

## **Hospitality Mentoring Programmes**

This document was prepared by the Hospitality and Tourism Skills Board (HTSB). The HTSB sits under both the Hospitality Sector Council and Tourism Industry Council. Membership of the Board is drawn from senior operators and business leaders from across all the sub-sectors covered by hospitality, tourism and travel, and including SMEs. Membership also includes trade associations and other leading bodies within the sector, working together to provide pan-industry leadership to coordinate and deliver the sector-wide activity required to transform productivity and deliver the skilled workforce required for sustainable growth in hospitality and tourism across the UK.

This information sheet has been designed to support employers in the hospitality sector to engage with mentoring to support professional education and retention in the industry.

### **What is mentoring?**

Mentoring in the workplace tends to describe a relationship in which a more experienced colleague shares their greater knowledge to support the development of an inexperienced member of staff. It calls on the skills of questioning, listening, clarifying and reframing that are also associated with coaching.

One key distinction is that mentoring relationships tend to be longer term than coaching arrangements. In a succession planning scenario, for example, a regional finance director might be mentored by a group level counterpart over a lengthy period to develop a sound approach to dealing with the board, presenting to analysts and challenging departmental budgets.

Mentoring relationships work best when they move beyond the directive approach of a senior colleague 'telling it how it is', to one where both parties learn from each other. An effective mentoring relationship is a learning opportunity for both participants, encouraging sharing and learning across generations and/or between roles.

### **What are the benefits?**

#### **Benefits of mentoring for Mentees:**

- Increased self-confidence.
- Increased self-awareness.
- Develop strong communication skills.
- Growing a personal network within the business.
- Exposure to new and different perspectives.
- Learn to self-reflect.
- Improve goal-setting.
- Learn from other's experiences

### **Benefits of mentoring for Mentors:**

Being a mentor goes far beyond the rewarding feeling of 'giving back'. There are a huge range of personal development benefits that mentors gain from the experience, including:

- Increased self-confidence
- Increased self-awareness
- Leadership skill development
- Strong communication skills
- Art of delivering feedback
- Art of asking questions
- Becoming a good listener
- Exposure to new and different perspectives
- Growing a personal network
- Increased chance of promotion
- Increased job satisfaction
- Supporting another person
- Paying it forward
- Learning from someone else

### **Who does it target?**

A mentor can help anyone who wants to develop, or change something specifically within their life. Mentorship can help you to achieve goals, develop and gain new perspectives.

### **Minority groups - particular benefits**

Coaching and mentoring can be effective approaches to developing employees. Both have grown in popularity, with many employers using them to enhance the skills, knowledge and performance of their people around specific skills and goals.

### **Why is it different to coaching?**

Coaching and mentoring can be effective approaches to developing employees. Both have grown in popularity, with many employers using them to enhance the skills, knowledge and performance of their people around specific skills and goals.

Coaching aims to produce optimal performance and improvement at work. It focuses on specific skills and goals, although it may also have an impact on an individual's personal attributes such as social interaction or confidence. The process typically lasts for a defined period or forms the basis of an on-going management style.

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## Developing and becoming a coach

There isn't one qualification to become a coach and it will depend on what type of coaching you want to do, cost of training and length of the course as to the preferred course.

Below is some useful resources and qualifications.

- Coaching Professional – [Level 5 apprenticeship](#)
- ILM coaching and mentoring [qualifications](#)
- International Coaching Federation (ICF) <https://coachingfederation.org/credentials-and-standards>

## Delivery/cost

Creating your own in-house mentoring programme can take time and money to develop. Using an existing programme already in place can be a better cost-effective way introducing a mentoring programme within your business.

For small and medium enterprises, linking with industry associations, institutes and charities are a great way to access excellent opportunities for a small investment or sometimes are free. See table A to find the mentoring programmes we recommend.

## 5 steps to developing your own inhouse mentoring scheme

1. Establish requirements for participation in the program and create enrolment forms.
2. Establish specific mentor activities and guidelines.
3. Acquire mentors and students for the program.
4. Match mentors with proteges.
5. Monitor and evaluate the results of the program.

