



MENTORING

UNLOCKING SUCCESS – TUKUNA TE ANGITU

OPERATIONAL HANDBOOK
PUKAPUKA ARATOHU



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Disclaimer and Notes

This guide has been created to provide any organization, military, or individual worldwide with a comprehensive understanding of the [RNZAF MENTORING PROGRAMME](#).

Compiled by the current Program Manager in August 2024, it aims to showcase the program's structure, successes, and the key elements that have contributed to its effectiveness.

About the RNZAF: www.NZDF.mil.nz/Air-Force

The Royal New Zealand Air Force (RNZAF) is New Zealand's primary air defense and air support service, playing a critical role in the nation's defense and international peacekeeping efforts. Upholding values such as courage, commitment, comradeship, and integrity, the RNZAF is a modern force dedicated to excellence and innovation. This guide reflects the RNZAF's commitment to fostering a culture of mentorship and professional growth within its ranks.



Spelling Conventions

Throughout this guide, you will notice the use of "programme" in official titles, such as [RNZAF MENTORING PROGRAMME](#), and "program" in more general contexts. This distinction is intentional, reflecting both the heritage of the RNZAF and contemporary usage. The term "programme" is used to honour the formal origins and traditions of our initiative, while "program" is used to align with modern terminology in broader discussions. We hope this explanation clarifies any potential confusion regarding the spelling variations.

Use of Te Reo Māori

In keeping with the RNZAF's commitment to a bi-cultural environment, this guide includes the use of "Te Reo Māori" New Zealand's native language. This approach reflects the RNZAF's dedication to cultural inclusivity while making the guide accessible to a global audience.

Contact Information

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It is my pleasure to welcome you to the **RNZAF MENTORING PROGRAMME**.

Our program is a voluntary process, which means participants chose to seek out new skills and methods of thinking which prove personally and professionally rewarding. Self-starters who are naturally inclined to a journey of improvement are exactly who the Air Force seeks after. For any individual or organization who seeks to nurture growth and leadership, I congratulate you in advance for your future contribution to the global mentoring community, and indeed, society more broadly.



In my view, our mentoring program is a Taonga (*a New Zealand Māori term for treasure or something precious*). It has been carefully nurtured over the years, driven by authentic leaders, free from rank or trade barriers, who genuinely desire to help others. The success of this program and any other mentoring program is reliant on a diligent and dedicated effort of all participants to make the most of this self-improvement journey.

While external validation should never be the driving force of any mentoring program, I am proud that the **RNZAF MENTORING PROGRAMME** has received international recognition with its gold accreditation awards in 2014, 2018 and 2022. Collaborating with other global organizations and militaries, our program can assist anyone interested in learning new life skills, expanding networks, and providing a sense of belonging. As well, participants can also pursue an individual global accreditation award through the numerous experiences provided.

No matter where you are in your mentoring journey, I wish you and your organization every success as you learn more about the **RNZAF MENTORING PROGRAMME** and what it takes to run such a successful program. Please make the most of our unique and proud program, whether as a mentor, mentee, or as an organization. I hope the outcomes you seek will benefit your personal and professional development goals and in turn contribute to a more effective collective effort.

Air Vice-Marshal Darryn Webb, MNZM
Chief of the Royal New Zealand Air Force
2023– present

CONTENTS

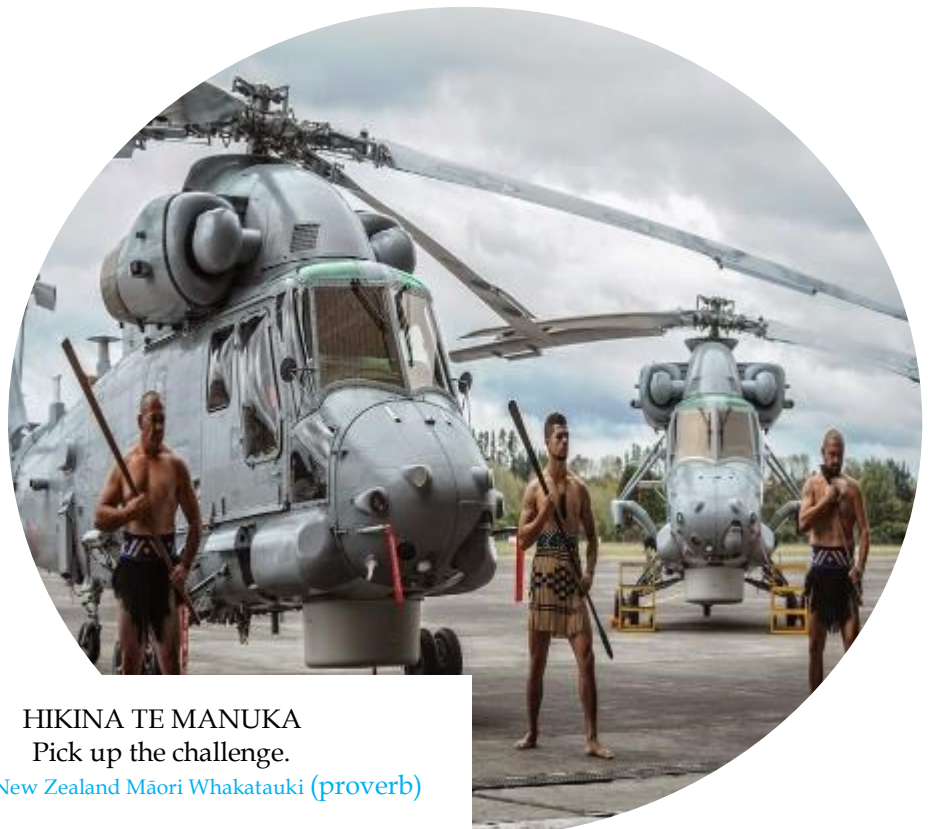
HISTORY	WHAKAPAPA	7
ABOUT US	- MŌHIOHIO	15
	• Vision - Aronga	16
	• Mission - Whakatakanga	16
	• Guiding Principles - Ngā Mātāpono	17
	• Core Objectives - Whāinga	18
PROGRAM STRUCTURE	- AHUATANGA	21
DIVERSITY	- WHAKAWHĀITI	25
	• EMPOWER Framework	28
BI-CULTURALISM	- TIKANGARUA	31
	• RNZAF Bi-Cultural Policy	32
	• Integration into Program	33
DEFINING MENTORING	- TAUTUHI	37
	• RNZAF MENTORING PROGRAMME Definition	38
	• Mentoring vs Coaching	39
	• Styles of Mentoring	41
ROLES AND RESPONSIBILITIES	- HAEPAPA	43
	• Program Manager	44
	• Steering Group	46
	• Training Management Group	46
	• Mentoring Advisory Teams	47
	• Mentor, Mentee, and Chain of Command	50
CODE OF ETHICS	- TIKANGA MATATIKA	53
COMPETENCIES	- WHAKAMANATANGA	57
MATCHING PROCESS	- WHAKAHONONGA	61



MĀ TE HURUHURU KA RERE TE MANU.
Adorn the bird with feathers to enable it to fly.
[Aotearoa New Zealand Māori Whakatauki \(proverb\)](#)

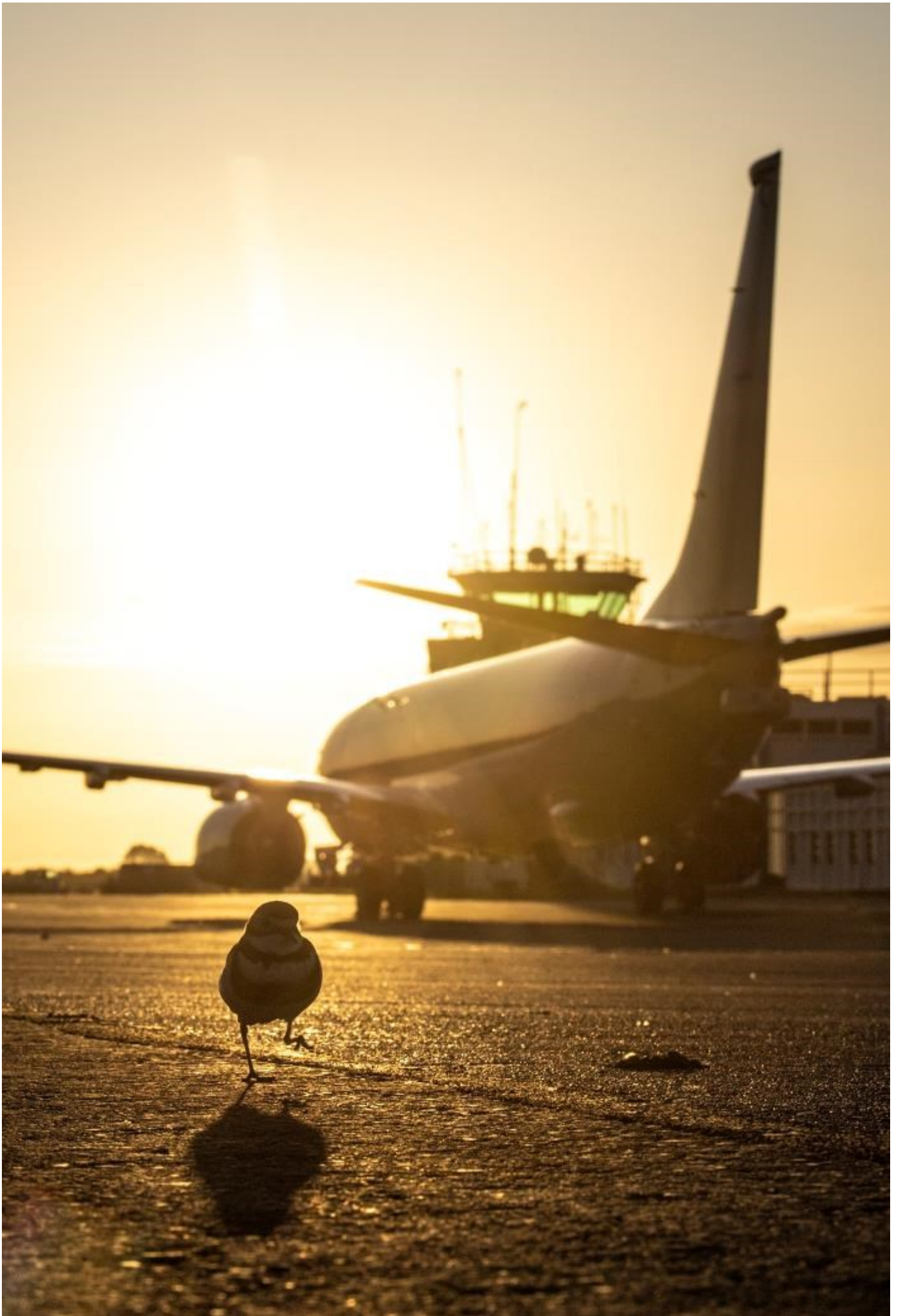
CONTENTS

RELATIONSHIP STRUCTURE - AHUATANGA	65
TECHNIQUES - NGĀ TAERA	71
PHASES OF RELATIONSHIP - WHANAUNGATANGA	77
KEY PERFORMANCE INDICATORS - PAEARU MAHI	81
ACCREDITATION LEVELS - TAUMATA WHAKAMANATANGA	85
• Course Accreditation	86
• Individual Accreditation	87
• Alignment with EMCC	88
OPPORTUNITIES— ĀHEINGA	91
• Foundation Workshop	92
• Advanced Practitioner Workshop	93
• Professional Development	94
• Networking Gatherings	95
• Group Mentor Supervision	95
• Outside Speakers	96
PROGRAM PARTNERS - HOA KAIPAKIHI	97
BRANDING - WAITOHU	103
• Logo	104
• Symbol	105
STRATEGIES - RAUTAKI	107
ACKNOWLEDGEMENTS - MIHI	113
ANNEXES AND REFERENCES - ĀPITI	117



HIKINA TE MANUKA
Pick up the challenge.

[Aotearoa New Zealand Māori Whakatauki \(proverb\)](#)





HISTORY
WHAKAPAPA



“HE AHA TE MEA NUI O TE AO?
HE TANGATA! HE TANGATA!
HE TANGATA!

What is the most important
thing in the world?

It is people! It is people! It is people!”

Aotearoa/New Zealand Māori Whakatauki (proverb)

In the early years of the 21st century, as the Royal New Zealand Air Force (RNZAF) faced the dual pressures of rapid technological advancement and an increasingly complex geopolitical landscape, a transformative vision began to take shape. This vision centered around a fundamental truth: in any organization, especially one as small as the RNZAF, with fewer than 3,000 personnel, the most valuable asset is its people. From this understanding, the **RNZAF MENTORING PROGRAMME** was born— a pioneering initiative aimed at fostering leadership, integrity, and personal development across all ranks.

The story of the **RNZAF MENTORING PROGRAMME** is one of convergence—where parallel visions and diverse perspectives interwove to create a cohesive and impactful narrative. The first thread of this story can be traced back to the early 2000s, when Air Vice-Marshal (AVM) Graham Lintott, then Chief of Air Force (CAF), identified a critical need. Driven by a desire to unlock the potential of the RNZAF’s younger members, AVM Lintott envisioned a framework where leadership and innovation could flourish, independent of rank. Simultaneously, Warrant Officer of the Air Force (WOAF) WO Keith Gell shared this vision, emphasizing the importance of cultivating strong leaders within the force.

Independently, Flight Sergeant (F/S) Colin Edie, a Senior Non-Commissioned Officer (SNCO) stationed at RNZAF Base Auckland, recognized a gap within the organization. Despite their wealth of experience, many SNCOs lacked the opportunity to mentor direct reports. Motivated by a deep sense of purpose, F/S Edie proposed a novel idea through the Air Force Innovation Scheme: to voluntarily match this untapped mentoring capacity with those eager to develop their capabilities. This idea resonated deeply with AVM Lintott and WO Gell, laying the first strand of what would become a robust mentoring fabric.

Concurrently, another pioneering spirit was shaping the future. Flight Lieutenant (FLTLT) Caro Pezaro, a young and perceptive psychologist posted to RNZAF Base Woodbourne, saw the challenges posed by a generationally diverse workforce. FLTLT Pezaro questioned the traditional assumption that rank automatically conferred mentorship capabilities. Her vision was to create an environment where talent could thrive, and personal development could be fostered beyond the constraints of rank-based promotion. She believed in a holistic approach to development, one that recognized the whole person rather than just their position within the hierarchy.

In 2008, these visionary threads converged. FLTLT Pezaro presented her ideas at the Warrant Officers’ Forum, sparking heated debate. However, the alignment with F/S Edie’s proposal, coupled with the unwavering support of AVM Lintott and WO Gell, generated the necessary momentum to pilot a groundbreaking mentoring program at RNZAF Base Auckland. The synergy of these visions underscored the potential for a program that could harness the collective experience and innovative spirit of the RNZAF, setting the stage for a cultural shift within the organization.

To ensure the success of this pilot, the RNZAF enlisted the expertise of Wendy Baker from the New Zealand Coaching and Mentoring Centre (NZCMC). Wendy saw the RNZAF as a place of “kotahitanga,” a unity and purpose where mentoring could humanize the workforce. As Wendy assisted in shaping the initial framework, key principles were established to guide the pilot’s success: confidentiality, personal development outside the chain of command, and the symbolic departure from conventional military attire during training sessions to foster a culture of openness and trust.

The pilot program, launched on 17 April 2008, was an astonishing success. Evaluations highlighted the positive impact of mentoring relationships, many of which continued informally beyond the initial 12-month period. This success paved the way for the program’s expansion across all RNZAF bases and the assembly of a dedicated team to uphold best practices, led by Mrs. Robyn Gell. Robyn’s leadership during this time was instrumental in creating Mentoring Advisory Teams (MAT), which became crucial in organizing and running events at each base.

The pilot’s success was attributed to several innovative strategies. One was the selection process for mentees, who were invited to participate, ensuring early successes that would build momentum. Another was the decision to allow participants to train in civilian attire, breaking down traditional barriers and creating a more relaxed environment conducive to open dialogue. These strategies helped to cultivate a mentoring culture that valued personal growth and development over rigid adherence to hierarchical structures.

Feedback from the pilot was overwhelmingly positive, with many participants noting significant improvements in their leadership skills, professional relationships, and overall morale. This success story provided the impetus for broader implementation across the RNZAF. WO Gell tasked F/S Grant Riki and F/S Rob Chee with developing a unique training framework that combined industry standards with the RNZAF’s Leadership Framework.

By 2013, the RNZAF sought to benchmark its mentoring program against international standards. With guidance from the NZCMC, the RNZAF embarked on a rigorous accreditation process through the International Standards for Mentoring Programs in Employment (ISMPE). This process involved a comprehensive review and enhancement of the program’s structure, policies, and training materials.

In 2014, the **RNZAF MENTORING PROGRAMME** achieved a historic milestone by becoming the first military organization worldwide to receive ISMPE gold accreditation. This accolade not only validated the program’s effectiveness but also underscored the RNZAF’s commitment to continuous improvement. The program was further recognized with gold standard accreditations in 2018 and 2022, along with the European Quality Award (EQA) for its mentoring training program.



“Having a Mentoring Program was the right thing to do for our people.”

Colin Edie

Co-founder of the **RNZAF MENTORING PROGRAMME**

Achieving ISMPE gold accreditation was a rigorous process that demanded a thorough examination of every aspect of the mentoring program. The review included an evaluation of the program’s design, implementation, and outcomes. It required demonstrating adherence to best practices and maintaining high standards of ethics and pastoral care. This accreditation process highlighted areas for further development, such as increasing mentee engagement and refining the selection criteria for both mentors and mentees.

The gold accreditation was a significant achievement, serving as a testament to the hard work and dedication of all those involved in the program. It also provided a benchmark against which the RNZAF could measure its progress and ensure that it continued to deliver high-quality mentoring. The recognition from an international body helped to elevate the program’s status within the RNZAF and beyond, showcasing it as a model of excellence in mentoring.

This achievement was celebrated across the RNZAF, reinforcing the importance of the mentoring program and encouraging even greater participation. It also set the stage for further innovations and enhancements, ensuring that the **RNZAF MENTORING PROGRAMME** would remain at the forefront of leadership development initiatives.

Furthermore, the journey of the **RNZAF MENTORING PROGRAMME** is a testament to its ability to evolve in the face of changing circumstances and challenges. From its inception, the program has been characterized by its adaptability, ensuring that it remains relevant and effective as the RNZAF itself evolves. Over the years, the program has expanded its scope, embraced new technologies, and adapted to the shifting needs of its participants, all while staying true to its core principles of confidentiality, personal development, and inclusivity.

As the RNZAF grew more diverse in terms of gender, ethnicity, and cultural background, so too did the **RNZAF MENTORING PROGRAMME**. Recognizing that a one-size-fits-all approach would not suffice, the program began to incorporate elements that specifically addressed the unique challenges faced by different groups within the force. This included the introduction of mentoring streams focused on supporting women, Māori personnel, and other underrepresented groups, ensuring that the benefits of mentoring were accessible to all.



