picking up in the trend is that most mentors that volunteer their service are really people that are inherently wanting to grow for themselves, a constant learning for themselves.

Interviewee: In this specific case this wasn't something I did voluntarily it was something that I acquired because of the fact it fell to one of my staff members who had left me, so but I have over the years mentored anyway and jah I'm quite happy in that respect.

Interviewer: Could you have terminated if you felt that it wasn't something that you could have …?

Interviewee: Sure we actually looked at terminating the programme; I must admit that it was something that was considered. We have our staff or fairly all new people, they fairly technical in terms of being (*position*)'s or highly qualified people, but the problem

being that they don't have the (*organisational*) knowledge and then I have to spend a bit of time with them, so there's been a bit of a stretch to handle them and also to handle all the learners, so we actually thought about it. We probably put on hold having another learnership programme in the coming year, but not so much because of capacity to handle them, it's capacity in terms of work. Because the biggest problem one has, in fact with mentoring, the biggest problem one has with a learnership programme is finding places for them to operate where they can feel comfortable and people are not going to be critical because you have to keep the normal business processes flowing and there's a cost attached. We actually charge out for our services, so to take some learners and attach them to some of our partners, I mean they'd freak, so you have to get a bit of a balance there.

Interviewer: Okay, the next section focuses on social and emotional needs. Those would be things like your relationship with significant others, having empathy, having awareness of somebody else's feelings and …

Interviewee: Sure.

Interviewer: Okay, and again, it's about the relationship as a mentor, mentee. What kind of social support structures would you feel you've got, or that you feel that you need to keep you going?

Interviewee: To keep me going? Well I mean, basically I'm not married but I mean I, that's probably a choice but I'm living with the same lady for the last nine years. She's a Portuguese lady. And to show that, I mean obviously her family is my family as far as we're concerned. So yes we, and I have a mother that's staying with me, so I think if I wasn't very tolerant towards people that would never, it would never have, never exist and her family, they come and go. Where as my family are probably much less, you know, lower involvement, jah.

Interviewer: Okay, so … that family is quite important for you.

Interviewee: I think family is important. I think people are important. Jah, I mean I had my hiking buddies and so that's like every week we go, weekend we go hiking. But jah, I mean I think our support structures' good, home structure. And the same in the business, I think relationships are very important. I know I have very good relationships with many, many people at (*the organisation*) probably much more than, probably in the top ten percentile of, in terms of relationship building because that's something I found when I came to *(the organisation)* and I was relatively old by the time I joined *(the organisation)* so I made an effort to actually meet people and to get to understand what their needs are, so, and the time the department was in serious trouble in terms of image and now we have very, very good relationships right around the business. Look there are some areas you'll never win, and we are you know, there aren't always going to be a few … but generally speaking I think we have very, very good relationships and I like to think that's part of building those relationships.

Interviewer: Which emotional skills do you think you need or mentor needs to be equipped to deal with that relationship?

Interviewee: I think you've got to have, you've got to have empathy. You've also got to be; I think you've got to sometimes be a little bit strong. I think you need to have a mixture. You know, the qualities to be a mentor you have to have many, to be a good mentor, you have to listen to people, you have to understand the needs. You have to understand what motivates people, you also have to understand what they need and you need to be in a position to try and help them achieve those goals or objectives or whatever. But you also have to be a little bit of everything. I mean you have to be a bit of a doctor, a nurse, a legal attorney, whatever because you know they come with all sorts of, in fact, jah, in a real mentoring situation you find people come and ask you anything, from how to handle their boyfriend, to how to sort out an insurance problem or a claim or a tax problem or whatever. So you have to do a little bit of everything. But I think at the end of the day, if you give empathy and if you, and I think the other thing is consistency. Got to be consistent. And you've got to, I think you have to, it depends on the relationship, as a manager say I'm much closer in some ways to my own staff, where our relationships are more, are more on a friendship basis kind of, you know the relationship

is much stronger. With the learners they're a little bit more distant, but they need, in this particular case they need it and as accompanying time goes by I think they would change, but they need to have that almost distinction where as their friendship mentors, you know the mentors that are there almost as buddies, those relationships are a little bit different, so I think you have different types of mentoring styles.

Interviewer: Do you find that you've defined those roles, to your mentees?

