THE MARKETING SOCIETY

THE SCOTLAND MENTORING PROGRAMME

Mentor & Mentee Guidelines

MENTOR GUIDELINES

1. The nature of mentoring

Mentoring provides space for thoughtful, open leadership conversations. It is not counselling or therapy. Mentors offer insight, perspective and honest reflections drawn from experience. Decisions, actions and wellbeing remain the mentee's responsibility.

2. Your role as a Mentor

You are invited to:

- Create a safe, open and confidential space for discussion.
- Listen actively and ask thoughtful questions.
- Share reflections, experience and practical leadership perspectives.
- Challenge constructively and encourage self-awareness.
- Keep the session focused on leadership.
- Empower the mentee to decide their own next steps.

Follow-up conversations are optional and at your discretion.

3. What this programme isn't

- Coaching, therapy or psychological advice.
- A chance for job referrals, introductions or CV support.
- An opportunity for pitching or commercial discussions.
- A space for tactical marketing advice, platform-specific instruction, detailed problem-solving or specialist consultancy.

MENTOR GUIDELINES

4. Before the session

Your mentee will:

- Contact you directly to arrange the session (ideally within two weeks of receiving your details).
- Send a short agenda / pre-brief at least 48 hours in advance, outlining 3–5 topics or questions.
- Confirm logistics clearly (virtual or in person).

As a courtesy, and to support smooth scheduling, please reply promptly where possible.

If you do not receive a pre-brief, you may request one. If you hear nothing, please inform the team so the issue can be addressed.

5. During the session

Aim to:

- Begin by clarifying their objectives.
- Explore their topic through questions and reflection.
- Offer experience where relevant, without directing decisions.
- Keep the tone open, respectful and constructive.
- Encourage the mentee to share updates in future.

MENTOR GUIDELINES

6. After the session

You may:

- Share useful resources if you wish.
- Encourage the mentee to share updates.

7. Confidentiality

Everything discussed must remain confidential to protect the integrity of the programme.

If you need help at any stage, please contact scotland@marketingsociety.com

MENTEE GUIDELINES

1. The nature of mentoring

Mentoring offers honest leadership perspectives, space to reflect and clarity on your questions. It is not counselling or therapy. Mentors cannot provide psychological support, and your decisions and wellbeing remain your responsibility.
This is not coaching and not a long-term mentoring programme.

2. What the programme is

- Up to four 1-2-1 sessions.
- A confidential, supportive space to think clearly.
- A chance to explore challenges and reflect on your development.

3. What the programme isn't

It is not:

- Coaching or therapy.
- Job-seeking support.
- A route to introductions or referrals.
- A pitching or sales opportunity.
- Tactical marketing advice, platform-specific instruction, detailed problem-solving or specialist consultancy.

MENTEE GUIDELINES

4. Your responsibilities

You must:

- Reach out to and respond promptly to mentors.
- Prepare well before each session.
- Communicate clearly and professionally.
- Respect mentors' time.
- Keep all conversations confidential.

5. Preparing your pre-brief

Send your mentor a short pre-brief at least 48 hours before your session.

Include:

- A short paragraph for context (your background, current role and situation).
- 3 – 5 leadership questions or topics.
- Any examples you want to explore.
- Whether you want broad discussion or targeted feedback.

6. Choosing your topics

You may:

- Explore one theme with all three mentors, or
- Choose different themes based on each mentor's background.

MENTEE GUIDELINES

Common themes include:

- Managing upwards, downwards or sideways.
- Influence and impact.
- Leading teams.
- Handling challenge.
- Career reflection and direction.
- Building confidence as a leader.
- Leading through change.
- Work/life balance.

7. Scheduling your sessions

You will:

- Contact each mentor directly and promptly using the email details provided by Stacey Telford-Grimmer, Programme Lead.
- Please schedule all three sessions within two weeks of receiving your mentor list.
- You are free to choose when the sessions take place between March and October. Some mentees prefer to space them out (for example April, June and September), while others complete them in close succession. Both approaches are fine.
- What matters is that all three sessions are confirmed early and completed by October.
- If you need to cancel, please give at least 24 hours' notice and reschedule quickly out of respect for your mentor's time.

MENTEE GUIDELINES

8. After the session

We ask that you:

- Send a short thank you to your mentors.
- Share a brief reflection, update and testimonial.
- Complete the Society's feedback form.

Follow-up conversations are optional and at both your and the mentor's discretion.

If you need help at any stage, please contact scotland@marketingsociety.com