The program’s commitment to diversity and inclusion was not merely about representation but about fostering a culture where every individual could thrive. This meant creating safe spaces for open dialogue, challenging biases, and encouraging mentors to develop cultural competence. By doing so, the **RNZAF MENTORING PROGRAMME** helped to break down barriers and build bridges between different parts of the organization, contributing to a more cohesive and unified force.

POIPOIA TE KĀKANO KIA PUĀWAI.
Nurture the seed, and it will blossom.
[Aotearoa New Zealand Māori Whakatauki \(proverb\)](#)

The expansion of the program also saw the introduction of peer mentoring and group mentoring sessions, allowing participants to benefit from shared experiences and collective wisdom. These formats provided additional layers of support, particularly for those who may have been hesitant to engage in one-on-one mentoring relationships. By offering a variety of mentoring options, the program ensured that it could meet the diverse needs of its participants.

The **RNZAF MENTORING PROGRAMME'S** resilience has been tested on several occasions, most notably during times of organizational change, operational tempo, and global crises. Each time, the program has demonstrated its ability to adapt and continue delivering value to its participants.

During periods of high operational tempo, such as deployments or disaster relief missions, the program adapted by offering shorter, more focused mentoring engagements. These “mentoring bursts” provided critical support during intense periods of activity, helping personnel to navigate challenges and maintain their well-being.

The program’s adaptability during these challenging times has reinforced its importance as a cornerstone of the RNZAF’s commitment to its people. By remaining flexible and responsive to the needs of its participants, the **RNZAF MENTORING PROGRAMME** has continued to thrive, even in the face of adversity.

As the RNZAF looks to the future, the **RNZAF MENTORING PROGRAMME** is poised to continue its legacy of excellence and innovation. The program’s success has inspired interest from other military organizations and industries, positioning the RNZAF as a leader in mentoring best practices. Plans are underway to further expand the program, including the development of cross-service mentoring initiatives and partnerships with civilian organizations, enhancing the breadth and depth of the mentoring experience.

The **RNZAF MENTORING PROGRAMME'S** future is marked by a commitment to ongoing development and a vision that transcends the boundaries of the military. As the program continues to evolve, several key initiatives are set to define its trajectory such as cross-service mentoring initiatives, expansion of civilian partnerships, and its emphasis on cultural competence. Also, its focus on technological integration and its influence on global leadership continue to challenge the program to live out its vision and mission.

The RNZAF recognizes the value of collaboration across different branches of the New Zealand Defence Force (NZDF). To this end, the program is exploring cross-service mentoring initiatives that bring together personnel from the Royal New Zealand Navy (RNZN), the New Zealand Army, and the RNZAF. These initiatives aim to foster a more integrated approach to leadership development, allowing personnel to benefit from the diverse experiences and perspectives of their peers across the services.



WHĀIA TE ITI KAHURANGI, KI TE TUOHU KOE,
ME HE MAUNGA TEITEI
Pursue that which is precious, and do not be deterred
by anything less than a lofty mountain
[Aotearoa New Zealand Māori Whakatauki \(proverb\)](#)

This cross-service approach not only enhances the professional growth of individual participants but also contributes to the overall cohesion and effectiveness of the NZDF. By breaking down silos and encouraging inter-service collaboration, the mentoring program helps to build a more unified and resilient force.

The **RNZAF MENTORING PROGRAMME'S** success has attracted interest from civilian organizations, leading to the development of partnerships that extend the program's reach beyond the military. Collaborations with companies like KPMG, Tonkin + Taylor NZ, and others have opened up new opportunities for personnel to engage in mentoring relationships with professionals from various industries. These partnerships provide valuable insights into different sectors, enhancing the professional development of both mentors and mentees.

The expansion of civilian partnerships also aligns with the RNZAF's broader strategy of preparing its personnel for life beyond the military. By facilitating connections with the civilian workforce, the mentoring program supports the transition of service members to civilian careers, ensuring that they are well-equipped for success in any environment.

As New Zealand's demographic landscape continues to evolve, the **RNZAF MENTORING PROGRAMME** is placing greater emphasis on cultural competence. This focus reflects the RNZAF's commitment to creating an inclusive environment where all personnel feel valued and supported. Training programs and resources are being developed to help mentors and mentees navigate cultural differences, fostering an environment of mutual respect and understanding.

The integration of cultural competence into the mentoring program is particularly important in the context of New Zealand's bi-cultural framework, which recognizes the special relationship between Māori and the Crown. By incorporating Te Ao Māori (the Māori worldview) into the mentoring process, the RNZAF is taking meaningful steps toward honouring this relationship and ensuring that Māori personnel can fully engage in the mentoring experience.



HE WAKA EKE NOA
We are all in this together.
Aotearoa/ New Zealand Māori Whakatauki (proverb)

In response to the growing demand for flexibility and accessibility, the **RNZAF MENTORING PROGRAMME** is exploring the integration of digital platforms and tools. The use of online mentoring platforms, virtual meetings, and other digital resources will allow the program to reach a broader audience, including personnel stationed in remote locations or on deployments. This technological integration will also enable more frequent and efficient communication between mentors and mentees, ensuring that the mentoring process remains dynamic and responsive.

Furthermore, the adoption of data-driven approaches will help the RNZAF to better track the progress and outcomes of mentoring relationships. By analyzing feedback and performance metrics, the program can continuously refine its strategies and enhance its impact.

The **RNZAF MENTORING PROGRAMME'S** achievements have positioned it as a thought leader in the field of military mentoring. As the program continues to garner international recognition, there are plans to share its insights and best practices with other military organizations around the world. This could include hosting international conferences, publishing research, and participating in global mentoring networks.

The program's thought leadership extends beyond the military, with the potential to influence mentoring practices in other sectors as well. By sharing its experiences and lessons learned, the **RNZAF MENTORING PROGRAMME** can continue to contribute to the global conversation on mentoring and leadership development, helping to shape the future of these fields.

The **RNZAF MENTORING PROGRAMME** stands as a testament to the power of vision, collaboration, and adaptability. What began as a simple idea to leverage untapped mentoring capacity has grown into a comprehensive and impactful program that is shaping the future of the RNZAF and beyond. The program's success is rooted in its commitment to people—the recognition that the strength of the RNZAF lies not just in its technology or infrastructure but in the individuals who serve within it.

As the RNZAF continues to navigate the complexities of the 21st century, the **RNZAF MENTORING PROGRAMME** will remain a cornerstone of its leadership development strategy. By fostering a culture of continuous learning, inclusivity, and innovation, the program will continue to empower RNZAF personnel to reach their full potential and contribute to the force's enduring success.

The story of the **RNZAF MENTORING PROGRAMME** is far from over. With new challenges and opportunities on the horizon, the program will undoubtedly continue to evolve, building on its strong foundation and exploring new frontiers in mentoring and leadership development. As it does, the **RNZAF MENTORING PROGRAMME** will remain at the forefront of military mentoring, inspiring others to follow in its footsteps and demonstrating the profound impact that a well-crafted mentoring program can have on individuals, organizations, and communities alike. It will carry forward the legacy of its founders, remaining true to its mission of developing, encouraging, and transforming others. In doing so, it will continue to foster a sense of belonging, value, and purpose for all who serve.

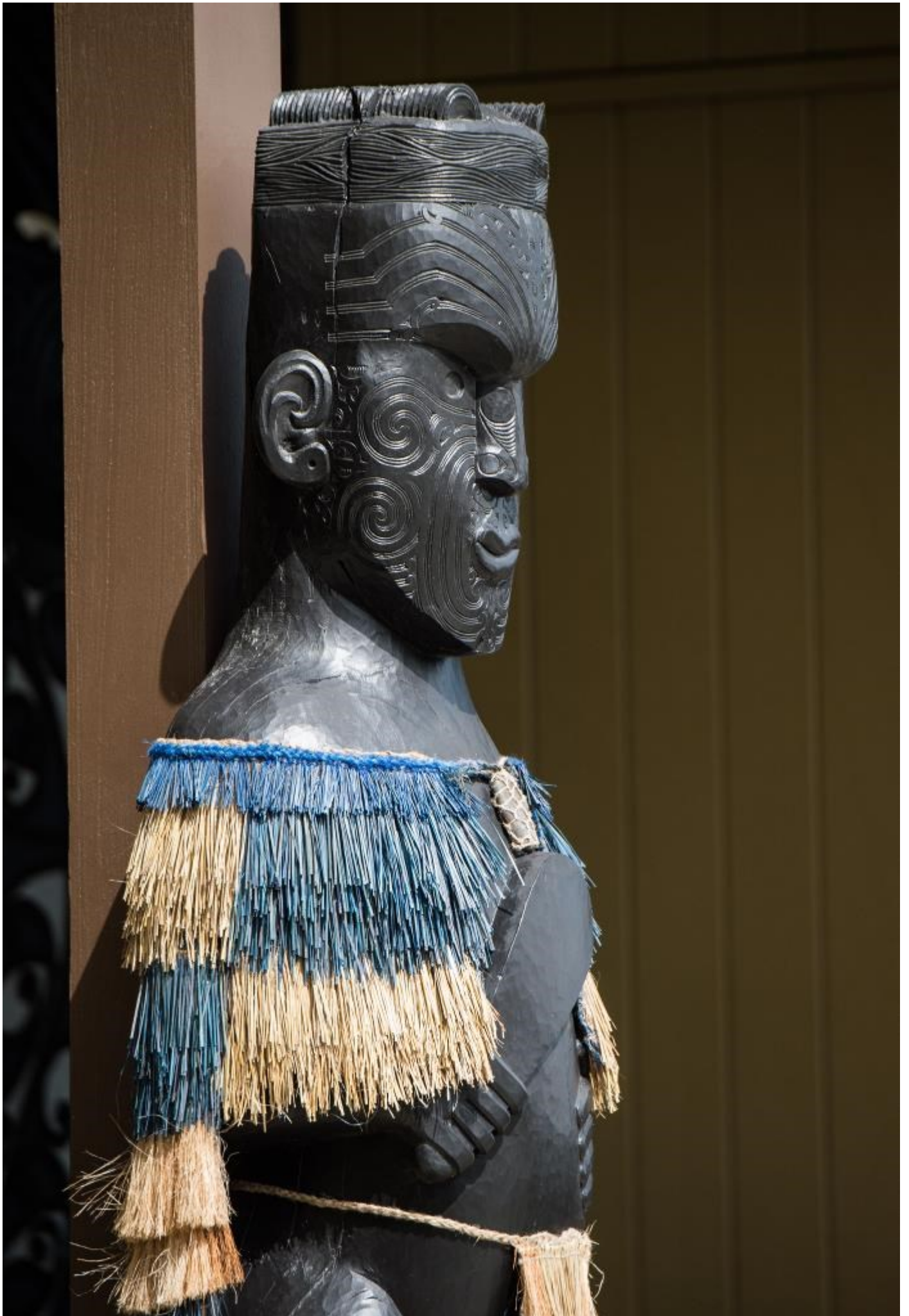
"HE TANGATA! HE TANGATA! HE TANGATA!"

It is indeed the people who remain at the heart of this enduring legacy.



MŌ TĀTOU, Ā, MŌ KĀ URI Ā MURI AKE NEI.
For us and our children after us .

Aotearoa/ New Zealand Māori Whakatauki (proverb)



A large, stylized blue graphic resembling a drop or a wave, with a white outline. Inside the graphic, a white silhouette of an eagle is shown in flight. The graphic is centered on a dark background with a repeating pattern of small, light-colored chevrons.

ABOUT US
MŌHIOHIO

The **RNZAF MENTORING PROGRAMME** embodies a commitment to unlocking the potential of its personnel through a structured and supportive framework. The vision, principles, and objectives that guide the **RNZAF MENTORING PROGRAMME** highlight how it has distinguished itself from other mentoring initiatives and ensured its continued growth and effectiveness.

Vision Statement

The vision of the **RNZAF MENTORING PROGRAMME** is succinct yet powerful:

"To lead workplace mentoring so that people can unlock and achieve success."

This vision underscores the program's fundamental aim to empower individuals through mentoring relationships that cultivate personal and professional development. By prioritizing the growth of its people, the **RNZAF MENTORING PROGRAMME** not only enhances individual capabilities but also fortifies the overall strength and cohesion of the RNZAF and NZDF.

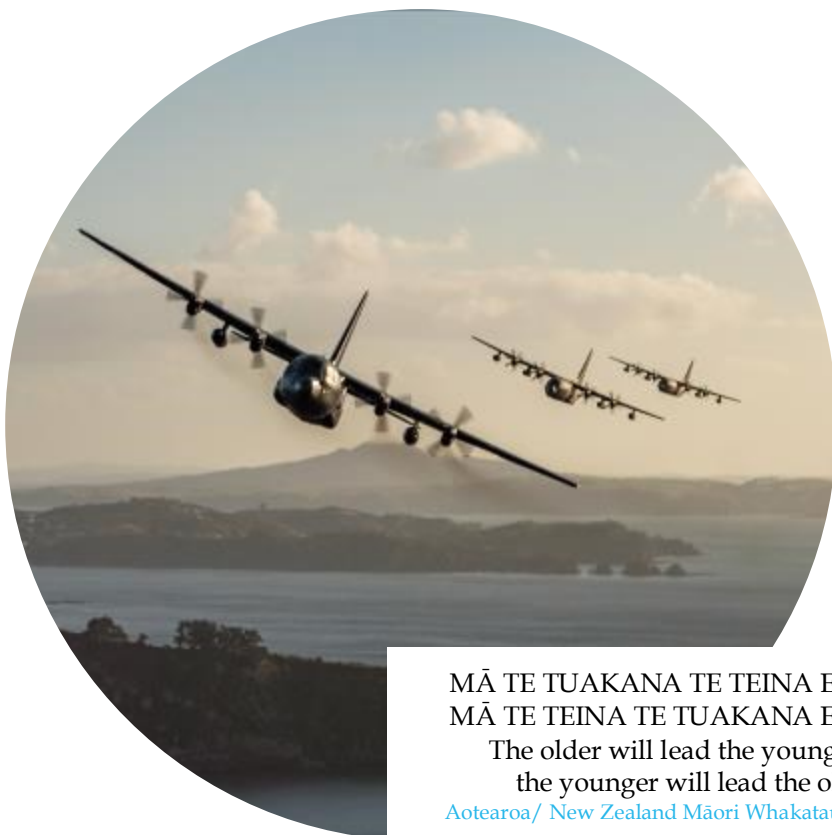
A key factor that sets the **RNZAF MENTORING PROGRAMME** apart is its unwavering focus on the mentee rather than the organization itself. This service-oriented approach ensures that the mentoring experience is tailored to the unique aspirations and goals of each mentee, fostering a supportive environment where individuals can thrive. This focus on individual growth is what makes the vision statement not just a guiding star but a practical and effective framework for success.

Mission Statement

The mission of the **RNZAF MENTORING PROGRAMME** is:

"Through innovation, provide a diverse mentoring framework, training program, and an experienced support network."

This mission emphasizes the program's dedication to offering a comprehensive and adaptable mentoring environment that caters to the diverse needs of its participants. By focusing on innovation, the program ensures that both mentors and mentees have access to the latest tools and techniques, fostering a culture of continuous improvement. The support network is designed to be robust, enabling individuals to navigate challenges and achieve their full potential within the RNZAF.



MĀ TE TUAKANA TE TEINA E TOTIKA,
MĀ TE TEINA TE TUAKANA E TOTIKA.

The older will lead the younger and
the younger will lead the older.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

Core Principles

The core principles of the **RNZAF MENTORING PROGRAMME** are the pillars that uphold its integrity and effectiveness. These principles ensure that the program remains ethical, focused, and aligned with the needs of both mentors and mentees. They create a robust foundation for mentoring relationships that are beneficial and transformative for all participants.

- **Voluntary Participation:** **THE RNZAF MENTORING PROGRAMME** is entirely voluntary for both mentors and mentees. This principle ensures that all participants are genuinely committed to the mentoring process, creating an environment of mutual respect and enthusiasm. By allowing individuals to choose to be part of the program, the **RNZAF MENTORING PROGRAMME** ensures that the mentoring relationships are founded on a genuine desire to learn and grow, rather than on obligation or compulsion. This voluntary nature also fosters a sense of ownership and responsibility, which is crucial for the success of any mentoring relationship.
- **Mentee-Centered Focus:** The program is designed with the primary focus on the aspirations and goals of the mentee. This principle ensures that the mentoring relationship is tailored to meet the specific needs and ambitions of the mentee, rather than being driven by organizational goals. By prioritizing the development of the mentee, the program encourages personalized growth and fosters a sense of empowerment. This mentee-centric approach helps in building a trusting and supportive relationship, where the mentee feels valued and understood, leading to more effective and meaningful outcomes.
- **Confidentiality:** Maintaining strict confidentiality is paramount within the **RNZAF MENTORING PROGRAMME**. This principle ensures that all conversations and shared information between mentors and mentees remain private, fostering a safe and secure environment for open and honest communication. Confidentiality builds trust, allowing mentees to freely discuss their challenges, aspirations, and personal development without fear of judgment or repercussions. This trust is fundamental to the success of the mentoring relationship, as it encourages transparency and vulnerability, which are essential for genuine growth and learning.



ITI NOA ANA HE PITO MATA.
It may be small now, but the potential is limitless.
Aotearoa/ New Zealand Māori Whakatauki (proverb)

- **Commitment and Respect:** Both mentors and mentees are expected to demonstrate a high level of commitment and respect towards the mentoring relationship. This principle emphasizes the importance of dedication, punctuality, and active engagement from both parties. By respecting each other's time and experiences, mentors and mentees can build a strong and productive relationship that is conducive to learning and development. Commitment and respect also involve honouring the agreed-upon goals and action plans, which helps in maintaining the momentum and direction of the mentoring process.
- **Continuous Improvement:** The **RNZAF MENTORING PROGRAMME** is committed to the principle of continuous improvement. Regular feedback is sought from participants to assess the effectiveness of the program and identify areas for enhancement. This iterative process ensures that the program evolves to meet the changing needs and expectations of its participants. By fostering a culture of continuous improvement, the **RNZAF MENTORING PROGRAMME** remains relevant and effective, adapting to new challenges and opportunities while maintaining high standards of excellence.
- **Separation from Performance Management:** Clear separation between the mentoring process and performance management is a principle which ensures that the focus of mentoring remains on personal and professional development, rather than on performance evaluation or disciplinary actions. By maintaining this distinction, the program creates a safe space for mentees to explore their potential and address their developmental needs without fear of negative consequences. This separation reinforces the supportive and developmental nature of the mentoring relationship.

Objectives

The objectives of the **RNZAF MENTORING PROGRAMME** are designed to ensure that the mentoring process not only benefits individual participants but also contributes positively to the organizational culture and effectiveness. These objectives encapsulate the program's commitment to personal and professional development, fostering a sense of community, and promoting a diverse and inclusive environment.

- **Enhancing Service and Personal Attributes:** The **RNZAF MENTORING PROGRAMME** aims to enhance the service and personal attributes of its participants. Through the mentoring process, individuals develop key skills and qualities that are essential for their roles within the RNZAF. These attributes include leadership, communication, problem-solving, and resilience. By focusing on both service-related and personal development, the program ensures that participants are well-rounded and capable of contributing effectively to their teams and the wider organization.