Interviewee: They know the roles, everyone knows the roles, it's done through, it's not done in writing, we don't write, I mean (*the organisation*) doesn't formalise anything and we certainly wouldn't waste our time doing that, but I think through action and actions speak louder than words … and I think that comes over clearly anyway in terms of that.

Interviewer: Is there anything that you feel you need to improve in terms of an emotional or social situation that could assist you here either at *(the organisation)* or externally that may impact on your relationship?

Interviewee: With the mentors … with the learners. No, you know one of the qualities I think one gets from been older I guess is you learn a lot more tolerance. You know, look, I think one could probably try to be a little bit more, a little bit more tolerant. But jah, I don't think you know, I think that would probably, but I think, I think in terms of the workplace I've actually kind of as tolerant as possible, I think if I was more, I think then it would be a weakness, no, but I'm using, I'm saying tolerant but I don't think it's really the key. One of the things always concerns me, if one doesn't know ones weaknesses one doesn't know where one is and certainly I've got lots of weaknesses, but I don't' think it comes through in terms of my relationship with my learners.

Interviewer: Perhaps if you can think of any, maybe your attitude or your personality, something that inhibits the person from coming in and saying you know what, I actually have a problem.

Interviewee: Jah, I think as I said to you before, we've kind of defined several roles for mentors so, so I think there would be a little bit of a reluctance if it was something sort of small or petty, but certainly I think the relationships are good, it will be interesting actually if you were doing this in reverse, I think we're actually talking to the learners to see that, I'd like to see what kind of feedback because it may not be the same view.

Interviewer: It gets interesting because then you can reflect.

Interviewee: Absolutely, no absolutely. Jah I think sometimes maybe the biggest problem I think we have is time. And it's time management and that's a serious problem in our area. We don't have very formalised basis of working. Our previous company had spent lots of time and effort and programming is one of my hobbies as well, and we bought beautiful computer systems and I spent lots of hours programming and everything was very formalised and worked very nicely from an auditing perspective, here it's a very informal process. It's very unstructured, which is in keeping with the *(the organisation)* way of doing things and I find it a little bit frustrating. So there's not always a lot of time to spend with them, so sometimes one has to be a little bit more totalitarian, I don't want to use the word. One has to be a little bit harder and say you know, and make them sort of do a little bit more for themselves and also sometimes say well look you know, you don't have any choice in this, you have to do it at the end of the day. Whereas one would really to spend a little bit more time actually sussing it out, but we have these biweekly meetings and then we have, and then I do lots of different processes and with them we do appraisals, we sit down and we discuss things on a regular basis, so the channels for communication are always there, they know when anything happens that they have to come and chat to me, they have problems with any of the people who they doing work for me, because they've been, give them to various members of staff to actually to do assignments for and they will come running to me so

Interviewer: So they know where they need to go?

Interviewee: They do know where they need to go. But I think jah, there obviously is a level where below which I don't get involved, but they actually an independent lot, I

mean we talking about guys with degrees, that you know, that, and for them, and for these guys, most of these are really disadvantaged people. For them to get to that level, you know it shows they've got a lot of guts and determination. So you in a lot of ways, they're in a good environment for development and growth and a lot of what we've instituted, the guy, the person that's actually responsible for the programme for the learnership programme has got about 50 or 60 learners, the assessors throughout the banks and insurance companies etc. He's actually picked our area now as a model for a lot of things we're doing here and he's now getting the other areas to do that. So I think we're on the right track.

Interviewer: Track, sure, excellent. Physical needs, is there anything, you say you're quite an active person, you do your hiking…

Interviewee: Oh no sure, I'm very active, I mean I go to gym every single day of my life, I wish I could lose a bit more weight, jah so, jah physically I don't think that's a, but I think when you get older, I mean this week I've been to about 3 cocktail parties I can feel my energy levels are not so great and then it means I have to go to gym in the morning instead of night time, so you know you get this long stretched day. But jah, I don't think physical is a problem.

Interviewer: Sounds like you're quite aware and you know what you need to do to take care of yourself.

Interviewee: Oh absolutely.

