



**The Salvation Army
Canada & Bermuda Territory**



CANDIDATES

Canada & Bermuda

Mentoring Guide

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Mentoring Guide

“Abide in me as I abide in you. Just as the branch cannot bear fruit by itself unless it abides in the vine, neither can you unless you abide in me. I am the vine; you are the branches. Those who abide in me and I in them bear much fruit, because apart from me you can do nothing.” John 15:4-5

This verse speaks to the importance of relationship with Jesus, we cannot bear fruit without Him. In a mentoring partnership with one another and with God we are enabled to go, live out our faith and serve.

Thank you for your willingness to invest in the life of a potential candidate for full time ministry within The Salvation Army. As a mentor you have the unique privilege of speaking words of blessing, hope and truth into their life. Your main role is to come alongside and create a relationship of trust and accountability as you journey together.

We have created this guide to help you facilitate a mentoring relationship as well as point you towards helpful resources that will assist you and your mentee.

We pray God’s blessing on you both as you either begin a mentoring relationship or are using this guide to continue an already established relationship.



What is Mentoring? (Adapted from Arrow Mentor Resource Guide – see Resource page)

- Mentoring is a relational experience through which one person (mentor) empowers another (delegate) by sharing God-given resources.
- Mentorship is a mutual relationship meaning it flows in both directions. There is an intentional agenda with an end in mind.
- Mentoring is founded on and guided by dependence on God's grace. God's presence and power are critical for individual change.
- Mentoring is part of your rhythm of life* in community where you partner with each other in your faith journey.

* A rhythm of life is "a pattern of spiritual disciplines that provides structure and direction for growth in holiness."¹ This rhythm provides direction for personal growth and provides a structure of support when trials in life and ministry occur. A rhythm identifies daily, weekly, monthly, and annual practices that with regularity foster personal growth.

¹ Marjorie J. Thompson, *Soul Feast: An Invitation to the Christian Spiritual Life* (Louisville: Westminster John Knox Press, 2014), 150.

Mentorship is...

- **Relational:** The relationship between mentor and mentee needs to work and a chemistry needs to be developed. As a mentor you have the unique privilege of speaking words of blessing, hope and truth into the life of the person you are mentoring.
- **Incarnational:** As a mentor, your own life needs to have the spiritual integrity that reflects and mirrors the work of Christ. As Jesus lives in the power of God, so must you as a mentor.
- **Transformational:** Growth and change are not just to be expected but embraced. A change-oriented mentee and an expectant mentor will open vast opportunities for God's transformation.
- **Spiritual:** The foundation of a mentoring relationship is one that recognizes Jesus Christ is central to both the life of the mentor and mentee, and that He desires to leave no stone unturned. The goal is to focus on being Christ-Centred and Others focused.
- **Intentional:** Being a mentor means committing to an intentional relationship of challenge and excitement about what God is going to do to transform the future. It is expected, it is life-giving, and it is seeking to find where God is leading the relationship –and going there.



Six Essential Skills for Mentorship...

- 1) **Cultivating Climate:** Safety and trust are essential for a mentorship relationship. Be intentional in fostering a climate of openness, transparency, and trustworthiness.
Best Practices: Pray regularly for the mentee, demonstrate concern and care, keep your conversations confidential and respect limits and boundaries as expressed.
- 2) **Communication:** In your role as a mentor, good listening is your key communication objective. Most of your time as a mentor should be spent listening. The act of listening builds trust and acceptance and allows the leaders “voice” to be honored and heard.
Best Practices: Practice active listening, let the mentee talk without interrupting, resist the temptation to bring solutions immediately.
- 3) **Moving to Context:** We desire to see people who are Christ-centered, and Others focused. We hope that mentorship will help your mentee have an accurate perspective of God’s presence and movement within their own faith community, their neighborhood and how they fit within that context.
Best Practices: Seek to help the mentee identify growth areas, specific weaknesses, and development goals as observed by themselves or others. Give perspective. When available, the use of the Personal Discipleship Grid would be incredibly helpful and informative at this stage and can set the path forward for development in these areas. A guide for how to use this excellent resource for both the mentor and mentee will be coming soon. Please contact the THQ Candidates department if you have any questions.
- 4) **Corrective:** A mature mentorship relationship has room for constructive, effective feedback. You, as a mentor, need to draw upon spiritual insight and wisdom to know when to speak to bring clarity to an issue. The actual words you use need to be spoken in love, and to the point. Constructive feedback is always done in private and with permission.
Best Practices: Positive feedback is as important as negative feedback. Be sure to give both. Be intentional as you develop the skill of constructive feedback including identification of the issue, possible root causes, laying out realistic options, anticipate outcomes, praying for the release of a new set of circumstances.
- 5) **Connecting:** As a mentor you can be a conduit to a flood of resources for your mentee. Mentors have the joy and opportunity to share people you know and resources you have found personally helpful.
Best Practices: Suggest a book or author that you have found beneficial, introduce them to people that could help them in specific areas and share resources you come across that might be helpful.
- 6) **Celebrate Victories:** When all is said and done, celebrate small and large victories when you meet. This is not gloating –remember there are two of you in the room –it is a mentoring rule!