E WHIWHI AI KOE I NGĀ HUA O TE MOANA,
ME MAKU KOE.

To obtain the bounty of the ocean,
you need to get wet.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

- **Unlocking Potential and Increasing Satisfaction:** One of the primary objectives of the **RNZAF MENTORING PROGRAMME** is to unlock the potential of its participants, leading to increased job satisfaction and overall well-being. By providing tailored guidance and support, mentors help mentees to identify their strengths, set achievable goals, and navigate their career paths. This process of self-discovery and achievement not only enhances the mentee's professional capabilities but also contributes to their sense of fulfilment and satisfaction in their roles.
- **Inspiring and Motivating through Focused Attention:** The program seeks to inspire and motivate participants by providing them with focused attention and input from their mentors. This objective emphasizes the importance of dedicated time and effort from mentors to understand the mentee's aspirations and challenges. By offering personalized advice, encouragement, and constructive feedback, mentors can significantly impact the motivation and drive of their mentees. This focused attention helps mentees to stay committed to their goals and overcome obstacles with confidence.
- **Building Networks and Enhancing Relationships:** The **RNZAF MENTORING PROGRAMME** promotes the building of networks and the enhancement of relationships across all ranks, units, squadrons, and positions. This objective highlights the importance of creating a collaborative and supportive environment within the RNZAF. By fostering connections between different parts of the organization, the program helps to break down silos and encourages the sharing of knowledge and experiences. These networks and relationships are crucial for personal and professional development, as they provide additional resources and support systems for participants.
- **Cultivating a Sense of Belonging and Value:** The program aims to cultivate a sense of belonging and value among its participants. By engaging in meaningful mentoring relationships, individuals feel more connected to the RNZAF and appreciated for their contributions. This sense of belonging and value is essential for morale and retention, as it helps individuals to feel more invested in their roles and the organization. The program's focus on personal development and support also reinforces the idea that the RNZAF cares about the well-being and growth of its personnel.
- **Leveraging Experience and Networks:** The **RNZAF MENTORING PROGRAMME** utilizes the experience, motivation, and networks of more experienced members to benefit mentees. This objective emphasizes the importance of drawing on the wealth of knowledge and expertise within the organization. Experienced mentors can provide valuable insights, guidance, and connections that help mentees to navigate their careers and develop their skills. By leveraging these resources, the program enhances the learning and development opportunities for all participants.
- **Supporting Cultural Development:** The program plays a significant role in supporting the cultural development of the RNZAF and the broader NZDF. This objective highlights the program's commitment to promoting bi-cultural and diverse military practices. By providing opportunities for individuals from different cultural backgrounds to learn and grow together, the program fosters mutual respect and understanding. This cultural development is essential for creating an inclusive and cohesive force that reflects the diverse society it serves.

Distinctive Strengths

THE RNZAF MENTORING PROGRAMME stands out from other mentoring initiatives due to its steadfast adherence to its vision statement, core principles, and objectives. Since its inception in 2008, the program has consistently focused on living out its vision and holding true to its guiding principles and objectives. This consistency and dedication have been the foundation and strength that have enabled the program to grow and thrive over the years.

A key distinguishing feature of the RNZAF **MENTORING PROGRAMME** is its service-oriented nature, which places the needs and goals of the mentee at the forefront. Unlike many other mentoring initiatives that may prioritize organizational objectives, the **RNZAF MENTORING PROGRAMME** is dedicated to supporting the personal and professional development of its participants. This mentee-centric approach ensures that the mentoring relationships are meaningful and impactful, leading to tangible benefits for the individuals involved.

Additionally, the **RNZAF MENTORING PROGRAMME'S** commitment to continuous improvement and confidentiality further sets it apart. By regularly seeking feedback and maintaining a strict confidentiality policy, the program fosters a trusting and evolving environment where participants feel safe and supported. This focus on ethical and effective principles ensures that the program remains relevant and beneficial, adapting to the changing needs of its participants.

Moreover, the program's emphasis on building networks and enhancing relationships across the organization promotes a collaborative and inclusive culture. By connecting individuals from different ranks, units, and backgrounds, the program encourages the sharing of knowledge and experiences, which is crucial for the development of a cohesive and resilient force.

The **RNZAF MENTORING PROGRAMME'S** unwavering commitment to its vision, principles, and objectives sets it apart as a leader in workplace mentoring. Its focus on individual growth, ethical practices, and continuous improvement has been the cornerstone of its success, ensuring that it continues to thrive and make a significant impact on the RNZAF and its personnel.



HE TAONGA RONGONUI TE AROHA
KI TE TANGATA.

Love towards others is a precious treasure.
Aotearoa/ New Zealand Māori Whakatauki (proverb)



PROGRAM STRUCTURE

AHUATANGA

The **RNZAF MENTORING PROGRAMME'S** structure and integration within the broader RNZAF organization are key to its effectiveness, ensuring that mentoring initiatives are not only aligned with the RNZAF's strategic goals but also meet the individual needs of its personnel.

Sponsorship and Oversight

At the helm of the **RNZAF MENTORING PROGRAMME** is the Warrant Officer of the Air Force (WOAF), who serves as the sponsor of the program. The WOAF's sponsorship underscores the importance of the program at the highest levels of the RNZAF leadership, ensuring that mentoring remains a strategic priority. While the WOAF provides overarching guidance and support, the day-to-day management and operational responsibilities of the program are vested in the **RNZAF MENTORING PROGRAMME** Manager.

Program Management and Reporting

The **RNZAF MENTORING PROGRAMME** Manager is the linchpin of the program, responsible for its effective and efficient running. This role, initially established as a part-time RNZAF Mentoring Coordinator in 2014, has since evolved into a full-time position by 2022, reflecting the growing scope and significance of the program. The Program Manager operates within the Directorate of People and Culture (DPC), which itself is a key component of the Training and Support (T&S) branch of the RNZAF. This directorate encompasses several critical initiatives, including the School to Skies (Op TK), Māori Cultural Advisory, Diversity and Inclusion, and Welfare, all of which contribute to a holistic approach to personnel development and support within the RNZAF.

The Program Manager reports directly to the Director of People and Culture, ensuring a close alignment with the directorate's broader objectives and initiatives. This direct reporting line emphasizes the strategic integration of the mentoring program within the RNZAF's culture and personnel management practices. Despite this direct reporting relationship, the WOAF continues to sponsor the program, ensuring that it remains closely connected to the highest levels of RNZAF leadership.

Steering Group and Advisory Support

The **RNZAF MENTORING PROGRAMME** Steering Group plays a crucial role in the governance of the program, providing a forum for feedback, discussion, and strategic guidance. This group consists of the Sponsor (WOAF), the Director of People and Culture, the RNZAF Mentoring Program Manager, Senior Facilitators, and representatives from each Base Mentoring Advisory Team (MAT). The Steering Group is responsible for considering feedback for continuous improvement, advising command on mentoring-related issues, and ensuring that the program remains responsive to the needs of its participants and aligned with the RNZAF's strategic goals.



KOTAHI TE KĀKANO,
HE NUI NGĀ HUA O TE RĀKAU
A tree comes from one seed, but bears many fruit.
[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)

Mentoring Advisory Team (MAT)

At the heart of the **RNZAF MENTORING PROGRAMME** are the Mentoring Advisory Teams (MATs), which are situated at each RNZAF base or location. These teams are composed of experienced volunteers who are passionate about mentoring and dedicated to the success of the program. Each MAT is led by a MAT Lead, who coordinates the activities of the team and ensures that the program is effectively administered at the local level. The MATs are integral to the program's operation, providing on-the-ground support to mentors and mentees, facilitating training sessions, and promoting the program within their respective bases.

Training Management Group (TMG)

To maintain the highest standards of mentoring practice, the RNZAF implemented a Training Management Group (TMG) in 2018. The TMG is responsible for approving changes to the training materials used within the mentoring program and for the approval of all new facilitators. This group ensures that the training provided to mentors and mentees is of the highest quality and that it remains relevant to the evolving needs of the RNZAF. The TMG's oversight is crucial for maintaining the program's international accreditation and its alignment with global best practices in mentoring.

Integration with RNZAF Strategic Objectives

The **RNZAF MENTORING PROGRAMME** is designed to enhance, not detract from, the existing trade and general mentoring and coaching provided within the workplace. It serves as an additional layer of support, focusing on personal development and helping individuals unlock their potential and achieve personal and professional success. The program is closely aligned with current and future RNZAF objectives, supporting the comprehensive and timely development of its personnel. By integrating with broader initiatives within the Directorate of People and Culture, the **RNZAF MENTORING PROGRAMME** contributes to a force that is capable of delivering operational outputs, achieving missions, and adapting to future challenges.

Definitions and Terminology

Understanding the key terms used within the **RNZAF MENTORING PROGRAMME** is essential for grasping its structure and function:

- **Mentoring:** A helping relationship based on the exchange of knowledge, experience, and goodwill. Mentors assist mentees in gaining confidence, clearer purpose, insight, and wisdom.
- **Mentor:** The individual providing mentoring, sharing their knowledge and experience to guide the mentee.
- **Mentee:** The individual receiving mentoring, who is supported in their personal and professional development.
- **Mentoring Advisory Team (MAT):** A group of experienced volunteers at each base/location who support the mentoring program's implementation and operation.
- **Chain of Command (CoC):** The Commanding Officers and reporting officers of the mentee, who play a supportive role in the mentoring relationship by providing commitment and resources

SOPs and P&Ps:

In the dynamic environment of the RNZAF, where precision and adaptability are paramount, the **RNZAF MENTORING PROGRAMME'S** Standard Operating Procedures (SOPs) and Policy and Procedures (P&Ps) serve as the backbone of its operational integrity. These frameworks ensure that mentoring activities align seamlessly with the broader organizational goals, providing clear guidelines on best practices, ethical considerations, and the roles and responsibilities of all participants. By establishing a consistent and transparent approach, the SOPs and P&Ps not only foster a culture of accountability but also enhance the effectiveness of mentoring relationships, ensuring that every interaction contributes to the personal and professional growth of RNZAF personnel.

Policy Development and Consultation

The policies and procedures governing the **RNZAF MENTORING PROGRAMME** were developed in consultation with the New Zealand Coaching and Mentoring Centre (NZCMC), the European Mentoring and Coaching Council (EMCC), and with reference to the International Standards for Mentoring Programs in Employment (ISMPE). This collaboration with esteemed organizations ensures that the **RNZAF MENTORING PROGRAMME** adheres to international best practices, maintaining high standards of quality, ethics, and effectiveness.

Commitment to Growth and Development

The RNZAF is committed to the ongoing growth and development of its personnel, and the **RNZAF MENTORING PROGRAMME** is a key element of this commitment. By supporting the strategic objectives of the RNZAF and its allies, the program helps to create a force capable of delivering outputs, achieving operations, and reshaping itself for future challenges. The mentoring program's integration within the Directorate of People and Culture, alongside other critical initiatives, ensures that it remains a vital component of the RNZAF's personnel development strategy.

The **RNZAF MENTORING PROGRAMME** is a well-structured and strategically integrated initiative that plays a vital role in the development of RNZAF personnel. Through its carefully designed structure, including the roles of the WOAF, the Director of People and Culture, the Program Manager, the Steering Group, and the MATs, the program ensures that mentoring is effectively implemented and aligned with the RNZAF's broader strategic objectives. The integration of the program within the Directorate of People and Culture, alongside other key initiatives, further enhances its impact, ensuring that the RNZAF continues to cultivate a culture of growth, development, and operational excellence.



EHARA TAKU TOA I TE TOA TAKITAHU,
ENGARI HE TOA TAKITINI.

My strength is not as an individual
but as a collective.

Aotearoa/ New Zealand Māori Whakatauki (proverb)



DIVERSITY
WHAKAWHĀITI

The **RNZAF MENTORING PROGRAMME** operates within a dynamic and diverse environment, where the unique experiences, backgrounds, and perspectives of its members are not only acknowledged but actively embraced. As part of the wider NZDF, the **RNZAF MENTORING PROGRAMME** not only adheres to the NZDF's robust Diversity and Inclusion Policies but also aligns itself with the EMCC's Diversity and Inclusion Declaration. This dual alignment ensures that the program not only meets but exceeds global standards in fostering an inclusive and equitable environment for all its participants.

A Framework for Empowerment

The EMCC Diversity and Inclusion Declaration serves as a high-level framework designed to empower Coaches, Mentors, and Supervisors within the **RNZAF MENTORING PROGRAMME**. It provides a roadmap for integrating Diversity and Inclusion (D&I) into everyday practice, ensuring that these values are not just theoretical concepts but are actively lived and experienced by all members. The EMCC exists to develop, promote, and set the expectation of best practice in mentoring and coaching, drawing strength from the diversity of individuals and affiliated countries that contribute to making it a leading body in mentoring and coaching supervision. By aligning with this declaration, the **RNZAF MENTORING PROGRAMME** commits to a continuous journey of embracing diversity and promoting inclusion at every level.

Diversity and Inclusion at the Core of Professional Practice

The vision set forth by the EMCC and adopted by the **RNZAF MENTORING PROGRAMME** is one where diversity and inclusion inform every aspect of professional practice. In this context, mentors, mentees, and supervisors strive to embrace and respect the uniqueness of each individual, recognizing their talents and potential. This vision is not only aspirational but operational, driving the **RNZAF MENTORING PROGRAMME** to actively create an environment where differences are celebrated and where every participant feels valued and supported.

Within the RNZAF, this vision manifests in various ways. The **RNZAF MENTORING PROGRAMME** ensures that mentoring relationships are free from bias and prejudice, promoting fairness and equality. The matching process, a crucial aspect of the program, is conducted with careful consideration of the diverse backgrounds of participants, ensuring that mentors and mentees are paired in ways that enhance learning and personal growth. Additionally, workshops and training sessions within the program emphasize the importance of understanding and respecting differences, equipping participants with the skills to navigate and celebrate diversity in all its forms.



MA TE KOTAHITANGA E WHAI
KAHA AI TĀTAU.

In unity we have strength.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

Building on a Foundation of Integrity and Respect

The values underpinning the EMCC Diversity and Inclusion Declaration are integral to the **RNZAF MENTORING PROGRAMME**. These values include a pioneering spirit, excellence in standards, substantial research, inclusiveness, cultural diversity, proximity to participants, and social responsibility. Together, they form the bedrock upon which the program's D&I efforts are built.

The **RNZAF MENTORING PROGRAMME** endorses the right of every individual not to be discriminated against and to live autonomous, peaceful, and socially responsible lives. This endorsement is reflected in the program's commitment to maintaining integrity and respect for the common humanity of all people. Through this declaration, the program commits to fostering an environment where participants are encouraged to remain curious, open to new learning, and committed to the principles of fairness, justice, and equality for all.

This commitment is evident in the way the program approaches its mentoring relationships. Mentors are trained to recognize and address their own biases, ensuring that their interactions with mentees are grounded in respect and equality. Mentees, in turn, are encouraged to bring their whole selves to the mentoring relationship, confident that their unique experiences and perspectives will be valued.

Defining Diversity and Inclusion:

Diversity and inclusion are central to the **RNZAF MENTORING PROGRAMME'S** philosophy. Diversity, as defined by the EMCC, involves recognizing the differences between us, including ethnicity, gender, age, national origin, disability, sexual identity, education, experience, philosophy, political views, socio-economic background, religion, and thought processes. These differences, some permanent and others fluid, contribute to what makes each of us unique.

Inclusion, on the other hand, is about putting the concept of diversity into action. It involves creating an environment where individuals, teams, and organizations value, respect, and support each other without prejudice. In the **RNZAF MENTORING PROGRAMME**, inclusion is not just a goal but a practice, reflected in the way the program engages with participants, designs its processes, and delivers its services.

The **RNZAF MENTORING PROGRAMME** actively seeks to remove barriers to participation, whether they are physical, cultural, or psychological. This includes ensuring that mentoring opportunities are accessible to all, regardless of rank, trade, or background. Additionally, the program fosters a culture of openness and dialogue, where participants are encouraged to share their experiences and perspectives, confident that they will be met with understanding and respect.



AROHA KI TE TANGATA AHAKOA
KO WAI TE TANGATA.

Show compassion to people regardless
of who they are.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

Commitment to EMPOWER:

The **RNZAF MENTORING PROGRAMME'S** commitment to diversity and inclusion is encapsulated in the EMCC's EMPOWER framework, which guides the program's approach to coaching, mentoring, and supervision. This framework emphasizes six key areas: Enhance, Monitor, Personal Development, Open, Will, Engage, and Reflection.

- **Enhance:** **THE RNZAF MENTORING PROGRAMME** continuously seeks to enhance its practices by making its services more accessible and overcoming possible barriers, whether they are direct or indirect, conscious or unconscious. This includes adapting its processes to meet the diverse needs of its participants and ensuring that all members have the opportunity to benefit from the program.
- **Monitor:** The program recognizes that achieving diversity and inclusion requires ongoing commitment. To this end, it commits to monitoring how the EMCC Diversity and Inclusion framework is integrated into all aspects of its practice. This monitoring process involves regular assessments of the program's effectiveness in promoting D&I and making adjustments as needed.
- **Personal Development:** The program is committed to the continuous learning and development of its participants. This includes identifying and addressing the learning and development needs of mentors and mentees, ensuring that they are equipped to fully integrate diversity and inclusion into their practice.
- **Open:** The **RNZAF MENTORING PROGRAMME** fosters a culture of openness, where participants are encouraged to seek and provide continuous feedback. This feedback loop is critical to the program's ability to improve and evolve its D&I practices. The program commits to acting on this feedback, making changes where necessary to better meet the needs of its participants.
- **Will:** The program demonstrates a strong will to support and challenge participants to promote behaviours that reflect a commitment to diversity and inclusion. This includes providing the necessary support and resources to help mentors and mentees navigate complex D&I issues and encouraging them to take an active role in promoting an inclusive culture.
- **Engage:** The **RNZAF MENTORING PROGRAMME** actively engages with stakeholders, including clients, communities of practice, colleagues, and supervisors, to uphold the EMCC's Diversity and Inclusion Declaration and the Global Code of Ethics. This engagement is critical to the program's ability to remain relevant and effective in a rapidly changing world.
- **Reflection:** As reflective practitioners, the **RNZAF MENTORING PROGRAMME'S** participants commit to ongoing reflection on how they meet the diverse needs of an inclusive society. This reflection process is integral to the program's ability to adapt and evolve, ensuring that it remains at the forefront of D&I best practices.

A Commitment to Continuous Improvement

The **RNZAF MENTORING PROGRAMME'S** alignment with the EMCC Diversity and Inclusion Declaration represents a deep and ongoing commitment to fostering an inclusive and equitable environment for all its participants. By embracing the principles of diversity and inclusion, the program not only enhances the professional development of its members but also contributes to a more inclusive and socially responsible society.

This commitment to continuous improvement is reflected in every aspect of the program, from the way it designs its processes to the way it engages with participants and stakeholders. As the program continues to evolve, it remains dedicated to upholding the values and principles that make diversity and inclusion a cornerstone of its success. Through this dedication, the **RNZAF MENTORING PROGRAMME** not only meets but exceeds the expectations of its participants, setting a standard for mentoring programs worldwide.