Interviewer: Okay, and you as a mentor, if there is a stressful situation, be it that either you working over hours and it's year-end and this mentee has this problem …

Interviewee: … One of the reasons why I work in auditing is because there is not year-end. Okay, I use to be an accountant and I hated it and this idea of regular processes, drives me dilly and having year-ends, I mean really, I did one year-end as an insurance auditor and I really wasn't interested. It's just and that's why we sit here, because we

don't like cycles like that. I'm more a developer than I am a routine person, so I like to do a bit of systems and that's why over the years I've been a programmer, I've been many things, and a lot of my software's run by other insurance companies. So that's what my interests are, is developing things, and it's programmes as one of those, but I wouldn't like to do it too many years in a row. So I like to develop things, it's a strength.

Interviewer: So if there is any stressful situation that arises and …

Interviewee: Jah, look, we do get stressful situations because we, we obviously have to build ourselves, we find through our results we had a continual flood of people coming in and leaving. I mean it's driving me absolutely dilly, and it's, it's you know, I've had about a string of about 3 or 4 people that have come through my department and have left after 2 or 3 months and there are a couple of reasons for that. The last 2 you know, we've actually tracked later that they had jobs already so they just use us as scapegoats, as stepping-stones. But I've got a CA with me at the moment who's looking to work in the business area. You know I said to him upfront I need you to be in my department 2 or 3 years, I had to put lots of energy into you as a CA you absolutely useless to me because you don't have any insurance knowledge, you know you've got, all you've got is certificate that tells me you got ability to learn, and I need to train you. So there's been a lot of stress like that. The other thing is, obviously with B.E.E programmes and things I guess it's also a major problem, trying to find the right sort of candidate, but we've got to be very successful in our section. I mean most of my staff are black and like I say we really, really good people coming on board in future that are black as well, they really, really good. So I've actually come to the conclusion that they actually far better than former white staff I had. I mean really, really much better and less, almost less, the younger generation, if you get them young enough and you train them, they are far, they don't jump jobs like you think they do. They're far more loyal, absolutely. (*The organisation*) culture, they really love the (*organisation's*) culture, and if you say to them I want you to be here for a couple of years, they're here for a couple of years. So I'm gradually realising that, but the whites start they still haven't got over the days that they can sort of pick and choose and whatever, so it's a rude awakening coming for some of them.

Interviewer: I do get a sense of belonging here and that *(the organisation)* has taken care of it's people, like they stay here after hours and do your gym and …

Interviewee: Absolutely. Jah, sure.

Interviewer: Okay, what motivated you to become a mentor?

Interviewee: No choice. I mean the motivation was simply that my subordinate left, the young CA.

Interviewer: Prior to that

Interviewee: Jah I'd say from time to time when I have mentored, it's really been, and I've mentored different roles you know it's not people in my own department, it's people in other departments and things like that. I've always, I do believe you need to put back and developing people has got to be a very important thing, the thing that's nice about developing people and getting involved in training is it's best way to learn yourself, so you get a lot back from it and also it's a sense of achievement. And it fits the profile of my personality that I like to develop things rather than sort of going, rather than run things, if you know what I mean.

Interviewer: Just building up.

Interviewee: Building up things, jah, is more my style. I mean I'm a home-builder as well believe it or not, so we …

Interviewer: You've got your finger in all these pies!

Interviewee: Jah every weekend I have a couple of builders and we build something

Interviewer: Okay

Interviewee: So, so …

Interviewer: I have a flat to be fixed so …

Interviewee: Jah I've got a number of flats and in fact I've spent time, but jah. So jah, that fits, all fits into the same profile, developing and building things, whether it's software or whatever. I like to make things, also people is part of that. I like to make good insurance auditors.

Interviewer: Okay, how would you assess your own strengths and weaknesses. I know we touched on that a little bit earlier.

Interviewee: Jah look, I've got lots of weaknesses, jah, some of the weaknesses I've overcome because in fact English was one of my biggest weaknesses. This company, well here there is report-writing here, it's standard here is really, really very high, so I, over the years that's a weakness I've really overcome as a result to having parents who are Afrikaans and Scottish and that so. But so that's been overcome, but jah, I'd say my biggest weakness maybe is tolerance. Is a problem, when I say tolerance I don't mean in terms of creed and colour. It's people that not performing I think it's got to be a problem I have, but I do I have overcome that to some extent.

Interviewer: You want to see results.

