

# **Weston Jerwood Creative Bursaries Mentee Handbook**

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## Welcome!

Welcome to the mentoring element of the Weston Jerwood Creative Bursaries programme!

Together with Arts Emergency, we're giving each Fellow the opportunity to connect with somebody you admire and have something to learn from. We want everyone to have some time for one-to-one connection and guidance outside your organisations, to reflect on your experiences and identify what's next for your artistic practice, life and future career.

The aim of this part of the programme is to help each Fellow source a mentor you trust to listen, help with specific knowledge and skills, to keep you motivated and have your back, or just hold friendly space for you. We know that carving out time for personal and professional development might not come naturally to everyone. Identifying what you might need and working out how to ask this of somebody might be new territory, and sometimes mentors need guidance on the best way to support this as well. We're really happy to be partnering with Arts Emergency to share their brilliant expertise in this area, and to give us some tools for mentors and Fellows to connect and learn from each other.

**Kate Danielson, Director  
and Sarah Gibbon, Project Manager,**  
Weston Jerwood Creative Bursaries

Arts Emergency specialises in providing mentoring, guidance and opportunities so that underrepresented young people can chart their own course in the arts and humanities. We've taken the lessons that we've learnt from matching over 1,000 mentoring pairs and compiled them in this handbook for you.

We hope that you achieve all your goals for the year. We know that your futures will be bright and we can't wait to see what you get up to!

**The future is another place. Allow yourself to believe a better life is possible. Say it loud, defiantly, to everyone.**

**Arts Emergency Manifesto**

**Neil Griffiths,**  
CEO, Arts Emergency



## Finding the right mentor for you

Mentoring is an important part of the Weston Jerwood Creative Bursaries programme as everyone deserves the support to reflect on their experiences and set goals for the future. Jerwood Arts have set aside funds to ensure you can access three mentoring sessions during your time as a Fellow.

You might have some ideas about who your mentor will be, and we'd recommend speaking to your host organisations and Jerwood Arts staff about possible mentors you might like to be connected with. Your host organisation should take the time to discuss with you what you're looking for in a mentor. If you have an idea of someone you'd like to approach, you are welcome to find your own mentor. If you are doing this please let the team at Jerwood Arts know.

### Questions to ask yourself

- have you had a mentor before? If so, what did you find the most helpful? Would you change anything about that experience?
- what qualities would you like your mentor to have?
- what kinds of experience would you like your mentor to have? Is it important that your mentor is really established in their career? Or would somebody a few years further on from you be more helpful?
- what industries would you like your mentor to have knowledge of?
- what goals would you like to focus on with the support of a mentor?
- thinking about who your perfect mentor would be can help unlock ideas about the qualities and attributes you are looking for. So ask yourself, 'who is my dream mentor?'
- Jerwood Arts will pay your mentor for three sessions. Do you want these at the beginning to help you talk through your Fellowship experience? Do you want these sessions nearer the end to help you think about your next steps? Do you want to spread the three sessions over the course of a year?
- it's useful to consider whether it would be helpful if your mentor could be someone from your host organisation's network?
- is it important to you that your mentor is local, to enable you to meet in person if it's safe to do so? Would you be happy to have your sessions over video call or phone?

## Organising mentoring sessions

### Making time for mentoring

You shouldn't feel pressured to take part in mentoring sessions in your free time. We'd recommend making time for them within your work day. Try to schedule them in advance and always check this is okay with your line manager first.

### Key points to consider for successful mentoring

- arrange a set time and date to meet in advance
- discuss together where and when works best for you, taking into consideration travel constraints if meeting in person. If meeting online or over the phone, think about which platform works best for you
- if you are meeting in person make sure you're meeting somewhere you feel comfortable. We recommend you meet in a public place where you can easily hear each other. For example, a library, museum or coffee shop
- it's a good idea to set an agenda in advance of your meeting so that you can ensure you have a focus throughout the session
- send documents or links to one another in advance of your meeting especially if they need to be printed. For example, if you plan to look through a job application

### Online mentoring

If meeting face to face is not possible, here are some additional tips for how to get the best out of mentoring online.

- discuss together what method works best for both of you. For example, do you both have the technology and WiFi available to use video calls?
- make sure you're in an environment that has minimal distractions around you
- communication can be more challenging over video call or the phone so please keep each other up to date on how you are, and any concerns and questions that you have



## Feeling comfortable and safe

The time you spend with your mentor should feel safe, confidential and supportive. Both Jerwood Arts and your host organisation want mentoring to be a positive experience, so please speak to your line manager or Sarah at Jerwood Arts if you ever have concerns around:

- the suitability of your mentor, i.e. if you feel they are not the right 'fit' for you
- if you feel uncomfortable or unsafe during your mentoring sessions for any reason
- you feel your mentor has acted in an inappropriate way

### Remember:

- you should treat mentoring sessions as you would any work meeting
- it is up to you and your mentor to set appropriate boundaries that feel right for you
- choose a public place or online platform to meet where you feel comfortable
- keep mentoring sessions to appropriate meeting hours. i.e. not too late at night
- do not record the video call without permission from both parties



## Your first mentoring session

### First mentoring session checklist

- Get to know each other and find common ground.
- Create a Mentor Pair Agreement.
- Set initial goals and fill out a goal setting form.

### Get to know each other

Your first meeting with your mentor should help you get to know each other and set goals for your time working together. Yes, sometimes it can be a bit awkward talking to someone you've not met before, but after the first meeting or two you will find that this disappears!

### Ice breaker questions:

- tell me more about your career journey?
- have you ever had a mentor?
- have you been to university?
- what is the best advice you have ever received?
- when did you realise you wanted to work in the creative and cultural industries?