KAUA MĀ TE WAEWAE TŪTUKI,
ENGARĪ MA TE UPOKO PAKARU.

Do not turn your back because of minor obstacles
but press ahead to the desired goal.

Aotearoa/ New Zealand Māori Whakatauki (proverb)





BI- CULTURALISM
TIKANGA RUA

In the heart of the RNZAF lies a profound commitment to not only defend the nation but to also honour and integrate the unique cultural heritage of Aotearoa New Zealand. This commitment is embodied in the RNZAF's Bi-Cultural Policy, a pioneering framework that recognizes and upholds the principles of the Treaty of Waitangi, New Zealand's founding document. At its core, this policy is a living testament to the partnership between the indigenous Māori people and the British Crown, encapsulating values of participation, protection, and partnership. The **RNZAF MENTORING PROGRAMME** stands as a beacon of how these values are seamlessly intertwined with the organization's efforts to nurture and develop its personnel.

Understanding the RNZAF's Bi-Cultural Policy

The RNZAF's Bi-Cultural Policy is not merely a set of guidelines—it is a philosophy that permeates every aspect of the organization. Rooted in the Treaty of Waitangi, signed in 1840, the policy reflects a commitment to honouring Aotearoa New Zealand's bicultural foundation. The Treaty established a partnership between the Māori chiefs and the British Crown, emphasizing cooperation and protection. This historic agreement laid the groundwork for a relationship built on mutual respect and shared responsibilities, principles that continue to resonate within the RNZAF today.

The Bi-Cultural Policy key objectives:

- **Acknowledgment of Māori Culture:** This involves the active incorporation of Māori traditions, language (Te Reo Māori), and customs (tikanga) into the RNZAF's daily operations. Whether through ceremonial practices or the integration of Māori symbolism, the policy ensures that Māori culture is not just recognized but celebrated within the RNZAF.
- **Partnership Building:** The policy emphasizes the importance of fostering strong partnerships with Māori iwi (tribes) and communities. This is not a one-sided effort but a collaborative approach that seeks to build relationships based on trust, understanding, and mutual benefit.
- **Cultural Awareness** To ensure that all RNZAF personnel are equipped to operate within this bicultural framework, the policy promotes cultural awareness and sensitivity training. This training is designed to deepen individuals' understanding of Māori culture, enabling them to engage more effectively and respectfully in a diverse cultural landscape.
- **Protection of Māori Interests:** Central to the Treaty of Waitangi is the principle of protection, and the RNZAF's policy is committed to upholding this. This includes safeguarding Māori land rights, respecting cultural resources, and acknowledging the spiritual and cultural significance of certain areas.



HE AHA TE KAI A TE RANGATIRA? HE
KŌRERO, HE KŌRERO, HE KŌRERO
What is the food of the leader? It is communica-
tion, it is discussion, it is dialogue
[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)

Integrating the Bi-Cultural Policy into the RNZAF MENTORING PROGRAMME

The RNZAF MENTORING PROGRAMME is a shining example of how the organization's Bi-Cultural Policy is not just a theoretical construct but a practical reality that informs and enriches leadership and development practices. Since its inception, the mentoring program has been designed to reflect the principles of the Bi-Cultural Policy, making it a key vehicle for promoting cultural competence, partnership, and protection within the organization.

Integration into the RNZAF MENTORING PROGRAMME:

- Cultural Awareness and Inclusion:** Mentors within the program are trained not only in the technical and interpersonal skills required for effective mentoring but also in cultural awareness. This training equips mentors to understand and appreciate the diverse cultural backgrounds of their mentees, fostering an environment of inclusion and respect. The mentoring relationship thus becomes a space where cultural diversity is not just acknowledged but embraced.
- Partnership in Mentoring:** Just as the Treaty of Waitangi established a partnership between Māori and the Crown, the RNZAF MENTORING PROGRAMME emphasizes the importance of partnership in the mentor-mentee relationship. This partnership is built on the recognition that both parties bring valuable insights and experiences to the table. The mentor is not just a guide but a partner in the mentee's journey of personal and professional growth.
- Whakapapa and Personal Growth:** One of the unique aspects of the RNZAF MENTORING PROGRAMME is its focus on helping individuals connect with their whakapapa (family history) and understand how their cultural heritage can shape their future. Mentors assist mentees in exploring their cultural identity, recognizing its importance in their personal and professional development. This approach not only strengthens the individual's sense of identity but also enhances their ability to contribute to the organization and the broader community.
- Role Modelling and Cultural Leadership:** The RNZAF's Bi-Cultural Policy places a strong emphasis on cultural leadership, expecting leaders to model cultural competencies and inclusivity. This expectation is mirrored in the mentoring program, where mentors are seen as role models who embody the principles of the Bi-Cultural Policy. By demonstrating cultural awareness and respect in their mentoring relationships, these leaders set an example for others to follow, thereby reinforcing the organization's commitment to biculturalism.



A Bi-Cultural Approach

The influence of bicultural leadership within the RNZAF extends to the [RNZAF MENTORING PROGRAMME](#) practices. In particular, the program reflects the principles of the Bi-Cultural Policy in its approach to personal and professional development. Mentors are trained to adopt coaching and mentoring practices that respect and celebrate cultural diversity, recognizing that each individual's cultural background plays a crucial role in their development.

This approach is tailored to meet the unique needs of individuals from diverse cultural backgrounds, ensuring that mentoring relationships are inclusive and supportive. By embracing cultural awareness and inclusivity, mentors create an environment that encourages personal growth and helps mentees unlock their full potential.

The Principles of Partnership, Participation, and Protection

At the heart of the RNZAF's Bi-Cultural Policy are the principles of partnership, participation, and protection. These principles are not only central to the policy but also to the [RNZAF MENTORING PROGRAMME'S](#) philosophy and practices.

- **Partnership:** In the context of mentoring, partnership is about collaboration and mutual respect. The mentor-mentee relationship is built on the understanding that both parties have valuable insights to offer. This partnership extends beyond the immediate relationship to include all stakeholders in the mentoring program, emphasizing the importance of building meaningful, trust-based relationships.
- **Participation:** The principle of participation emphasizes the active involvement of all parties in the mentoring process. This involvement is not just about taking part in mentoring sessions but about engaging fully in the process of personal and professional development. The [RNZAF MENTORING PROGRAMME](#) encourages equitable participation, ensuring that everyone has an opportunity to contribute and benefit from the mentoring relationship.
- **Protection:** Protection in the mentoring context is about creating a safe and supportive environment for the mentee. Mentors are responsible for safeguarding the developmental needs of their mentees, ensuring that they are supported throughout their journey. This principle mirrors the broader commitment of the RNZAF's Bi-Cultural Policy to protect the interests and rights of all parties involved.

Fostering a Sense of Belonging and Leadership

The [RNZAF MENTORING PROGRAMME](#), through its integration of the Bi-Cultural Policy, plays a pivotal role in fostering a sense of belonging among its personnel. By embracing cultural diversity and promoting inclusive practices, the program helps individuals feel valued and respected within the organization. This sense of belonging is not only important for individual well-being but also for building a cohesive and resilient military force.

Moreover, the [RNZAF MENTORING PROGRAMME](#) contributes significantly to the development of leadership skills within the RNZAF. By incorporating elements of cultural understanding and partnership building, the program equips future leaders with the tools they need to navigate the complexities of a multicultural and multilingual nation like New Zealand. This, in turn, strengthens the overall military environment, ensuring that the RNZAF remains a formidable force both domestically and internationally.

A Model for Multicultural Integration

The RNZAF’s Bi-Cultural Policy and the **RNZAF MENTORING PROGRAMME** serve as a model for how an organization can effectively integrate cultural diversity into its operations. By aligning with the principles of partnership, participation, and protection, the RNZAF has created a framework that not only honours Aotearoa New Zealand’s bi-cultural heritage but also enhances the personal and professional growth of its personnel.

The **RNZAF MENTORING PROGRAMME**, by embracing the Bi-Cultural Policy, stands as a testament to the power of cultural integration in fostering leadership and building a sense of community. Through its commitment to cultural awareness, partnership, and protection, the program ensures that every individual within the RNZAF feels valued and respected, regardless of their cultural background. This approach not only strengthens the bonds between mentors and mentees but also reinforces the RNZAF’s broader mission of upholding the principles of the Treaty of Waitangi.

As the **RNZAF MENTORING PROGRAMME** continues to evolve in an increasingly globalized and diverse world, the lessons learned from the integration of the Bi-Cultural Policy into its mentoring practices will remain invaluable. The RNZAF’s approach serves as a model for other organizations, demonstrating that cultural competence and inclusivity are not just ideals to aspire to but essential components of effective leadership and organizational success.

By fostering a culture of respect, partnership, and protection, the RNZAF is not only honouring its bi-cultural heritage but also laying the foundation for a more inclusive and cohesive future. The mentoring program, in its alignment with the Bi-Cultural Policy, is helping to shape the leaders of tomorrow—leaders who are not only skilled in their technical and strategic abilities but also in their understanding and appreciation of the diverse cultural landscape in which they operate.

The **RNZAF MENTORING PROGRAMME’S** interaction with the Bi-Cultural Policy is a powerful example of how an organization can successfully integrate cultural principles into its core practices. This integration not only enhances the personal and professional development of its members but also contributes to the overall strength and resilience of the RNZAF as a whole. As the **RNZAF MENTORING PROGRAMME** looks to the future, its commitment to biculturalism and the development of culturally competent leaders will continue to be a defining characteristic of its success, both within Aotearoa New Zealand and on the global stage.



WHIRIA TE TANGATA.
Weave the people together.
Aotearoa/ New Zealand Māori Whakatauki (proverb)





DEFIINING MENTORING
TAUTUHI

Mentoring within military organizations has evolved into an essential tool that nurtures leadership, fosters personal growth, and strengthens cohesion in environments defined by structure and discipline. However, the concept of mentoring is not monolithic; it varies widely across different organizations, military branches and cultural contexts. Each organization, influenced by its unique goals and values, shapes its definition and application of mentoring to meet its specific needs.

Globally, military branches have recognized the profound impact that mentoring can have on both personal and professional development. In the U.S. Army, mentoring is seen as a developmental relationship where senior personnel guide juniors in career progression and character building, a reflection of the Army's emphasis on leadership and institutional values. The U.S. Navy similarly prioritizes career advancement within specific tracks, using mentoring as a tool to help sailors achieve their professional goals. The British Armed Forces also incorporate mentoring into their organizational frameworks, with the British Army focusing on enhancing performance through professional relationships and the Royal Navy integrating mentoring into its culture to assist junior personnel in navigating their careers.

The Australian Defence Force follows a similar path, where mentoring is viewed as a means of leadership development, career progression, and personal growth. Each branch within the ADF tailors its mentoring practices to align with its specific objectives and culture. The NZDF also integrates mentoring into its leadership doctrine, but with each service maintaining its unique definition and approach. For instance, the New Zealand Army emphasizes a mentoring relationship that promotes confidence, skills, and autonomy in decision-making for the mentee. The RNZN and the RNZAF focus on leadership development and personal growth, with a broader organizational perspective.

Within the [RNZAF MENTORING PROGRAMME](#), mentoring is defined as:

a learning relationship that emphasizes the sharing of skills, knowledge, and expertise through developmental conversations, experience sharing, and role modelling.

This definition, inspired by the EMCC, aligns with global standards and reflects the program's commitment to a developmental mentoring model. This model places the growth of the mentee at the forefront, prioritizing their personal and professional development over mere alignment with organizational objectives.



HE AROHA WHAKATO,
HE AROHA PUTA MAI.
If kindness is sown,
then kindness you shall receive.

[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)

The **RNZAF MENTORING PROGRAMME'S** adoption of the EMCC definition is grounded in several key considerations. Firstly, aligning with the EMCC ensures that the **RNZAF MENTORING PROGRAMME** meets global standards, a crucial factor for maintaining its accreditation and credibility. This alignment also emphasizes the developmental nature of mentoring, allowing for a personalized approach that supports the mentee's growth beyond the confines of organizational goals. Finally, the program's focus on confidentiality within mentoring relationships ensures a safe space for mentees to discuss their challenges and aspirations openly, fostering a productive and supportive environment.

The global landscape of organizational and military mentoring is diverse, with each branch defining and applying mentoring in ways that reflect its unique culture, values, and objectives. Within the RNZAF, mentoring is viewed through the lens of personal and professional development, guided by the EMCC definition. This approach prioritizes the growth of the mentee, maintains confidentiality, and operates independently of organizational objectives, ensuring that the mentoring relationship is both empowering and effective.

By adopting this model, the **RNZAF MENTORING PROGRAMME** not only upholds global standards but also provides valuable support to its personnel, helping them navigate the complexities of military life and achieve success.

Mentoring vs. Coaching: Understanding the Distinctions

While mentoring and coaching are often used interchangeably, they serve distinct purposes and are rooted in different philosophies. Understanding these differences is crucial for appreciating how each can be effectively applied within the **RNZAF MENTORING PROGRAMME**.

- **Relationship Orientation vs. Goal Orientation:** Mentoring is fundamentally relationship-oriented, focusing on providing a safe environment where the mentee can discuss a wide range of issues affecting their personal and professional success. The mentor's role extends beyond specific learning goals to include broader developmental support. In contrast, coaching is goal-oriented, with a focus on achieving specific outcomes or developing particular competencies. Coaches work with individuals to address specific challenges, often related to improving performance or acquiring new skills.



HE TINA KI RUNGA, HE TAMORE KI RARO.
In order to flourish above,
one must be firmly rooted below.
Aotearoa/ New Zealand Māori Whakatauki (proverb)

- **Duration of Engagement:** Mentoring relationships are typically long-term, lasting anywhere from six months to several years. This extended timeframe allows for the development of trust and a deeper understanding between mentor and mentee. Coaching, on the other hand, is often short-term, with engagements lasting only as long as necessary to achieve the desired goals.
- **Development vs. Performance:** Mentoring is development-driven, aiming to support the mentee's growth not only for their current role but also for future opportunities. This developmental focus distinguishes mentoring from coaching, which is primarily performance-driven. Coaches work to enhance an individual's performance in their current role, with the relationship often ending once specific goals are met.
- **Voluntary Participation vs. Organizational Initiation:** Mentoring is usually a voluntary process, with both the mentor and mentee choosing to engage in the relationship. The mentee often seeks out mentoring based on their own identified needs. In contrast, coaching is frequently initiated by the organization to address specific developmental needs that have been identified by managers or leadership.
- **Manager Involvement:** In coaching, the coachee's immediate manager is often a critical partner, involved in setting goals and monitoring progress. This involvement ensures that coaching aligns with organizational needs. Mentoring, however, typically operates independently of the mentee's manager. This separation helps maintain the integrity of the mentoring relationship, allowing the mentee to explore issues and challenges without the direct involvement of their supervisor.

These distinctions highlight the unique roles that mentoring and coaching play. While both are valuable tools for development, mentoring's focus on relationship-building and long-term personal growth makes it particularly well-suited for the [RNZAF MENTORING PROGRAMME](#).



I OREA TE TUATARA KA PATU KI WAHO.

A problem is solved by continuing
to find solutions.

[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)

Different Styles of Mentoring

The **RNZAF MENTORING PROGRAMME** employs a variety of mentoring styles to cater to the diverse needs of its personnel. These styles include one-on-one mentoring, peer-to-peer mentoring (both internal and external), and group mentoring. Each style offers unique benefits and can be tailored to suit different contexts and goals.

- One-on-One Mentoring:** This is the most traditional form of mentoring within the **RNZAF MENTORING PROGRAMME** and involves a mutual learning relationship between two individuals. The one-on-one mentoring relationship allows for personalized guidance and support, enabling the mentee to gain insights and skills from the mentor's experience. This style is particularly effective for deep, focused development and is often the foundation of the **RNZAF MENTORING PROGRAMME'S** efforts.
- Peer-to-Peer Mentoring:** Peer-to-peer mentoring within the **RNZAF MENTORING PROGRAMME** can occur both internally and externally. This style involves knowledge sharing and supportive relationships between personnel of the same level. It fosters a sense of camaraderie and mutual learning, as peers can relate to each other's experiences and challenges. Internal peer mentoring occurs within the **RNZAF MENTORING PROGRAMME** and the RNZAF, while external peer mentoring involves partnerships with organizations such as KPMG and Tonkin + Taylor in New Zealand. This external collaboration brings fresh perspectives and broader industry insights into the mentoring process.
- Group Mentoring:** Group mentoring involves a group of personnel who engage in mentoring relationships to achieve specific outcomes or goals. This style is particularly useful for addressing common challenges or learning objectives within a team or department. Group mentoring allows for collective learning and the sharing of diverse perspectives, which can enrich the mentoring experience for all participants.



KIA KAHA, KIA MĀIA, KIA MANAWANUI
 Be brave, be bold, be steadfast.
 Aotearoa/ New Zealand Māori Whakatauki (proverb)

- **Reverse Mentoring:** Although not as commonly discussed or used, reverse mentoring is an important aspect of the **RNZAF MENTORING PROGRAMME**. This style of mentoring often emerges as a natural progression from one-on-one mentoring relationships. Reverse mentoring challenges traditional hierarchical structures and allows senior personnel to gain new insights from younger or less experienced members. It fosters a culture of continuous learning and openness.

Each of these mentoring styles contributes to the overall effectiveness of the **RNZAF MENTORING PROGRAMME**. By offering a range of mentoring options, the program ensures that all personnel have access to the support and guidance they need to thrive, both personally and professionally.

Mentoring within the **RNZAF MENTORING PROGRAMME** is a dynamic and multifaceted process, grounded in a commitment to personal and professional development. By adopting the EMCC definition of mentoring, the **RNZAF MENTORING PROGRAMME** ensures that it aligns with global standards while remaining tailored to the unique needs of its personnel. The distinctions between mentoring and coaching further highlight the depth and value of the mentoring relationships fostered within the program.

The diverse styles of mentoring available within the **RNZAF MENTORING PROGRAMME**—one-on-one, peer-to-peer, group, and reverse mentoring—offer flexibility and inclusivity, ensuring that every individual can find the support they need. As the RNZAF continues to evolve, the **RNZAF MENTORING PROGRAMME** will remain a cornerstone of its leadership and development strategy, empowering its personnel to navigate the complexities of military life and achieve success both within and beyond the organization.



NA TE WHAKARONGO ME TE TITIRO
KA PUTA MAI TEKORERO.
Through looking and listening we gain wisdom.
Aotearoa/ New Zealand Māori Whakatauki (proverb)



ROLES AND RESPONSIBILITIES
HAEPAPA

The **RNZAF MENTORING PROGRAMME** is an intricate network of dedicated individuals, each playing a crucial role in ensuring the program's success. This program, grounded in principles of professional development, personal growth, and networking, offers a structured yet flexible environment for mentors and mentees to thrive. The various roles within the program, understand their responsibilities and how they contribute to the overall mission.

RNZAF MENTORING PROGRAMME Manager

The **RNZAF MENTORING PROGRAMME** Manager stands at the helm of the program, overseeing its effective and efficient management. Their responsibilities are multifaceted, touching every aspect of the program's operation.