Interviewee: Jah, the other thing is my personality. We do one of these group management things - goes from been a very amenable person to exceedingly dictatorial in the event of a crisis and if, I realise that is, it's a weakness and it's a strength and one has to make sure that one balances that because you, I think, I think and here, that's why I like working in (*the organisation's*) environment, we don't have crisis, 'cause when there's a crisis I become a slave driver, I must be honest. That's another reason why I like to work in this environment. Jah, we all have lots of weaknesses. Vacillating might be a weakness as well. I think we all have lots of weaknesses.

Interviewer: Going back to the question, what kinds of things do you do to sit and say well I need to process what has happened, should there have been a crisis or a backlog or the results not having come out the way you would like them to have.

Interviewee: Jah, I think basically, we don't, you know, I don't think there is a lot of that, I must be quite honest, I'm not a person that reflects a lot. I think you try to, if you do something wrong, that's it, you know, you make sure you don't do it again in the same way. So the reflection isn't really there, obviously there's certain emotions that are very disappointing result in certain emotions one has to go through, disappointment, you can describe them as big as you like. But jah basically I'm a very optimistic person, and I'm sort of very positive most times, so I don't actually feel too, again looking back, I've never really felt too concerned. I try to be fair and there are times where, for example I've had to discipline people. I mean I've been chairman of all the disciplinary committees and I've done all that kind of stuff, as long as things are done fair and people are kept informed and processes are transparent and everything else, if one doesn't actually always do, or achieve what one wants, one can live with it and I think that's the important thing. Is to be honest to yourself and to others, if you can do that then, then it's not really a problem. So one doesn't need to dwell on it. But jah. I don't know how else to answer you question.

Interviewer: Jah, no that's great, that's perfect. What lessons have you learnt during this mentoring experience?

Interviewee: Okay, if I look at the current one, I would say, that If I was to go back, because there was bit of a learning curb when I took it over, the first thing is that there has to be a proper programme in place upfront. You can't just inherit a whole lot of learners, and their structure wasn't very well considered upfront, there was, very nebulous, (*the organisation*) said we going to take on all these learners throughout the organisation and take them on. In our case these are more professional people learners because they’re degree learners, whereas most areas the learners were matric learners. But in future actually the only going to go for grad learners anyway something the company’s decided. So these guys came in here and then the next thing is there was a

grad programme and then there's the learner with degrees, so they actually obviously felt very, very peeved about it. So I think definition of, of the different, or upfront, there needs to be more clarity as to the kind of role. You come in as a learner, and the fact that you've got a degree you have to accept that you're getting that as an opportunity to get business experience where the other grads have been taken, because they're so exceptional in some way that you want to take them into your business and train them anyway. So there has to be a differentiation and they have to know that. And that was something they found very difficult to actually…

Interviewer: Accept maybe.

Interviewee: Accept jah. Absolutely, so I think there has to be more structure, the programmes have to be more structured. There's not doubt about, I mean now I've got a very structured process. I mean they got log books and there's certain work they have to undertake and for the first half this year, they'd achieved virtually zero, and now we've got it moving and we actually caught up to where we should be and next year will be easy. So there must be structure and this is, having these regular meetings, having frameworks and you know, and everything's set out, and getting them involved. They actually run the meetings themselves and I just sort of sit there and they take their turns to take minutes and to actually run the meetings and chair the meetings, produce the minutes, distribute it and everything else and we just, I just sort of kind of quality control it and in fact I even delegated that some of that to one of my other employees now, and it runs fine, because they like framework. I keep stressing that.

Interviewer: Is there anything else you'd like to comment on that I haven't tackled or perhaps you'd like to add, in terms of being a mentor, your experience as a mentor.

Interviewee: Jah, I think one needs to, I think, I think the biggest thing is that I've actually realised one needs to understand the personalities of the individuals. 'Cause everyone's unique and different, so one has to kind of tailor things a little bit along those lines, and you can't take this sort of blunt approach, I mean it sounds like I'm structured and everything else, but you've got to go past that, you need, you need to make sure that

for example, each person has a different eager and a different way of responding to things, so you have to look at it in terms of that and I think that's kind of a problem that a lot of people have and that's something I identified earlier in the year when I started getting involved is that they're all different, so the motivations and what drives them is different. You either got to handle in that and it seems to work a lot better as well, so that's got to be a very important part of it.

Interviewer: Well that's basically it, I thank you very much for you time.

Interviewee: It's a pleasure.

End of interview