Nuts & Bolts....

1. Personal Discipleship Grid Assessment – Coming soon!

This resource can be used as a starting point for a mentoring relationship but can also be used in an already established relationship.

2. Mentoring Covenant.

Before entering a mentoring relationship, it is recommended that you spend time setting realistic expectations for this journey that answer the following questions below. This will be a helpful guide to how this relationship will work and gives opportunity for both people to speak into it. It is also an accountability tool and can be referred to through the relationship to ensure that the goals set are being met. There is a Mentoring Covenant template included in the appendix that you can use. There is also a field-tested Personal Development Plan for Candidates that can be adapted as required, please contact thq.candidates@salvationarmy.ca for a copy.

- **How often should we meet?**

The initial connection point should be when you go through the Mentoring Covenant. Connection points after that should be at least once a month. Additional communication such as email, text, or phone calls can be agreed upon by both parties.

- **Where should we meet?**

Mentoring often takes place in the context of a meal, coffee shop or an office setting. Wherever you meet be sure that it is conducive for a high level of privacy and comfort for both parties. Meet wherever you are comfortable and ready to sit down and have a good conversation!

- **What should we talk about?**

When you first meet your focus will be on building a relationship and getting to know one another. It is also a time to encourage your mentee in their own personal rhythm of life with God, ensuring that they are spending time with Him and introducing different spiritual disciplines for you both to explore.

When available, you can use the Personal Discipleship Grid assessment to guide your conversation and use the Menu of Opportunities each month to increase capacity in the highlighted areas from that grid that need developing.

As your relationship progresses, we trust that conversation will also progress to varying topics of interest and concern unique to your relationship.



Conversation starters and questions

Questions are an excellent tool to draw out of your mentee what is on their heart. Here are a few to get you started:

Relationship Building

- I'd love to hear your story...
- What are the top three challenges you are facing at the moment...?
- Describe some key relationships in your life? How have these influenced you?
- What would the perfect day be like for you?
- Who do you admire most? Why?
- What kind of person do you want to become?
- What makes you laugh? What keeps you up at night?
- What causes 80% of your frustration, tension, and pressure? What brings 80% of your pleasure, joy, and fun? Why?
- If you could only do three things before you die, what would you do?
- How do you best receive feedback and critique?
- What are your three main hopes for the future?

Maintaining Momentum

- How did you progress with the decisions you made last time we were together?
- What are you finding difficult? What have you been able to accomplish?
- What are one or two areas where you feel most ill-equipped?
- What specific goals are reasonable to set? How will you know you have reached these goals?
- What are your three greatest roadblocks? Your three greatest resources?
- How could I (the mentor) improve my side of this partnership?
- What have I done or said so far that was helpful? Not so?

Exploring Particular Themes or Situations

- How did this situation begin? How did you feel? What did you do next?
- Can you tell me more about that? An example.
- Are there ways to make the situation different?
- What options do you see?
- What's getting in the way?
- How are things with you and God?
- What do you do when you spend time with God?
- What does your rhythm of life with God look like?
- Tell me about your family and what is going on there.
- What is God up to in this situation? Where is God's hand at work in this?



How to close a mentoring relationship.

The chances are high that one day your mentoring relationship will have run its course. Do you know what to do when faced with this situation?