- **Program Oversight:** They ensure the mentoring program aligns with the strategic goals of the RNZAF, ensuring adherence to industry best practices. This alignment is crucial for maintaining the program's relevance and impact, as it ensures that the mentoring efforts contribute to the broader organizational objectives.
- **Coordination:** The program manager regularly interacts with the Mentoring Steering Management Group (SMG), Training Management Group (TMG), and Mentoring Advisory Teams (MAT). This coordination ensures that all components of the mentoring program work in harmony, facilitating a seamless operation.
- **Performance Monitoring:** The program manager collects and analyses data from surveys and other feedback mechanisms to assess the program's effectiveness. This data-driven approach allows for continuous improvement, identifying areas where the program can be enhanced.
- **Training and Development:** The program manager oversees the development and delivery of mentoring training programs and workshops. They ensure these training sessions meet the high industry standards it has set for itself, which equips mentors and mentees with the skills they need to succeed.



HE RĀ WHATIWHATI KŌ.
A day of hard work, breaks clods of earth.
Aotearoa/ New Zealand Māori Whakatauki (proverb)

- **Support and Guidance:** The program manager provides ongoing support and guidance to all program participants, including mentors, mentees, and MAT members. This support is vital in addressing any issues that arise and ensuring that the mentoring relationships are productive and positive.
- **Policy Enforcement:** The manager ensures adherence to the program's policies and procedures. This role involves not only enforcing rules but also educating participants on the importance of these guidelines.

- **Reporting:** They are responsible for preparing and presenting reports on the program’s performance to senior leadership, including the Warrant Officer of the Air Force (WOAF), Director of People and Culture, and other stakeholders. These reports provide insights into the program’s progress and highlight areas for further development.
- **Financial Management:** The program manager oversees all financial aspects of the program, including budgeting, resource allocations, and ensuring the expenditures align with the program’s strategic goal and mission as well as outcomes and strategies of the RNZAF.
- **Marketing and Branding:** They manage updates to all communication outlets (newsletters, websites, etc.) to ensure that all participants and interested parties are informed and engaged with the program.
- **Networking and Liaison:** The program manager networks and connects with other militaries worldwide, other organizations, and units within the NZDF, as well as industry leaders. This responsibility is vital in expanding the program’s reach and influence.
- **Recruiting Volunteers to the Program and MATs:** The manager is responsible for overseeing the recruitment of volunteers to the mentoring program and MATs, ensuring that the program is supported by a dedicated and capable team.
- **Standards:** The program manager is responsible for staying updated with industry standards and adjusts the program’s standards as needed to maintain its excellence.
- **Accreditation:** The manager ensures the program upholds its industry-leading standards, the courses maintain their quality awards, and individuals have the opportunity to receive an EMCC Individual Accreditation (EIA).
- **Visionary and Strategy Development:** The program manager casts a vision for the future of the program, engaging others to join in and helping to develop strategies that will guide the program's continued growth and success.



KIA WHAKATOMURI TE
HAERE WHAKAMUA.

I walk backwards into the future
with my eyes fixed on my past.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

RNZAF Mentoring Steering Group (SG)

The SG plays a pivotal role in guiding the mentoring program at a strategic level. Composed of the following appointments: Warrant Officer of the Air Force (WOAF) (Sponsor of Program), the Director of the People and Culture Directorate, the Program Manager, a Senior Facilitator, a Senior Assessor/Moderator, and a MAT Team Lead/representative from each of the MAT's.

- **Strategic Guidance:** The SG provides strategic oversight and direction, ensuring that the mentoring program supports the broader objectives of the RNZAF.
- **Feedback Integration:** The group considers feedback from program participants and uses this information to make informed recommendations for improvement. This feedback loop is essential for keeping the program relevant and effective.
- **Policy Development:** Advising on the development and refinement of policies and procedures is another critical function of the SG. This ensures that the program remains responsive to the needs of its participants and aligned with best practices.
- **Performance Review:** Regularly reviewing the program's performance metrics and outcomes allows the SG to monitor progress and identify areas for further enhancement.
- **Support to Program Manager:** The SG provides crucial support and advice to the Program Manager, helping to ensure the program's success. This collaborative relationship is vital for the smooth operation of the mentoring initiative.

RNZAF Mentoring Training Management Group (TMG)

The TMG is responsible for all training and workshop aspects of the mentoring program. This group plays a critical role in ensuring that all participants are well-prepared for their roles within the program. The TMG Consists of the following positions: Senior Assessor/Modifier, all Senior Facilitators and facilitators from each location, the Program Manager, the WOAF, and the Director of the People and Culture Directorate.

- **Training Delivery:** The TMG develops and delivers training programs and workshops for both mentors and mentees. These training sessions are designed to equip participants with the skills and knowledge they need to succeed in their mentoring relationships.
- **Standards and Moderation:** Ensuring that training meets high standards and is consistent across different locations is a key responsibility of the TMG. This consistency is crucial for maintaining the integrity of the program.
- **Continuous Improvement:** The TMG regularly reviews and updates training materials to reflect best practices and feedback from participants. This commitment to continuous improvement ensures that the program remains dynamic and responsive to the needs of its participants.
- **Assessment:** The TMG develops and implements assessment tools to evaluate the effectiveness of the training provided. This evaluation process helps to ensure that the training is achieving its intended outcomes.
- **Support and Guidance:** The TMG provides ongoing support to facilitators and trainers, ensuring that they have the resources and guidance they need to deliver effective training sessions.

Mentoring Advisory Teams (MAT)

The Mentoring Advisory Teams (MAT) are the backbone of the [RNZAF MENTORING PROGRAMME](#). These teams, composed of volunteers at each location, are experienced in the mentoring process and are dedicated to supporting the program's purpose and intent.

- **Support and Encourage:** MAT members actively support and encourage the success of mentoring relationships. They play a crucial role in fostering a positive and supportive environment for mentors and mentees.
- **Adhere to Policy:** MAT members are responsible for following the policies and guidelines of the mentoring program. This adherence ensures that the program operates smoothly and consistently across different locations.
- **Promotion of Program:** Promoting the program to key personnel and encouraging participation is another key responsibility of the MAT. Their efforts help to raise awareness of the program and attract new participants.
- **Training:** MAT members ensure that all participants receive appropriate training, equipping them with the skills and knowledge they need to succeed in their mentoring relationships.
- **Communication:** Clear communication regarding expectations and program guidelines is essential for the success of the mentoring relationships. MAT members play a key role in ensuring that this communication is effective.
- **Review and Update:** MAT members periodically review the mentoring process to ensure that it remains current and effective. This review process allows for continuous improvement and adaptation to changing needs.
- **Support and Problem-Solving:** MAT members are available to offer support and address any issues that arise in mentoring relationships. Their experience and expertise make them a valuable resource for resolving challenges.



MĀTINI, MĀ MANO KA RAPA TE WHAI
 Many hands make light work.
 Aotearoa/ New Zealand Māori Whakatauki (proverb)

- **Confidentiality:** Maintaining confidentiality in all mentoring-related matters is a fundamental responsibility of MAT members. This confidentiality is crucial for building trust and ensuring the success of the mentoring relationships.
- **Principles of Good Mentoring:** MAT members uphold and model the principles of good mentoring within the program and the RNZAF. Their commitment to these principles helps to create a positive and supportive mentoring culture.
- **Troubleshooting:** MAT members are proactive in resolving any problems that occur within mentoring relationships. Their involvement helps to ensure that issues are addressed promptly and effectively.
- **Collaboration:** MAT members communicate and share ideas and resources with other MATs and the program manager. This collaboration helps to ensure consistency and efficiency across the program.

Specific Roles within MAT

MAT members are organized into specific roles, each with its own set of responsibilities. These roles ensure that the program is well-organized and that all aspects of the mentoring process are effectively managed.

- **MAT Lead Responsibilities:** The MAT Lead is responsible for overseeing the proper and efficient management of the MAT on their base or area. This includes monitoring all MAT activities, overseeing budget and funding requests, and ensuring that all MAT members are fully aware of their responsibilities.
- **MAT Deputy Lead:** The MAT Deputy Lead assists the MAT Lead as requested, providing support and ensuring that the MAT functions smoothly.
- **MAT Relationship Manager:** The Relationship Manager is responsible for the efficient organization and management of all mentoring relationships within their base or location. This includes matching mentors and mentees, conducting check-ins, and recording relevant information.
- **MAT Workshop Training Coordinator:** The Workshop Training Coordinator is responsible for organizing RNZAF Mentoring Workshops. This includes setting dates, arranging venues, and ensuring that workshops are well-publicized and well-attended.
- **MAT Continuous Professional Development Coordinator:** This role involves administering continuous professional development (CPD) sessions. The coordinator is responsible for organizing guest speakers, booking venues, and ensuring that CPD sessions are valuable and well-received.
- **MAT Group/Peer-to-Peer Mentoring Coordinator:** This role involves creating and coordinating group/peer-to-peer mentoring on base. The coordinator plans group mentoring workshops, monitors mentoring groups, and ensures that participants receive the support they need.
- **MAT Database Manager:** The Database Manager is responsible for inputting and amending mentoring information in the RNZAF mentoring database. This role is crucial for maintaining accurate and up-to-date records of program participants and activities.

- **MAT Administration Manager:** The Administration Manager handles the administrative and secretarial duties within the MAT. This includes organizing MAT meetings, keeping records, and managing communication within the team.
- **MAT Assistants:** Assistants support MAT members in various activities, including planning and facilitating mentoring activities. They are an essential part of the team, helping to ensure that all aspects of the program run smoothly.
- **MAT Technology Manager:** The Technology Manager handles all technology-related matters within the MAT. This includes managing the Base Support Application, assisting with technology-related queries, and recording presentations for the program’s website and storage system.
- **MAT Marketing Manager:** The Marketing Manager is responsible for managing marketing-related matters on their bases or camp. This includes advertising the program, updating brochures, and drafting articles for the Air Force News in conjunction with the program manager.
- **MAT External Agencies Manager:** This role involves liaising with external agencies, including ex-NZDF personnel, to support the **RNZAF MENTORING PROGRAMME**. The manager also seeks opportunities to increase the pool of external personnel involved in the program.

Spirit of Adventure Training Coordinator

The **RNZAF MENTORING PROGRAMME** Spirit of Adventure Training (SoAT) Coordinator oversees the management of the SoAT Program, which provides **RNZAF MENTORING PROGRAMME** participants and RNZAF personnel with unique leadership and personal development experiences aboard the Spirit of Adventure Trust's sailing voyages. The Coordinator liaises with Trust personnel, promotes the program within the **RNZAF MENTORING PROGRAMME**, manages the nomination and selection process with the Program Manager, and ensures all logistics are handled smoothly. They also maintain statistical data, follow up on post-voyage reports, and contribute to mentoring program audits and reports.



KI TE KORE NGĀ PŪTAKE E MĀKŪKŪNGIA,
EKORE TE RĀKAU E TIPU.

If the roots of the tree are not watered,
the tree will never grow.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

Mentee - The role of the Mentee, is central to the mentoring relationship. Mentees are responsible for driving their development by actively engaging in the process and taking ownership of their growth. Key responsibilities include:

- **Drive Their Development:** Mentees must set personal and professional goals and work diligently towards achieving them. They should approach the mentoring relationship with a clear vision of what they hope to gain and take proactive steps to reach their objectives.
- **Embrace Openness:** Mentees are encouraged to be open to new perspectives and willing to step outside their comfort zones. This openness is crucial for growth and allows them to fully benefit from the mentor's guidance.
- **Own Decisions:** Mentees should take responsibility for their decisions, recognizing that the mentor's role is to guide rather than direct. This empowers mentees to make informed choices and learn from their experiences.
- **Commit to Regular Meetings:** Regular interactions with the mentor are essential for progress. Mentees should ensure these meetings are productive and focused on achieving their goals.
- **Maintain Confidentiality:** Trust is the foundation of the mentoring relationship. Mentees must keep all shared experiences and personal information confidential, fostering a secure and supportive environment.
- **Address Issues Proactively:** If any issues arise in the mentoring relationship, mentees should communicate with the Base Mentoring Advisory Team (MAT) to seek resolution.
- **Participate in Evaluations:** Mentees are expected to complete periodic surveys to provide feedback on their mentoring experience, contributing to the continuous improvement of the program.
- **Seek Feedback and Reflect:** Regular feedback from the mentor is invaluable for growth. Mentees should reflect on this feedback and use it to enhance their development.



MĀ TE MŌHIO KA WHAI WHAKAARO.

By understanding comes
thoughtful consideration.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

Mentor - The Mentor, plays a pivotal role in the [RNZAF MENTORING PROGRAMME](#), providing guidance and support to the mentee. Mentors are expected to:

- **Commit to the Relationship:** Mentors must be dedicated to the mentoring relationship, ensuring that they are consistently available to support the mentee throughout the duration of the partnership.
- **Ensure Regular Interaction:** Regular meetings with the mentee are crucial for maintaining momentum in the mentoring relationship. Mentors should prioritize these interactions to offer consistent guidance.
- **Facilitate Goal Setting:** Mentors assist mentees in setting realistic and achievable goals, providing the necessary support as they work towards these objectives.
- **Provide Support and Guidance:** Mentors act as a sounding board, offering insights and sharing experiences that can aid the mentee's personal and professional growth. This includes providing advice, encouragement, and constructive feedback.
- **Model RNZAF Values:** Mentors should embody the RNZAF's vision, culture, and values, serving as role models for their mentees.
- **Ensure Confidentiality:** Maintaining the confidentiality of the mentee's shared information is vital to building trust and ensuring a safe mentoring environment.
- **Evaluate the Relationship:** Mentors should regularly assess the mentoring relationship to ensure it remains beneficial for both parties.
- **Seek Additional Guidance:** If issues arise that are beyond the mentor's expertise, they should seek assistance from the Base MAT or the [RNZAF MENTORING PROGRAMME](#) Manager.
- **Participate in Program Evaluations:** Like mentees, mentors are also expected to complete periodic surveys to help improve the program.
- **Encourage Reflective Practice:** Mentors should encourage mentees to reflect on their experiences and apply lessons learned, promoting continuous personal growth.

Chain of Command - The Chain of Command (CoC) plays a complementary role in the mentoring relationship, ensuring that the organisational needs are met while supporting the mentee's development. The CoC's responsibilities include:

- **Recognize Voluntary Participation:** Acknowledge that mentoring is a voluntary commitment aimed at enhancing professional capabilities within the RNZAF.
- **Support Meeting Attendance:** Facilitate and support the mentor and mentee in scheduling and keeping their mentoring meetings, recognizing the value of these interactions.
- **Respect Confidentiality:** The CoC must respect the confidentiality of the mentoring relationship, refraining from requesting information about the content of mentoring sessions.
- **Avoid Information Sourcing:** The CoC should not use the mentor as a source of information about the mentee's performance or personal issues, ensuring clear boundaries between mentoring and performance management.
- **Maintain Clear Boundaries:** The mentoring process should not be used as a substitute for formal performance management processes. The CoC should ensure that these functions remain distinct.
- **Proactively Address Issues:** If any concerns arise regarding the mentoring relationship, the CoC should approach the Base MAT or [RNZAF MENTORING PROGRAMME](#) Manager for assistance and guidance.

Impact and Value

The **RNZAF MENTORING PROGRAMME** is more than just a series of roles and responsibilities; it is a dynamic and impactful initiative that drives both individual and organizational growth. The roles within the program are designed to create a structured environment where mentoring relationships can flourish, providing participants with the support and guidance they need to succeed.

- **For Mentors:** Mentoring offers an opportunity to give back to others and the RNZAF by helping to develop the next generation of leaders and professionals for New Zealand. Mentors gain personal satisfaction from seeing their mentees grow and succeed, and they also enhance their own leadership and coaching skills through the mentoring process.
- **For Mentees:** Mentees benefit from the journey with their mentors, gaining insights that can accelerate their personal and professional development. The mentoring relationship provides them with a safe space to explore their challenges and aspirations, leading to greater confidence and clarity in their career path.
- **For the RNZAF and NZDF:** The program contributes to a stronger, more cohesive RNZAF and NZDF by fostering a culture of continuous learning, collaboration, and mutual support. The development of mentoring relationships across different levels of the organization helps to break down silos, promote diversity of thought, and enhance overall organizational effectiveness.

The roles within the **RNZAF MENTORING PROGRAMME** are carefully designed to support the program's objectives, mission and ensure that all participants can achieve their full potential and unlock and achieve success. Whether as a mentor, mentee, or a member of the MATs, each individual plays a vital role in the success of the program, contributing to a culture of growth, development, and mutual respect within the **RNZAF MENTORING PROGRAMME**.



KA KITE TE KŌKŌRANGI I NGĀ
WHETŪ O TŌNA RANGI

The skylark sees the stars in its sky

Aotearoa/ New Zealand Māori Whakatauki (proverb)



CODE OF ETHICS
TIKANGA MATATIKA

THE RNZAF MENTORING PROGRAMME operates with a clear and vital Code of Ethics, which serves as the foundation for all mentoring relationships. This code is not just a set of rules but a commitment to maintaining integrity, professionalism, and respect for diversity—values that are essential in building trust and credibility. By aligning with the global code of ethics followed by EMCC, the **RNZAF MENTORING PROGRAMME** ensures that it meets international standards, assisting in the program's accreditation and providing a solid framework that keeps everyone involved safe and protected.

The purpose of the Code of Ethics for the **RNZAF MENTORING PROGRAMME** is multifaceted. At its core, it establishes a set of standards that guides decision-making within mentoring relationships. These standards are critical in enhancing the reputation of the mentoring program and ensuring that all participants—mentors and mentees alike—are accountable for their actions. By fostering a positive and ethical work environment, the Code of Ethics not only protects the individuals involved but also promotes continuous improvement in ethical behaviour.

Following this Code is not just about compliance; it's about creating a mentoring culture where trust is paramount. When both mentors and mentees adhere to the Code, they contribute to a mentoring relationship that is secure, respectful, and effective. This adherence also safeguards the integrity of the **RNZAF MENTORING PROGRAMME**, ensuring that it remains a credible and respected part of the RNZAF, NZDF, and all other global mentoring communities.

The Code of Ethics protects everyone involved—mentees, mentors, the program itself and the RNZAF and in turn the NZDF. By signing and accepting the Code of Ethics, participants commit to upholding these ethical standards, which in turn supports the overall mission of the **RNZAF MENTORING PROGRAMME** of unlocking and achieving success. It's a pledge to maintain the highest levels of professionalism while respecting the unique needs and goals of each individual within the mentoring relationship.

Ultimately, the **RNZAF MENTORING PROGRAMME'S** Code of Ethics is about more than just rules. It's a comprehensive guide that helps foster a mentoring environment where ethical behaviour is not only expected but continuously nurtured, ensuring the safety, growth, and success of all.



It's crucial to understand how this Code of Ethics translates into practical guidelines that shape every interaction within the program. These ethical standards are more than abstract principles; they are actionable commitments that mentors and mentees alike must embrace. By adhering to this code, participants ensure that their mentoring relationships are grounded in trust, respect, and professionalism, aligning with the high standards set by global organizations like the EMCC.