## Troubleshooting - H&T specific issues

- Flexible time to meet – expect your meetings not be Monday – Friday, 9 – 5.
- Global industry – consider time to meet your mentor, time zones that suit you both.

- Think about Technology to use, virtual meetings are great and you may wish to record them (both of your need to agree)
- Keep your sessions short and regular
- Have a structure with pre thinking/work before your meeting is planned out.

### Case studies

- The Institute of Hospitality’s unique mentoring scheme continues to solicit extremely positive feedback. Learn what David and Gabrielle have to say about the six-month programme. Mentor Me is now open to EMS students too, so please come forward and get involved.  
<https://www.instituteofhospitality.org/mentor-me-david-guile-fih-gabrielle-le-roux-aih/>
- “I learned a lot from my mentee- it was a great exchange of knowledge as we have such different working backgrounds. As it happened, she had been a mentee before and I hadn’t, and I had experience in sectors of the industry that she didn’t, so I feel that we both learned from each other”  
Ixta Belfrage, Co-Author, Chef  
<https://bihospitality.co.uk/mentorship/>
- “It was great to meet so many people within the industry. I think the structure of the event was really great. Fifteen minutes seemed like a good amount of time to get to know people”
- <http://www.planbmentoring.com/>

### Recommend Hospitality Mentoring Programmes by HTSB

Age group	Target groups	Mentoring programme	Lead organisation	Website
4–11-year-olds	Primary Schools	Chefs Adopt a School	Royal Academy of Culinary Arts	<a href="https://www.royalacademyofculinaryarts.org.uk/what-we-do/adopt-a-school/">https://www.royalacademyofculinaryarts.org.uk/what-we-do/adopt-a-school/</a>
12–16-year-olds	Secondary Schools	FutureChef	Springboard	<a href="https://futurechef.uk.net/">https://futurechef.uk.net/</a>
16–19-year-olds	College / Six form	Toque d'Or	Nestle	<a href="https://www.nestleprofessional.co.uk/toque-dor">https://www.nestleprofessional.co.uk/toque-dor</a>
18+	University/apprenticeships	Mentor Me	Institute of Hospitality	<a href="https://www.instituteofhospitality.org/professional-development/mentoring/">https://www.instituteofhospitality.org/professional-development/mentoring/</a>
18+	Entry level talent	Into work	Springboard	<a href="https://springboard.uk.net/">https://springboard.uk.net/</a>

18+	Graduates/entry management	Mentor Me	Institute of Hospitality	<a href="https://www.instituteofhospitality.org/professional-development/mentoring/">https://www.instituteofhospitality.org/professional-development/mentoring/</a>
18+	Workplace - BAME	Elevate Mentorship	Be Inclusive Hospitality	<a href="https://bihospitality.co.uk/mentorship/">https://bihospitality.co.uk/mentorship/</a>
18+	Workplace	Hospitality Mentoring	Otolo	<a href="https://myotolo.com/">https://myotolo.com/</a>
18+	Women in the events, hospitality and related industry	Mentoring	Fast Forward 15	<a href="https://fastforward15.co.uk/">https://fastforward15.co.uk/</a>
18+	Women reaching senior leadership roles across the Hospitality, Travel and Leisure industry.	Mentoring	WIHTL	<a href="https://www.wihtl.com/home">https://www.wihtl.com/home</a>
18+	Workplace, events	ELEVATE	ELEVATE	<a href="https://www.elevateme.co/">https://www.elevateme.co/</a>
18+	Workplace - senior leadership/Board preparation	Plan B	Plan B	<a href="http://www.planbmentoring.com/">http://www.planbmentoring.com/</a>
18+	Workplace -female professionals	Mentoring	Women in Travel CIC	<a href="https://www.womenintravelcic.com/mentoring/">https://www.womenintravelcic.com/mentoring/</a>

### Future Recommendations

A gap of mentoring for potential recruits exists, for example, unemployed, ex-offenders, young people and students. Further discussions needed to identify how we support this cohort.

### References

- Be Inclusive Hospitality
- CIPD
- Institute of Hospitality
- Plan B mentoring
- Society for Human Resource Management,
- The Springboard Charity