It might seem strange to think about how to end a relationship, but it is a very important step to consider. You've put time and effort into finding a mentor, setting goals, meeting with your partner, and working on your personal and professional development. When it comes to ending the relationship, you don't want to lose focus and let your hard work crumble. That's why it is recommended that you think about when, why, and how you want to close out your mentoring relationship.

- Set an end date when you first start your relationship. You can always extend this date if the relationship is generating quality ideas and support that you need. But with an end date established right from the get-go, you, and your mentor both know what to expect, how much time you are committing to the relationship, and how much time you have to accomplish your goals. This may help you stay focused on your goals since you have a finite amount of time together.
- Are you already in a relationship? No problem! Look at where you are in your relationship at this point and assess what progress you've made toward meeting your development goals. With that in mind, suggest a timeframe to your mentor for how much longer you want the relationship to last to help you meet your expressed goals. This might be just the kick in the pants that you need to help you cross the finish line.

Why Should You End Your Mentoring Relationship?

No one wants to say goodbye to a good thing, but sometimes it's better to leave on a high note and when you still have a good relationship with your mentoring partner, rather than draining it dry to the point of atrophy, resentment, or dysfunction.

Mentoring relationships can require emotional and mental energy, so it is a good idea to take a break every so often to recharge your batteries. This can give both you and your mentor time to assess your progress and celebrate the accomplishments you've made. And just because you take a break from one mentor does not mean you have to take a break from mentoring. You can (and dare I say should?) have more than one mentor and can absolutely say goodbye to one mentor while still engaging with another!

See if any of the following sound familiar:

- Our conversations have become a little flat and predictable.
- I feel like I've met my development goals.
- We end up talking about things unrelated to mentoring when we meet.
- We haven't met in several weeks or even months.
- My development needs have changed since this relationship started.
- I'm not sure my mentor is committed to this relationship.
- I'm not sure I'm committed to this relationship.
- My priorities have shifted, and I can't give this relationship what I should.



These too could be indicators that a relationship is nearing its end.

- Loss of interest
- Unfulfilled expectations
- If the mentee or mentor have expectations for the relationship that are not met, they are likely to feel dissatisfied and may end the relationship.
- Difficulty connecting. Mentors and mentees may not be able to establish a close relationship. One or both may not have the skills to communicate effectively with the other person. It is also possible that mentors may not understand their mentee's cultural background, making it hard for the two to bond
- Lack of support. The mentor and/or mentee may not have the support they need from mentoring program staff or from the mentee's family to continue the relationship.
- Behavior issues. The mentor or mentee may violate a program policy or refuse to cooperate with program staff.
- Changing life circumstances: The mentor or mentee may move, experience a personal crisis, or find that their schedule is too full to continue meeting

All of these (and many more!) are flashing neon signs that it's time to say goodbye to your mentoring relationship. Keep in mind that just because you may be ending the relationship at this point doesn't mean that you can't or won't have a relationship with this mentor again in the future. And for those in more formal programs where there is an assigned end date, keep in mind that you and your mentor can continue a less formal ongoing mentoring relationship if you are both open to it and still see value in connecting.

What is the Importance of Formally Bringing Closure to mentoring relationships?

Before you do anything either as a mentor or mentee, you first must pray about it. Reflect on your journey together and the rhythm of life you have created in this relationship. What is God laying on your heart? Talk to Him about why you are feeling the way you are and ask Him for guidance.



Closing the Relationship – For Mentors.

If you are a mentor who would like to end the mentoring relationship for any reason, please alert your mentee as soon as you are certain that this change is on the horizon for you.

Your mentee will appreciate knowing that you can only offer a few more mentoring conversations. With this advance notice, the mentee will be able to use these last sessions strategically and can also begin to seek another mentor if needed.

We encourage you to be straightforward and clear when you communicate about the end of your commitment as a mentor. While you may regret ending the mentoring and have the urge to offer to continue informally, it is best to be honest about what you can realistically provide. For example, rather than stating, “Call me anytime,” you might simply say, “I wish you well. Please keep me posted about your progress with an occasional email.”

Concluding Your Support as a Mentor

As you conclude your support as a mentor, your mentee will appreciate if you reflect on progress and changes since the beginning. By drawing attention to the mentee’s progress, you will provide encouragement that is likely to motivate more growth on the part of the mentee. How have you seen them grow in their relationship with God? What has God taught you as you’ve journeyed together?