MĀ TE RONGO KA MŌHIO, MĀ TE MŌHIO KA MĀRAMA,
 MĀ TE MĀRAMA KA MĀTAU, MĀ TE MĀTAU KA ORA
 From listening comes knowledge,
 from knowledge comes understanding,
 from understanding comes wisdom, from wisdom comes life
 Aotearoa/ New Zealand Māori Whakatauki (proverb)

RNZAF MENTORING PROGRAMME'S CODE OF ETHICS

- The confidentiality of the mentoring relationship must be respected at all times.
- The mentor will not offer advice or counselling beyond his or her professional competence, and will discuss options with their mentee should this situation ever present itself.
- The mentor is to respond to the mentee's personal and professional developmental needs and goals; they are not to impose their own.
- The mentor will respect the mentee's privacy and not venture into topics, which are 'off-limits' to the mentee.
- The mentor will not tell the mentee what to do, but more have the mentee come up with their own desired course of action by providing options and guidance as required.
- Both the mentor and mentee must respect the position of third parties such as work place chain of command and work colleagues.
- Should a conflict of interest arise during a mentor/mentee meeting, the mentor will identify and discuss these, offering possible solutions and ensuring all entitled parties are notified.
- Should the relationship not be working for either party, it should be dissolved in such a manner that all parties are satisfied with the closure.
- The mentor is to balance the friendship that may develop against the need for professional conduct at all times.
- The mentor, in consultation with the mentee, will bring any unresolved issues to the attention of the MAT to aid in reaching a satisfactory outcome for all parties.

The **RNZAF MENTORING PROGRAMME'S** Code of Ethics is not just a formality but a vital component that ensures the program's integrity, credibility, and effectiveness. By aligning with global standards, it reinforces the program's commitment to excellence and safety, providing clear guidelines that protect all participants. This Code serves as both a shield and a compass, safeguarding the mentoring relationships while guiding mentors and mentees toward ethical and professional growth. As we uphold these principles, we strengthen not only the mentoring program but also the broader culture of the RNZAF and the NZDF, fostering an environment where trust, respect, and continuous improvement are at the heart of every interaction.





COMPETENCIES
WHAKAMANATANGA

Mentoring is a dynamic process of guiding, supporting, and developing individuals through one-on-one relationships. At the heart of effective mentoring are mentoring competencies—skills, behaviours, and attributes that enable a mentor to provide impactful guidance. These competencies are the building blocks of a successful mentoring program, ensuring that mentors are not only well-equipped to support their mentees but also that the mentoring relationships are meaningful, productive, and aligned with the program's goals.

What Are Mentoring Competencies?

Mentoring competencies refer to the specific skills and attributes that mentors must possess to effectively guide and support their mentees. These competencies encompass a range of abilities, from interpersonal skills like active listening and empathy to cognitive skills such as critical thinking and problem-solving. Additionally, emotional, developmental, organizational, ethical, and reflective competencies play crucial roles in ensuring that the mentoring relationship is both supportive and transformative.

For instance, interpersonal competencies like building trust and effective communication are fundamental to creating a safe and open environment where mentees feel comfortable sharing their thoughts and challenges. Cognitive competencies like goal-setting and decision-making help mentees identify their objectives and make informed choices. Emotional competencies such as emotional intelligence and resilience ensure that mentors can provide stable support during challenging times, while developmental competencies like coaching and role modelling enable mentors to facilitate the growth and learning of their mentees.

These competencies are not static; they evolve as mentors gain experience and as the needs of their mentees change. This dynamic nature of mentoring competencies ensures that mentors remain adaptable and responsive to the unique challenges and opportunities that each mentoring relationship presents.

The Importance of Mentoring Competencies

The adherence to mentoring competencies is not merely a matter of protocol; it is essential to the success of the mentoring program. By following a defined set of competencies, mentors can ensure that their interactions with mentees are purposeful, structured, and aligned with the goals of the mentoring relationship. This structured approach is particularly important in formal mentoring programs, such as the [RNZAF MENTORING PROGRAMME](#), where consistency and quality are critical.

Following mentoring competencies helps to create a shared understanding of what effective mentoring looks like. It provides a common language for mentors and mentees to discuss their experiences, set expectations, and measure progress. Moreover, it ensures that the mentoring program is delivering on its promise to support the personal and professional growth of its participants.

For the [RNZAF MENTORING PROGRAMME](#), which operates within a military context, adhering to mentoring competencies is crucial for maintaining the program's integrity and effectiveness. The military environment is unique, with its own set of challenges, expectations, and values. Mentoring competencies provide a framework that helps mentors navigate this environment while staying true to the principles of effective mentoring.

Competencies and Accreditation

As stated, the **RNZAF MENTORING PROGRAMME** is built on the foundation of mentoring competencies, particularly those defined by the European Mentoring and Coaching Council (EMCC). The EMCC is a globally recognized body that sets the standard for mentoring and coaching practices. By aligning with the EMCC's competencies, the **RNZAF MENTORING PROGRAMME** ensures that it meets international standards of excellence and that its mentors are well-prepared to support the development of their mentees.

The accreditation process for the **RNZAF MENTORING PROGRAMME** is closely tied to its adherence to these competencies. Accreditation is not just a badge of honour; it is a rigorous process that evaluates the program's effectiveness, consistency, and alignment with best practices. By following the EMCC competencies, the **RNZAF MENTORING PROGRAMME** can demonstrate that it meets these high standards, ensuring that it remains a credible and effective program.

The Eight EMCC Mentoring and Coaching Competencies

- **Understanding Self:** This competency emphasizes the importance of self-awareness. Mentors must understand their own values, beliefs, and behaviours and recognize how these influence their mentoring practice. By being self-aware, mentors can manage their effectiveness in meeting the objectives of the mentee and, where relevant, the sponsor.
- **Commitment to Self-Development:** Continuous self-improvement is key to maintaining the standard of mentoring practice. This competency involves the ongoing evaluation and enhancement of mentoring skills, ensuring that mentors stay current and effective in their roles.
- **Managing the Contract:** Establishing clear expectations and boundaries is crucial for a successful mentoring relationship. This competency involves defining the roles, benefits, confidentiality, and communication practices within the mentoring contract, as well as ensuring that the mentee understands the outcomes of each session.
- **Building the Relationship:** Effective mentoring relies on a strong and trusting relationship between mentor and mentee. This competency focuses on the behaviours and practices that build rapport, trust, and mutual respect, ensuring that the mentee feels supported and valued.



MĀ WHEREO, MĀ PANGO, KA OTI AI TE MAHI
 With red and black the work will be complete.
 Aotearoa/ New Zealand Māori Whakatauki (proverb)

- **Enabling Insight and Learning:** Mentoring is not just about providing advice; it’s about facilitating the mentee's own learning and development. This competency involves using active listening, effective questioning, and constructive feedback to help the mentee gain insights and learn from their experiences.
- **Outcome and Action Orientation:** Mentoring should lead to tangible outcomes. This competency involves helping the mentee clarify their goals, explore options, and take actionable steps towards achieving their desired outcomes. It also includes tracking progress and ensuring that the mentee feels empowered to continue their development independently.
- **Use of Models and Techniques:** Beyond core communication skills, effective mentoring often involves the application of specific models, tools, and techniques that support insight and learning. This competency ensures that mentors can draw on a variety of approaches to meet the unique needs of their mentees.
- **Evaluation:** Regular evaluation is essential for continuous improvement. This competency involves gathering feedback on the effectiveness of the mentoring process, reflecting on one's practice, and making necessary adjustments. It also includes fostering a culture of evaluation within the mentoring program

Mentoring competencies are the backbone of the **RNZAF MENTORING PROGRAMME**, ensuring that it delivers high-quality mentoring experiences that are aligned with the needs of both the mentees and the organization. By following these competencies, the program not only upholds its commitment to excellence but also positions itself as a leader in mentoring practices within the mentoring industry.

The alignment with the EMCC competencies and the pursuit of accreditation underscore the **RNZAF MENTORING PROGRAMME'S** dedication to maintaining high standards and fostering the development of its

members. These competencies guide mentors in their practice, helping them to provide effective support, facilitate learning, and ultimately contribute to the growth and success of their mentees. In a complex and demanding environment, these competencies are not just guidelines—they are essential tools for building strong, resilient, and capable leaders.



HE IHU KURI HE TANGATA HAERE.
 Like a dog follows their nose, a person will find opportunity.
 Aotearoa/ New Zealand Māori Whakatauki (proverb)



MATCHING PROCESS
WHAKAHONONGA

The success of any mentoring program is heavily dependent on the quality and compatibility of the mentoring relationships it fosters. Within **RNZAF MENTORING PROGRAMME**, a carefully structured matching process is the foundation that supports these relationships. This process ensures that mentors and mentees are paired in a way that maximizes the potential for personal and professional growth, while also maintaining the integrity and objectives of the program.

Overview of the Matching Process

The **RNZAF MENTORING PROGRAMME'S** matching process begins well before the formal mentoring relationships are established. The process is designed to be comprehensive, taking into consideration various factors that contribute to a successful mentoring partnership. The flow of this process can be broken down into several key stages:

- Registration
- Workshop Participation
- Matching
- Initial Relationship Check-ins
- Ongoing Support

Registration and Workshop Participation

The journey towards a successful mentoring relationship starts with the *Receipt of Registration of Interest (ROI) Email*. Once this initial interest is expressed, potential participants are sent a *Mentoring Matching Form (MMF)*. This form serves as a crucial tool, gathering information about the mentees' development requirements, learning needs, and desired outcomes, as well as the mentors' experiences and skills. Participants are also asked about preferences regarding the ethnicity and gender of their potential mentor, if these are important considerations for them.

All participants are required to attend a **Foundation Workshop**. During this workshop, participants not only receive an overview of the program and its expectations but also have the opportunity to update their MMF based on what they learn or observe during the session. The workshop is a pivotal point where the foundational skills for mentoring are developed, and it provides MAT members with additional insights into the participants, which will be vital during the matching process.



NĀKU TE ROUROU, NĀU TE ROUROU, KA ORA AI TE IWI
 With your basket and my basket, the people will thrive
 Aotearoa/ New Zealand Māori Whakatauki (proverb)

The Matching Process

Following the completion of the workshop, the formal *Matching Process* begins. This process is meticulously managed by the MAT, ensuring that each mentee is paired with a mentor who is well-suited to their needs and goals.

Preparation for the Matching Meeting: Before the matching meeting, the MAT gathers all the completed MMFs. These forms provide the primary data that will inform the matching decisions. It is essential that both the mentor and mentee candidates have attended the workshop, as this ensures they are adequately prepared for the mentoring relationship.

Conducting the Matching Meeting: The *Matching Meeting* is a critical step in the process and is usually chaired by the Relationship Manager. It typically involves input from two or more MAT members, including the Workshop Training Coordinator, whose observations from workshop exercises are invaluable. This meeting is mentee-centric, meaning that the mentee's needs drive the matching discussions. The mentors may not always be matched immediately, but in cases where mentors are unmatched, options such as co-mentoring or group mentoring are explored to keep them engaged.

Criteria for Matching: During the matching discussions, the MAT members actively refer to the MMF to ensure a good fit. The criteria considered in matching include:

- **Rank and Trade:** Ensuring that the mentor is outside the mentee's chain of command and preferably from a different trade to avoid conflicts of interest.
- **Development Requirements and Learning Needs:** What the mentee aims to achieve from the mentoring relationship.
- **Desired Outcomes:** The goals the mentee hopes to accomplish.
- **Mentor's Experience and Skills:** The professional background and skills that the mentor brings to the table.
- **Ethnicity and Gender Preferences:** To accommodate any personal preferences that may enhance the mentoring experience, if desired.
- **Interests and Areas of Growth:** Shared interests or complementary growth areas between mentor and mentee.
- **Experience Gap:** The difference in experience that might provide a rich learning environment.

Post-Matching Process: Once potential matches are identified, the Relationship Manager is responsible for making the initial contact. Judgement is required to determine whether the mentor or mentee should be contacted first, usually to confirm availability and ensure there are no conflicts of interest. This initial contact is a critical step to validate the match before it is formalized.

If for any reason the initial match does not work out, the MAT is prepared to make adjustments. In some cases, ad-hoc matching may occur between scheduled matching meetings, but this is done with careful consideration and consultation with other MAT members.

Ongoing Relationship Management

The success of the mentoring relationship does not end with the match. Approximately six weeks into the mentoring relationship, the Base MAT conducts an initial check-in with both the mentor and mentee. This check-in ensures that the relationship is off to a good start and allows any early issues to be addressed promptly. Additionally, more formal check-ins occur at other points throughout the relationship, typically at the six-month and twelve-month marks, through surveys and direct communication.

Tips for Successful Matching


To enhance the success of the matching process, several tips have been identified through the experience of the [RNZAF MENTORING PROGRAMME](#):

- **Timely Collection of MMFs:** Ensure all forms are collected and updated before the matching meeting to have the most accurate information.
- **Prompt Matching Meetings:** Hold the matching meeting as soon as practicable after the workshop, ideally the same or the next day, to maintain momentum.
- **Workshop Trainer Input:** Include observations from the workshop trainer in the matching discussions, as they offer valuable insights into the participants.
- **Mentee-Centric Approach:** Keep the mentee's needs at the forefront of the matching process to increase the likelihood of a successful relationship.
- **Use of the Database:** Leverage the database to identify potential mentors and mentees, ensuring that all available information is utilized in making the match.
- **Communication:** Clear and timely communication with both mentors and mentees during the matching process is crucial to ensure transparency and manage expectations.

The [RNZAF MENTORING PROGRAMME'S](#) matching process is a comprehensive and thoughtful procedure designed to create effective mentoring relationships. By considering a wide range of factors and maintaining a mentee-centric approach, the program maximizes the potential for positive outcomes. The careful management of this process by the Base MAT and the ongoing support provided throughout the mentoring relationship are key elements that contribute to the overall success and impact of the program.



MAHIA TE MAHI HEI ORANGE MŌTE IWI.
Do the work for the benefit for the people.
[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)

A large, stylized blue graphic resembling a drop or a swirl, with a white silhouette of an eagle in flight inside it. The graphic is centered on a dark background with a repeating chevron pattern.

RELATIONSHIP STRUCTURE
AHUATANGA

In the **RNZAF MENTORING PROGRAMME**, the mentoring relationship is a structured yet flexible partnership designed to foster professional and personal growth. The relationship is built on a foundation of trust, confidentiality, and mutual respect, with both the mentor and mentee committed to the program's objectives and their own development.

Mentoring Workshop

Before a mentoring relationship is formally established, both mentors and mentees are required to attend a Foundation workshop. As the cornerstone of the **RNZAF MENTORING PROGRAMME**, attending this workshop sets the stage for the entire mentoring journey. During the workshop, participants are introduced to the program's requirements and guidelines, and they receive training on the skills necessary for a successful mentoring experience.

The Foundation workshop is also where expectations are clarified. Both mentors and mentees are guided on what they should expect from each other and the program. This session is critical for aligning goals and ensuring that both parties understand the commitment they are making.

Mentoring Sessions

Once the mentoring relationship is established, the frequency and format of mentoring sessions are key to its success. In the initial stages, particularly during the first two months, it is recommended that mentors and mentees meet at least every three weeks. This regular interaction helps to build a strong foundation for the relationship, allowing both parties to become comfortable with one another and to start working towards the mentee's goals.

After this initial period, the frequency of meetings is reviewed by the partnership. While monthly meetings are generally effective, it is crucial that the partnership does not allow more than six weeks to pass between meetings. Extended periods without contact can lead to a loss of momentum and reduce the effectiveness of the mentoring relationship.

Meeting times and venues are to be mutually agreed upon. The preferred locations are private and neutral, away from the usual work areas of both parties. This setting helps to create an environment where open and honest communication can flourish. Additionally, contact outside of scheduled meetings is encouraged if agreed upon by both mentor and mentee. This could include telephone calls, emails, or informal meetings, all of which can help to reinforce the mentoring bond.

Duration of the Mentoring Relationship

The standard commitment for a mentoring relationship within the **RNZAF MENTORING PROGRAMME** is 12 months. However, this period can be extended by an additional six months at the discretion of the Program Manager and the Relationship Managers from each location. At the 12 and 18-month marks, a closed survey is administered to gather feedback on the relationship's effectiveness.

Beyond the formal end of the mentoring relationship, mentors and mentees may choose to continue their interactions informally outside the program. This option reflects the lasting impact that a strong mentoring relationship can have, often extending beyond the official framework of the program.

Dealing with Challenges within the Mentoring Relationship

In any mentoring relationship, challenges are inevitable. Understanding and addressing these challenges effectively is crucial for the growth and success of both the mentor and mentee. Within the [RNZAF MENTORING PROGRAMME](#), we recognize several common challenges that can arise and provide guidance on how to navigate them.

- **Time and Workload Management:** One of the most frequent challenges is managing time and workload. Finding common time for meetings can be difficult, especially when both parties have demanding schedules. It's essential to respect each other's time by preparing for meetings and following through with agreed-upon tasks. Underestimating the time involved in mentoring can lead to frustrations, so both mentor and mentee should set realistic expectations from the outset.
- **Differences in Approach and Communication:** Another challenge lies in differences in communication styles, problem-solving approaches, task orientation, and ambition. These differences can be influenced by factors such as gender, age, ethnicity, or cultural background. It is important to recognize and respect these differences, striving to find common ground and mutual understanding. Open dialogue about expectations and priorities can prevent misunderstandings and foster a more cohesive mentoring relationship.
- **Balancing Guidance and Independence:** A common pitfall for mentors is the tendency to direct too much, rather than guiding the mentee to discover their own solutions. Mentors should avoid telling mentees what they 'should do' and instead provide constructive feedback that encourages independent thinking. The goal is to empower the mentee to develop their own problem-solving skills rather than creating a dependency on the mentor's guidance.
- **Encouraging Active Participation:** On the mentee's side, a lack of active participation can hinder progress. Mentees who are unwilling to engage fully, ask questions, or take initiative may struggle to benefit from the relationship. It is important for mentees to take ownership of their development and being open to learning from their mentor's experiences.
- **Establishing and Maintaining Clear Boundaries:** Clear boundaries are essential to a healthy mentoring relationship. Mentors must work within their area of competence and refer mentees to professionals when necessary. It's also important to remember that a mentor is not the mentee's manager or supervisor. Misjudging these boundaries can lead to conflicts or misunderstandings that detract from the relationship's effectiveness.
- **Handling Conflict Constructively:** If conflicts do arise, they should be addressed promptly and with care. Identifying the source of the conflict, discussing the issues openly, and being considerate and respectful are key steps in resolving disputes. Both parties should avoid judgment, listen actively, and be willing to compromise. Establishing a plan for handling future conflicts can also prevent issues from escalating.

By recognizing and proactively addressing these challenges, both mentors and mentees can ensure a more successful and rewarding mentoring experience. The [RNZAF MENTORING PROGRAMME](#) is designed to support all parties through these challenges, providing resources and guidance to help you navigate any difficulties that may arise in your mentoring journey.

Ending the Mentoring Relationship

The conclusion of a mentoring relationship is as important as its beginning. The relationship is typically set for a specific period agreed upon by both parties, but it can be ended at any time by either the mentor, mentee, or both without prejudice.

When a mentoring partnership is terminated, it is essential to formally close the relationship. A final meeting is convened, which may or may not involve a member of the MAT. This closure meeting is designed to ensure that all parties are satisfied with the conclusion and that any unresolved issues are addressed.