### Arts Emergency Mentor Pair Agreement

Having clear expectations of how mentoring will work and what to expect from each other is the best way to start a mentoring relationship. We recommend mentor pairs make time to set expectations and boundaries during their first meeting. On the next page is an example of a Mentor Pair Agreement that mentors and mentee sign when they first meet.

### Example Agreement

- we hope that all mentor pairs build a professional friendship, built on honesty, trust and mutual respect
- mentor pairs should understand that what is discussed during mentoring sessions should be kept confidential unless a mentor believes a mentee is at risk of harm
- it is important to be punctual for mentoring meetings. If punctuality or independent travel is an issue for any reason, please discuss together
- if a mentor or mentee needs to cancel a meeting, there must be a valid reason and as much notice as possible must be given
- mentees and mentors should decide on the best means of communication. It will be important to keep an eye on your agreed form of communication during mentoring, making sure to reply promptly
- check with your mentor/mentee before adding them on any social media channels and remember it's a professional friendship
- meetings should always be in a convenient public place where both of you feel comfortable or online/via phone if meeting in person is unsafe. Meetings should never take place at a mentor or mentee's home

What kind of agreement would you like to make with your mentor?

## Setting goals

This goal setting sheet is designed to help you think about your goals and how you can best achieve them. You will find more tools on the Young People Resources page of the Arts Emergency website at [arts-emergency.org/resources](https://arts-emergency.org/resources)

<b>Goal 1</b> What is my goal?	
How will I achieve my goal?	
How will I know if I've achieved my goal?	
When will I have achieved my goal by?	

<b>Goal 1</b> What is my goal?	
How will I achieve my goal?	
How will I know if I've achieved my goal?	
When will I have achieved my goal by?	



## Getting the most out of your mentoring sessions

It's a good idea to set an agenda in advance of your meetings so that you can ensure you have focus throughout the session. You might find it helpful to focus your mentoring sessions on looking at how you can work towards a particular goal or by picking a specific topic to focus on. Remember that the sessions should help you, so if you want to change the focus of a session, just say!

You can find more session ideas in the Resources section in the Young People area of the Arts Emergency website.

### How to finish mentoring well

Mentoring can be a huge support and it can sometimes be sad when it comes to an end. With this in mind, it's important to celebrate the goals you've achieved with your mentor. Before you finish mentoring, make sure you find time to:

- reflect on your time together. Have you completed any goals? Are you proud of anything you've achieved?
- what will you take away from your mentoring sessions?
- identify any goals you will be taking forward
- if you have enjoyed mentoring, think about whether you would like to find another mentor in the future
- check if your mentor would be happy to stay in touch with you going forward

## Having difficult conversations

You might find you want to discuss a sensitive or emotive issue for the first time when speaking with your mentor. Having these conversations in a safe environment has helped some mentees to speak more openly in other professional contexts.

### What to consider beforehand:

- what do you hope to get out of this conversation? What is your motivation for having it?
- is the conversation to discuss how you're feeling or to find space to think about a difficult topic?
- who are you having the conversation with? You may need to consider a different approach depending on the person and the topic
- are you both in a safe space to have this conversation, emotionally and physically?
- do you have enough time to have this conversation?

If you need to offer difficult feedback the BIFF structure can help you identify challenging behaviours and find positive ways forward.

**BEHAVIOUR** - describe the behaviour factually, with no judgement

**IMPACT** - describe the impact it's had

**FEELING** - "and I feel..." (e.g frustrated/disappointed).

**FUTURE** - what do you want to happen differently in future?



## Reece's mentoring story

It wasn't until my Weston Jerwood placement that I realised the value of having a mentor. Since then, I've worked with several mentors and have just begun mentoring emerging producers myself where I've appreciated how rewarding mentorship can be for both people in the relationship!

During my placement, mentorship gave me a space, away from colleagues and peers, where I could talk through tricky situations, reflect on how I'd approached certain elements of my role and discuss my ambitions, goals and long-term career trajectory. When thinking about what I needed from a mentor, I used my peers from the scheme to bounce ideas off and really dig into the values and qualities I wanted from a person. I found it useful to think about the relationship I had with my line manager, who in essence was a day-to-day mentor, and questioned what I wouldn't get from that relationship that I could find elsewhere. I also found it helpful to think about the type of relationship I wanted to have with that person after my placement was over.

For my mentor, I chose someone who was only 5-10 years ahead of me in their career. This felt important as it meant that their guidance and advice felt relevant,

since they weren't so far ahead in their own career that they now couldn't relate to the position I was in. I also chose someone who had tangential, but not direct, connections to my host organisation and field of work. This allowed them to instantly understand the context of my work without the confidential and sometimes challenging nature of our conversations feeling like a conflict of interest for either of us. This framework allowed me to talk knowing I could be honest and reflective.

My mentor was integral in helping me unpick and shape my next steps after my placement. They also provided me with an alternative insight into industry and working habits beyond my organisation. Chatting to them and hearing about their role and the difficulties they faced within it really helped me see that learning and development doesn't stop, no matter how experienced you are. My mentor and I found it really useful to leave a couple of months between sessions, always meeting somewhere that was easy for us to both get to and choosing a location that didn't feel like 'work'. We would always start each session with a general catch up before plunging into a pre-agreed topic – ranging from areas I wanted to develop in such as financial management through to a more pastoral focused work-life balance chat.

My biggest piece of advice is do not worry about choosing your mentor or having to 'get it right'. A mentor relationship takes time to grow and the benefits may not be initially clear, but there is always something to learn!

If you have any questions relating to mentoring please contact Sarah Gibbon, Project Manager, Jerwood Arts: [sarahg@jerwoodarts.org](mailto:sarahg@jerwoodarts.org)

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