Many people find it helpful to end a mentoring relationship with a sense of purpose and direction for the future. We encourage you to use the last session to focus on future goals and the support systems that the mentee will put in place to support continued development in their relationship with God as well as their ministry for Him.

Do not make promises. Mentors should not make promises they are unlikely to keep (e.g., that they will stay in regular touch with the mentee). Breaking a promise can have very negative effects on youth who have experienced abandonment or been seriously disappointed by adults.

In summary, you can conclude your responsibilities as a mentor in a positive and productive manner by:

- Giving as much advance notice as possible.
- Being clear about how you would like to relationship to work after the formal mentoring is completed.
- Acknowledging specific areas of progress and growth that you have observed in the mentee during the mentoring period.
- Giving verbal recognition of challenges that your mentee has faced and/or overcome.
- Helping your mentee set goals for the future.
- Asking your mentee to identify the support system and resources that will support achievement of those goals in the future.
- Encouraging your mentee to continue their rhythm of life with God.



Closing the relationship - For Mentees

If you are a mentee who would like to conclude your mentoring relationship, you may feel awkward about telling your mentor. Many people feel confusion about how to express gratitude for a mentor's voluntary commitment and to let the mentor know that the mentoring conversations are no longer needed. The good news is your mentor will understand! By communicating that you would like a change, you are freeing up yourself and your mentor from a commitment that may have served its purpose. Remember that ending the formal mentor relationship may not mean ending the relationship. Many mentors and mentees continue to stay in touch informally and support each other in a variety of ways over time.

A best practice for communicating with your mentor about ending the formal mentoring is to tell the mentor in person. Plan to spend five to ten minutes at the end of your next session talking about it.

While every person's situation is unique and requires individual explanation, here is a straightforward approach that may help you plan this conversation:

- Begin with a simple, clear statement about how you see your faith journey and the mentor relationship currently.
- Explain how your situation may have changed. Express gratitude to the mentor for his or her time and contribution to your progress.
- Let your mentor know how the mentorship has benefited you.
- Ask for the relationship to continue informally if you would like to maintain the relationship.
- Write a personal thank you note and mail it to your mentor within two days after your last session.

(Content adapted from [Is It Time to Say Goodbye to Your Mentor? \(mentorcliq.com\)](http://mentorcliq.com) and [How to Close a Mentoring Relationship \(batonrougeaidsociety.org\)](http://batonrougeaidsociety.org))

Please contact your Divisional Secretary for Candidates or email thq.candidates@salvationarmy.ca if you have any questions or would like more information.



Mentoring Resources

1. Development Conversation Form – Candidates
[FRM PEAC Review Candidates.docx \(sharepoint.com\)](#)
2. “*Great Mentoring for Real Life Change*” by Douglas C Ward and Sharon Simmonds, Arrow Leadership Resource [Great Mentoring for Real Life Change - Arrow Leadership](#)
3. “*Connecting – The Mentoring Relationships you need to succeed in life*” Paul D Stanley and J.Robert Clinton, NavPress.
4. [Leadership Tools and Downloads - Resources for Jesus-Centered Growth \(arrowleadership.org\)](#)
5. Spiritual Growth Assessment Process – Lifeway [lifeway+spiritual+growth+assessment.pdf \(igrc.org\)](#)
6. [Ending Mentoring Relationships \(mentoringcomplete.com\)](#)
7. [Is It Time to Say Goodbye to Your Mentor? \(mentorcliq.com\)](#)
8. [How to Close a Mentoring Relationship \(batonrougeaidsociety.org\)](#)
9. [7 Common Challenges in Mentoring Relationships \(mentoringcomplete.com\) - Supplement](#)

Appendices

- A. Personal Discipleship Grid (coming soon)
- B. Mentoring Covenant





THE MENTORING COVENANT

The following is included for you to sign and date as a mutually agreed upon set of expectations that will guide your relationship. It is updatable at any time.

Participant:

Mentor:

Time covered: _____ to _____

Mutual Expectations:

Meeting Times (frequency, best time):

Between meeting communication strategies:

Confidentiality Parameters:

Participant's signature & date

Mentor's signature and date



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