The MAT is to be notified whenever a mentoring relationship ends or is terminated. At this point, the closed survey is administered by the Program Manager, providing valuable insights into the reasons behind the relationship's conclusion and identifying areas for improvement in the program.

- **Managing Postings or Relocations:** In a military environment like the RNZAF, postings and relocations are common. If one or both members of a mentoring relationship are relocated, they must promptly notify the MAT. Several options are available depending on the circumstances:
- **Termination of the Relationship:** If relocation makes it impractical to continue the mentoring relationship, it may be terminated.
- **Re-allocation of a Mentor/Mentee:** In some cases, a new mentor or mentee may be assigned to continue the mentoring process.
- **Distance Mentoring:** The mentor and mentee may choose to continue their relationship remotely. With advances in communication technology, distance mentoring can be an effective way to maintain the mentoring connection despite geographical separation.



KIA RITE MAI KOE KI NGĀ AHEINGA KATOĀ.

Be ready for every opportunity.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

Professional Development

The **RNZAF MENTORING PROGRAMME** places a strong emphasis on ongoing professional development for all participants. Periodically, mentors and mentees are invited to attend group sessions coordinated by the Base MAT. These sessions cover a variety of topics that are relevant to the group's needs and interests.

Co-mentoring is an option for potential mentors who are awaiting a mentee. This practice allows mentors to keep refining their skills while they wait for a formal mentoring assignment. The Base MAT plays a proactive role in contacting unmatched mentors to offer them this opportunity.

Group mentoring is another innovative feature of the program. It provides a forum for brainstorming solutions, building networks, and offering advice to others. This format is ideal for those who want a focused mentoring experience without the need for a long-term commitment.

Concerns or Issues

Despite the best efforts of all involved, concerns or issues can arise within a mentoring relationship. When this happens, participants are encouraged to approach their MAT in the first instance. The MAT will take appropriate action in consultation with all parties to resolve the issue.

Confidentiality

Confidentiality is a cornerstone of the mentoring relationship, and all information shared during mentoring sessions must remain confidential unless there is a breach of ethics. The MAT's role in addressing concerns is conducted with the utmost respect for the privacy and confidentiality of all participants.

Confidentiality is fundamental to any mentoring relationship within the **RNZAF MENTORING PROGRAMME**. The trust between mentor and mentee is built on the assurance that information shared during mentoring sessions will remain confidential.

However, there are specific parties entitled to know that a mentoring relationship exists:

- The Base MAT members.
- The mentee's Chain of Command.
- The Program Manager.
- Any other party agreed to by both the mentor and mentee.

Any breach of confidentiality can undermine the mentoring relationship and must be handled with care and professionalism.



E KORE TE TANGATA E PAKIRI I RUNGA
I TE HĀNEANEĀ.

A person does not grow strong in comfort.
Aotearoa/ New Zealand Māori Whakatauki (proverb)

Liability of the Mentor

The mentor's role in the [RNZAF MENTORING PROGRAMME](#) is to guide and facilitate the mentee's reflection and learning. It is important to note that mentors are not liable for the actions of their mentees. They should avoid the temptation to advise or act on behalf of the mentee, as this can blur the boundaries of the mentoring relationship.

MAT Support

The MAT is an essential support system within the [RNZAF MENTORING PROGRAMME](#). It provides guidance and support to mentors, mentees, and other stakeholders, helping to address issues such as debriefing, problem-solving, checking processes, and managing boundaries within the mentoring relationship.

All interactions with the MAT are conducted in strict confidence, ensuring that participants feel secure in seeking assistance when needed.

MAT Induction & Workshops

To maintain the quality and relevance of the [RNZAF MENTORING PROGRAMME](#), the MPM, MAT members, and mentoring facilitators should attend refresher workshops periodically. These workshops serve as valuable benchmarking exercises and offer opportunities to network with other organizations that have mentoring programs.

The [RNZAF MENTORING PROGRAMME](#) is a comprehensive and well-structured initiative that places great emphasis on the quality of mentoring relationships. From the initial workshop to the final meeting, every aspect of the program is designed to foster growth, learning, and professional development. With a strong foundation in confidentiality, ethical conduct, and continuous support, the mentoring relationships within the [RNZAF MENTORING PROGRAMME](#) are poised to have a lasting impact on all participants.



E WHITI MAI ANA TE RA I NGA WA KATOA,
MENA KA NEKEHIA NGA KAPUA.

The sun is always shining
sometimes you just have to move the clouds.

[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)

A large, stylized blue graphic resembling a drop or a swirl, with a white silhouette of a bird in flight inside it. The graphic is centered on a dark background with a repeating pattern of small, light-colored chevrons.

TECHNIQUES
NGĀ TĀERA

The **RNZAF MENTORING PROGRAMME** recognizes that there are numerous mentoring techniques available, each with its own unique strengths. However, the program emphasizes a select set of foundational techniques that provide essential structure and guidance for mentors and mentees. These techniques support individuals through processes of reflection, goal-setting, and problem-solving, which forms the backbone of effective and meaningful development.

Kolb's Learning Cycle

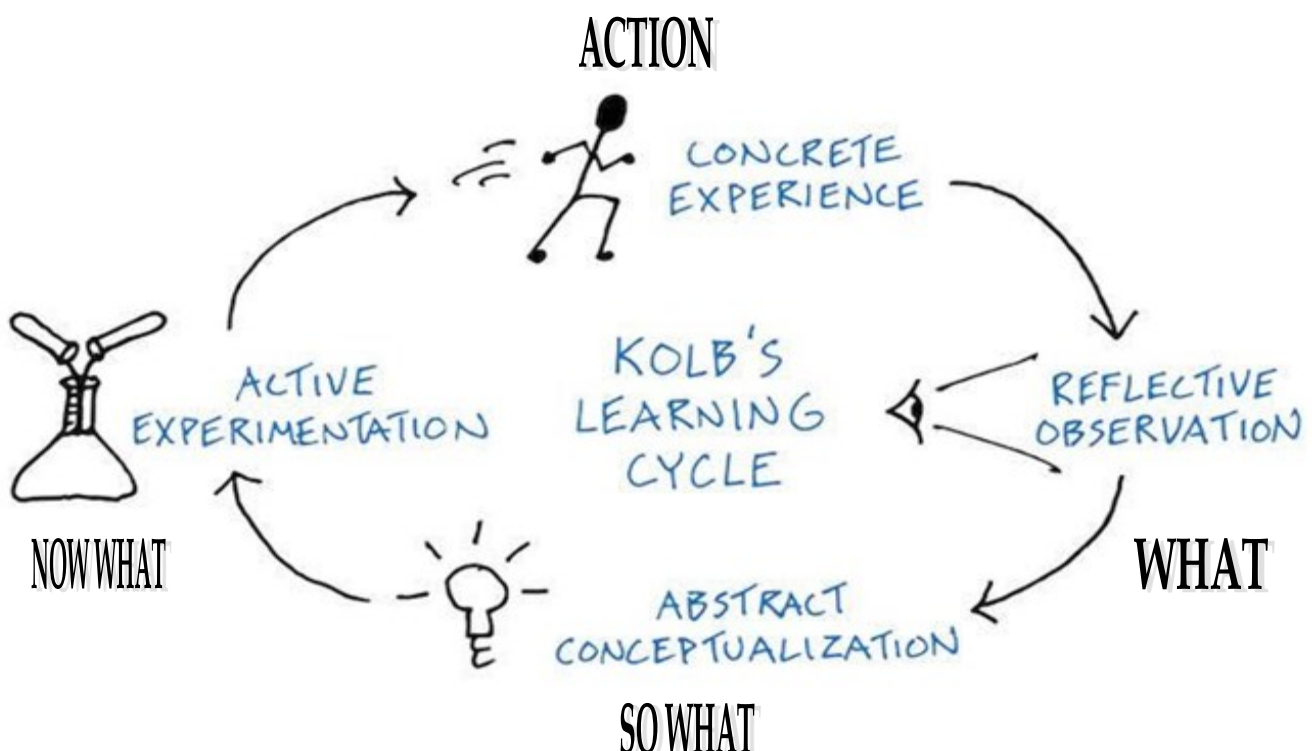
Kolb's Learning Cycle, developed by American educational theorist David A. Kolb in the 1980s, is a cornerstone of experiential learning theory. Kolb proposed that learning is a continuous process, grounded in experience, where individuals cycle through four key stages:

- **Concrete Experience:** Where an individual engages in a new or familiar situation.
- **Reflective Observation:** Where they reflect on this experience and note any inconsistencies between what happened and their existing knowledge.
- **Abstract Conceptualization:** Where the reflections lead to the formation of new ideas or concepts
- **Active Experimentation.** The phase where the individual applies their newfound understanding in a practical context

A particularly useful framework within Kolb's model is the "What, So What, Now What" reflection process, which helps structure the Reflective Observation stage.

- **What? :** Describes the facts of what happened during the experience.
- **So What?:** Explores the significance of the experience and what can be learned.
- **Now What?:** Considers how the lessons learned can be applied to future actions.

By cycling through these stages, individuals deepen their understanding of their experiences, leading to continuous personal and professional growth. This reflective process is crucial in helping individuals not only make sense of their experiences but also use that understanding to improve their responses and decisions in future situations.

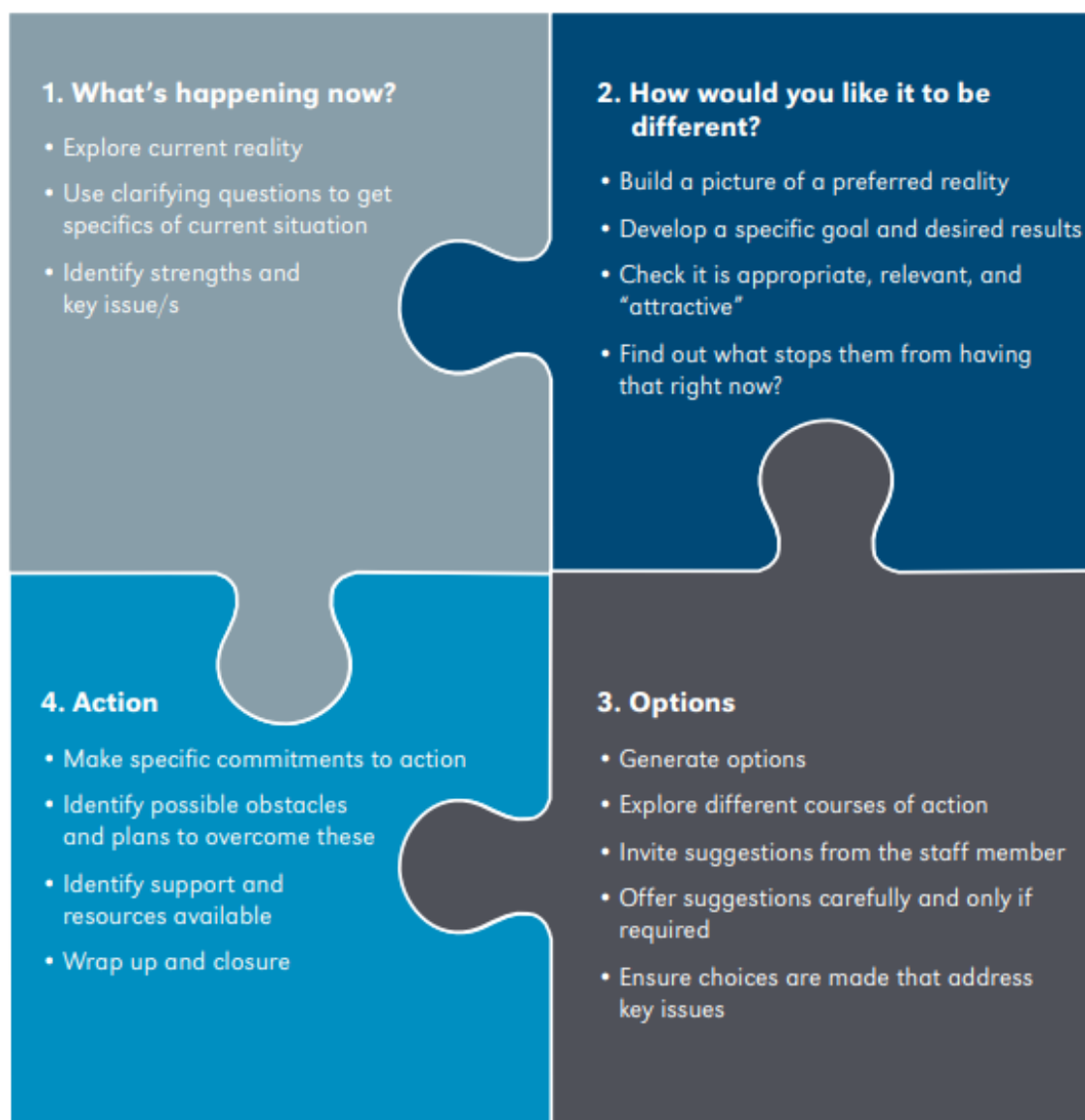


The 'Whoa to Go' Model

Developed by the New Zealand Coaching & Mentoring Centre (NZCMC), the 'Whoa to Go' model is a mentoring and coaching framework that emphasizes a balance between reflection and action. It encourages individuals to start with a deliberate pause—'Whoa'—to reflect on their current situation, before moving on to the 'Go' phase, where they assess their needs, clarify their direction, and take purposeful action to achieve their goals. The model is particularly effective in mentoring relationships because it provides a clear structure that allows individuals to move from contemplation to action with confidence. By encouraging a thorough assessment of the situation before taking action, the 'Whoa to Go' model ensures that decisions are well thought out and aligned with the individual's overall goals and values. This approach helps individuals to navigate complex situations more effectively, breaking down what can often seem overwhelming into manageable steps that lead to meaningful progress.

- **WHATS HAPPENING NOW?:** Widens awareness by examining current circumstances and identifying obstacles
- **HOW COULD IT BE DIFFERENT?:** Heightens ownership by taking responsibility for one's situation and actions
- **OPTIONS:** Activates all options by exploring all possibilities and solutions
- **ACTIONS:** Generates Outcomes by setting specific goals and designing an actionable plan.

This model empowers individuals to overcome obstacles, gain clarity, and take effective steps towards their desired outcomes.



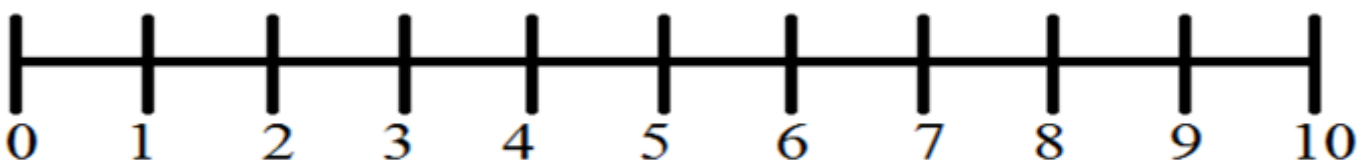
The GROW Model

The GROW Model, introduced by Sir John Whitmore, is one of the most widely used frameworks in coaching and mentoring, known for its simplicity and effectiveness. The acronym GROW stands for Goal, Reality, Options, and Will, guiding individuals through a structured process that begins with identifying a clear goal. This initial step is crucial, as it sets the direction for the entire process. The model then moves to Reality, where the current situation is analyzed in depth, allowing the individual to understand where they stand in relation to their goal. In the Options phase, various strategies and actions are explored, encouraging creative thinking and consideration of different possibilities. Finally, the Will phase involves committing to a specific course of action, with a focus on ensuring that the individual has both the motivation and the means to follow through. The GROW Model is particularly valued for its ability to empower individuals to take ownership of their development, providing a roadmap that is both flexible and results-oriented. It is a versatile tool that can be applied in a wide range of contexts, making it an indispensable part of the mentoring process within the RNZAF.



Scaling Questions

Scaling questions are a powerful technique derived from solution-focused coaching, designed to make subjective experiences more concrete and measurable. These questions involve asking individuals to rate their experience, progress, or confidence on a numerical scale, typically from 1 to 10. This method helps to quantify aspects of the mentoring process that are often difficult to articulate, providing a clear picture of where the individual stands. For instance, a mentor might ask a mentee to rate their confidence in achieving a particular goal, which can then be used as a baseline to track progress over time. Scaling questions are particularly useful in mentoring because they make it easier to identify and discuss changes in attitude, motivation, or performance, allowing both mentor and mentee to gauge progress more accurately. They also help in setting realistic targets, as the numerical scale provides a straightforward way to measure small improvements and to celebrate incremental successes. By making abstract concepts more tangible, scaling questions enhance the effectiveness of the mentoring process, leading to more focused and actionable development plans.



Powerful Questions

Powerful questions are at the heart of effective mentoring and coaching, serving as a catalyst for deep reflection and insightful conversations. These open-ended questions are carefully designed to challenge assumptions, provoke thought, and encourage exploration of new perspectives. In a mentoring context, powerful questions help both mentors and mentees to move beyond surface-level discussions and to delve into the core of the issues they are addressing. The right question at the right time can unlock new insights, reveal underlying motivations, and inspire a deeper commitment to personal and professional growth.

QUESTIONS FOR MENTORS TO ASK: These questions are examples for the mentor to ask the mentee to encourage self-reflection, new insights, and promote actionable steps towards change.

- Where are you at now?
- What is the real challenge?
- What would success look like for you?
- How will you measure your progress?
- How can I best support you?

QUESTIONS FOR MENTEES TO ASK: These are examples of questions for the mentee to ask the mentor to spark a more natural dialogue. These questions are focused on learning from the mentor's personal journey, where the mentee may be able to pick up insights to apply to their own growth and development.

- What are some key qualities which have contributed to your own success?
- Are there any resources you recommend for growth?
- How do you approach decision-making?
- What new belief, behavior or habit has most improved your life?
- If you could tell the whole world one thing, what would you say?

The mentoring and coaching techniques outlined—Kolb's Learning Cycle, the 'Whoa to Go' Model, the GROW Model, Scaling Questions, and the strategic use of Powerful Questions—are foundational tools that facilitate effective learning and development within the RNZAF **MENTORING PROGRAMME**. These techniques provide structured approaches to reflection, decision-making, and problem-solving, while also encouraging deep, meaningful conversations. Collectively, they equip mentors and mentees with the resources needed to achieve their personal and professional goals, ensuring a robust and impactful mentoring experience.



KO TE KAI A TE RANGATIRA, HE KŌRERO
The food of chiefs is conversation.

[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)





PHASES OF RELATIONSHIP
WHANAUNGATANGA

In his book, “Coaching and Mentoring: A Journey Through the Models, Theories, Frameworks, and Narratives”, David Clutterbuck outlines the critical phases of a mentoring relationship: building rapport, direction setting, progress making, winding up, and moving on. These stages provide a structured approach to mentoring, ensuring that both mentors and mentees navigate their relationship with clarity, purpose, and effectiveness. The **RNZAF MENTORING PROGRAMME** has thoughtfully adapted these phases, tailoring them to fit the unique needs and cultural context of its participants.

Here's how each phase is understood and implemented within the **RNZAF MENTORING PROGRAMME**.

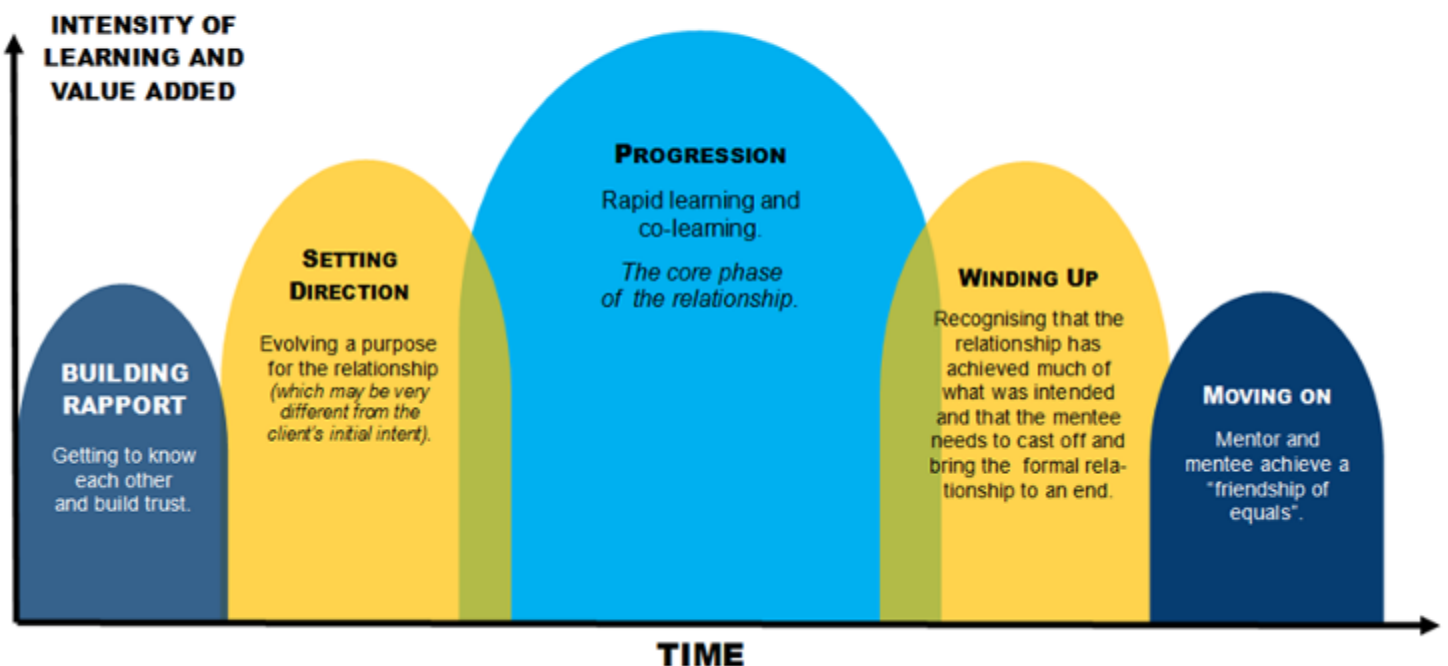
Building Rapport: Laying the Foundation:

In any mentoring relationship, the initial phase of building rapport is crucial. This is where trust is established, mutual respect is developed, and a sense of comfort between the mentor and mentee is cultivated. In the **RNZAF MENTORING PROGRAMME**, this phase is deeply intertwined with the bi-cultural values of the organization. Building rapport involves understanding and appreciating the diverse backgrounds and experiences of both the mentor and the mentee. By encouraging open conversations and creating a safe environment, participants can share their stories, aspirations, and concerns. This stage is not rushed; it is recognized that a solid foundation of trust is essential for the relationship to flourish.

Direction Setting: Defining the Path Forward

Once rapport is established, the next phase is direction setting. This involves jointly determining the goals, objectives, and expectations of the mentoring relationship. In the **RNZAF MENTORING PROGRAMME**, this phase is aligned with the organization's mission and the personal development goals of its members. Mentors and mentees work together to create a clear roadmap, identifying key milestones and the steps needed to achieve them. This phase is particularly important in a military context, where clarity of purpose and alignment with broader organizational goals are paramount. By setting a clear direction, both parties ensure that the mentoring relationship is purposeful and aligned with the mentee's career trajectory and personal growth.

PHASES OF THE MENTORING RELATIONSHIP



Reference: Professor David Clutterbuck

Progress Making: Advancing Towards the Goals

With a direction in place, the relationship moves into the progress-making phase. Here, the focus is on the active pursuit of the goals that have been set. In the **RNZAF MENTORING PROGRAMME**, this phase is characterized by regular check-ins, feedback sessions, and ongoing support. Mentors provide guidance, share experiences, and offer constructive feedback, while mentees actively work towards their objectives. This phase is dynamic and may require adjustments to the initial plan based on real-world challenges and opportunities that arise. The emphasis is on continuous improvement and learning, with both mentors and mentees committed to making tangible progress.

Winding Up: Reflecting and Consolidating

As the mentoring relationship progresses, there comes a point where the formal structure of the relationship begins to wind up. This phase involves reflecting on the journey, consolidating the lessons learned, and acknowledging the progress made. In the **RNZAF MENTORING PROGRAMME**, this phase is treated with the same importance as the earlier stages. Participants are encouraged to engage in reflective practices, assessing how far they have come and what they have gained from the relationship. This is also a time to celebrate successes and acknowledge the contributions of both the mentor and the mentee. Winding up is not about abruptly ending the relationship but rather transitioning it into a new phase where the mentee feels empowered to continue their development independently.

Moving On: Transitioning to the Next Chapter

Finally, the moving on phase marks the conclusion of the formal mentoring relationship. However, within the **RNZAF MENTORING PROGRAMME**, this phase is seen as a new beginning rather than an end. Moving on is about taking the insights, skills, and confidence gained from the mentoring relationship and applying them to new challenges and opportunities. It is also about recognizing that mentoring is a lifelong journey; the mentee may become a mentor to others, continuing the cycle of development and growth. The **RNZAF MENTORING PROGRAMME** encourages participants to maintain a network of support, even after the formal relationship has ended, ensuring that the bonds formed during the mentoring process continue to benefit both individuals and the organization as a whole.

Adaptation

The **RNZAF MENTORING PROGRAMME** has taken Clutterbuck's mentoring relationship phases and adapted them to create a mentoring environment that resonates with the values, culture, and operational realities of the program. Each phase is not only a step in the mentoring process but also a reflection of the **RNZAF MENTORING PROGRAMME'S** commitment to holistic development, bi-cultural integration, and the fostering of a supportive community. By embracing these phases, the program ensures that mentoring relationships are structured yet flexible, allowing for the unique needs and aspirations of each participant to be met.

The phases of a mentoring relationship as outlined by David Clutterbuck provide a valuable framework for the **RNZAF MENTORING PROGRAMME**. Through careful adaptation, these phases help guide mentors and mentees through a journey of mutual growth, ultimately contributing to the personal and professional development of **RNZAF MENTORING PROGRAMME** members and the enhancement of the RNZAF and NZDF's culture.





KEY PERFORMANCE INDICATORS
PAEARU MAHI

To ensure the **RNZAF MENTORING PROGRAMME** operates at the highest standards and aligns with industry benchmarks, we have established comprehensive performance measures based on the guidelines from the European Mentoring and Coaching Council (EMCC) and other leading mentoring and coaching agencies.

Survey and Reporting

To measure the program’s performance, every mentoring relationship will be surveyed at the six-month and twelve-month points of their relationship. These surveys will assess various aspects of the mentoring experience, including satisfaction, relationship quality, and perceived impact. The survey results, combined with Base MAT data, will form the basis of a biannual or annual report to the Warrant Officer of the Air Force (WOAF) as the program sponsor, as well as the Director of People and Culture, Assistant Chief of the Air Force of Training and Support (ACAF T&S), and the **RNZAF MENTORING PROGRAMME** Steering Group.

The performance measurement goals are:

- Recommendation Rate: 90% of participants would recommend the program to others.
- Satisfaction Rate: 90% of participants are satisfied with their mentoring relationship.
- Matching Efficiency: 80% of the RNZAF Mentoring Workshop mentees will be matched with a mentor within one month of attending a workshop.
- Progress Towards Goals: 85% of mentees report significant progress towards their personal and professional development goals.
- Mentor Preparedness: 90% of mentors feel adequately prepared and supported in their role.
- Retention Rates: Track retention rates of mentees and mentors in the program year-over-year.
- Diversity and Inclusion: Monitor the diversity of mentoring pairs to ensure an inclusive environment.
- Impact on Career Advancement: 70% of mentees report positive career advancements as a result of the mentoring relationship



WHĀIA TE ITI KAHURANGI, KI TE TUOHU KOE,
ME HE MAUNGA TEITEI

Seek the treasure that you value most deeply,
if you bow your head, let it be a lofty mountain.

[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)

Annual Audit

An annual audit of RNZAF mentoring activities will be conducted by the **RNZAF MENTORING PROGRAMME** Manager. This audit will validate the program against established performance measures and identify opportunities for improvement. The audit will include:

- **Review of Survey Data:** Analyse feedback from surveys to identify trends, strengths, and areas for development.
- **Compliance Check:** Ensure all mentoring relationships and activities comply with the program's policies and procedures.
- **Program Outcomes:** Evaluate the overall impact of the mentoring program on participants' career development, skill enhancement, and job satisfaction.
- **Resource Allocation:** Assess the adequacy of resources allocated to the program, including training, support, and materials.
- **Mentor and Mentee Feedback:** Conduct focus groups or interviews with mentors and mentees to gather qualitative data on their experiences.

Continuous Improvement

To maintain high standards and continuous improvement, the **RNZAF MENTORING PROGRAMME** will implement the following practices:

- **Benchmarking:** Regularly benchmark our program against other leading mentoring and coaching programs globally, particularly those recognized by the EMCC.
- **Professional Development:** Provide ongoing professional development opportunities for mentors to enhance their mentoring skills and stay current with best practices.
- **Feedback Loops:** Establish regular feedback loops where mentors and mentees can share their experiences and suggestions for improvement.
- **Innovation and Adaptation:** Foster a culture of innovation within the **RNZAF MENTORING PROGRAMME**, encouraging the adoption of new tools, techniques, and approaches to enhance effectiveness.



I IA RĀ, I TO OHONGA AKE, KIA KAWEA E KOE
TE ARONGA, TE Ū KI TE KAUPAPA,
ME TE HAIRIKOA ANŌ HOKI.

Wake up early every day with focus, determination
and more importantly, happiness.

Aotearoa/ New Zealand Māori Whakatauki (proverb)





ACCREDITATION LEVELS
TAUMATA WHAKAMANATANGA

The **RNZAF MENTORING PROGRAMME** has long been a beacon of leadership development, not only within the military but across New Zealand's diverse cultural landscape. As the program matured, the leadership team sought to elevate its standards by pursuing an internationally recognized accreditation that aligned with its core values of excellence, discipline, and cultural respect. Their search led them to EMCC, an organization whose philosophy and standards resonated deeply with the needs of the **RNZAF MENTORING PROGRAMME**.

A Commitment to Global Standards

In 2014, the **RNZAF MENTORING PROGRAMME** achieved its first gold accreditation from the EMCC. This milestone was not just a testament to the program's quality but also a historic achievement. The RNZAF became the first military organization in the world and the first organization in New Zealand to receive this prestigious award. This accolade was renewed in 2018 and again in 2022, reflecting the program's ongoing commitment to maintaining the highest standards in mentoring and coaching.

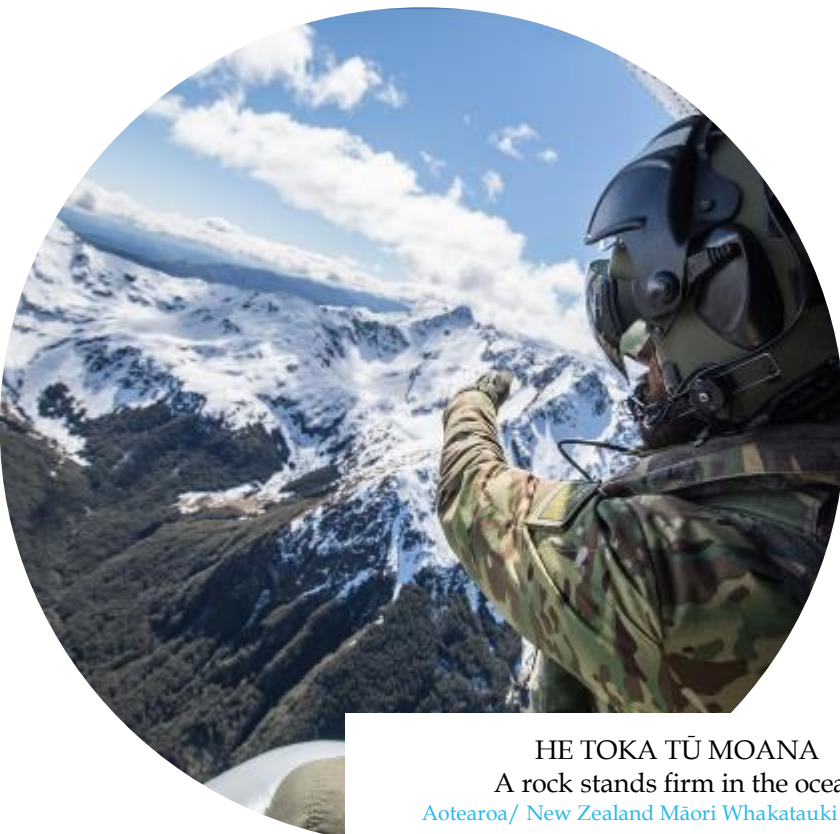
The gold accreditation from the EMCC is more than just a badge of honour; it represents the **RNZAF MENTORING PROGRAMME'S** dedication to fostering a culture of excellence. The EMCC's stringent standards ensure that the **RNZAF MENTORING PROGRAMME** is not only effective but also continuously evolving to meet the needs of its participants. This recognition has elevated the program on the global stage, positioning the program as a leader in mentoring practices across the globe.

Course Accreditation: A Testament to Quality Training

At the heart of the **RNZAF MENTORING PROGRAMME** are its flagship courses, including the Mentoring Foundation Workshop and the Advanced Practitioner Course. These courses have received quality awards from the EMCC, further cementing the program's reputation for excellence. The accreditation of these courses means that the **RNZAF MENTORING PROGRAMME** is recognized as a qualified trainer, offering a pathway for participants to achieve their European Individual Accreditation (EIA).

The Mentoring Foundation Workshop, a cornerstone of the **RNZAF MENTORING PROGRAMME**, provides participants with the foundational skills necessary for effective mentoring. The course covers essential topics such as self-awareness, interpersonal skills, reflective practice, and mentoring competencies. By attending this workshop, participants lay the groundwork for their journey towards professional accreditation, whether within the RNZAF or beyond.

The Advanced Practitioner Course builds on this foundation, offering a deeper exploration of mentoring and coaching practices. This course is designed for those who wish to take their skills to the next level, providing them with the tools they need to handle more complex mentoring relationships. The course's accreditation by the EMCC means that participants who complete it are well-prepared to apply for their EIA, furthering their professional development.



HE TOKA TŪ MOANA

A rock stands firm in the ocean

Aotearoa/ New Zealand Māori Whakatauki (proverb)

Individual Accreditation: A Pathway to Professional Growth

One of the most significant benefits of the [RNZAF Mentoring Programme's](#) alignment with the EMCC is the opportunity for individual accreditation. The EMCC offers a tiered accreditation system, ranging from Foundation to Master Practitioner, each recognizing different levels of experience and competence in mentoring and coaching.

Foundation Level: The Foundation level is designed for individuals who are new to mentoring or coaching. It recognizes basic knowledge and skills, providing an entry point for those beginning their professional journey. In the [RNZAF MENTORING PROGRAMME](#), this level is particularly valuable for those stepping into leadership roles for the first time. It validates their initial training and encourages further development, setting them on a path towards more advanced accreditation.

Practitioner Level: The Practitioner level is for those with more experience in mentoring or coaching. It requires evidence of practical application, reflective practice, and ongoing professional development. This level is suitable for those who are taking on more complex mentoring roles. It ensures that these individuals are recognized for their growing expertise and encourages a culture of continuous improvement.

Senior Practitioner Level: The Senior Practitioner level is aimed at highly experienced mentors or coaches who demonstrate advanced competencies. This level involves a rigorous assessment of skills, knowledge, and reflective practice. This accreditation is suitable for individuals involved in mentoring at strategic and executive levels. It supports the development of mentoring cultures at higher levels ensuring leaders are equipped to guide others effectively.

Master Practitioner Level: The Master Practitioner level is the highest accreditation available through the EMCC. It is reserved for individuals who have demonstrated exceptional proficiency and leadership in mentoring or coaching. Master Practitioner accreditation is suitable for those who influence the strategic direction of mentoring practices across the organization and contribute back to mentoring as a whole. These individuals are not only mentors but also leaders in the development of mentoring strategies, shaping the future of the [RNZAF MENTORING PROGRAMME](#).



WAIHO I TE TOIPOTO, KAUA I TE TOIROA.
Let us keep close together, not far apart.
[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)

The Benefits of Accreditation: For Individuals and the RNZAF

The pursuit of EMCC accreditation offers significant benefits for both individuals and the **RNZAF MENTORING PROGRAMME** as a whole. For individuals, achieving an EMCC accreditation is a mark of professional excellence. It validates their skills, knowledge, and experience, positioning them as leaders in the field of mentoring and coaching. This recognition can open doors to new opportunities, both within the military and in civilian careers.

For the **RNZAF MENTORING PROGRAMME**, having accredited mentors and coaches enhances its credibility and effectiveness. It ensures that the program meets international standards, providing participants with the highest quality of mentoring and coaching. This, in turn, contributes to the overall effectiveness of the RNZAF, as well-trained leaders are better equipped to guide their teams and make informed decisions.

The **RNZAF MENTORING PROGRAMME'S** commitment to EMCC accreditation also benefits the broader NZDF. By aligning its mentoring practices with international standards, the **RNZAF MENTORING PROGRAMME** sets a benchmark for excellence that can be adopted across the NZDF. This helps to create a consistent approach to mentoring and coaching, fostering a culture of continuous improvement and professional development within the entire NZDF.

The Decision to Align with the European Mentoring and Coaching Council

The decision to align the **RNZAF MENTORING PROGRAMME** with the EMCC was not made lightly. The leadership team considered other accreditation bodies, including the International Coaching Federation (ICF), before choosing the EMCC. Ultimately, the EMCC's focus on both mentoring and coaching, its adaptable competency framework, and its emphasis on reflective practice made it the ideal fit for the **RNZAF MENTORING PROGRAMME**.

The EMCC's broader approach to mentoring and coaching aligns the program's values and mission. Unlike the ICF, which focuses exclusively on coaching, the EMCC recognizes the importance of mentoring in professional development. This dual focus is crucial for the **RNZAF MENTORING PROGRAMME**, where mentoring plays a central role in developing the next generation of leaders.

The EMCC's competency framework also offers the flexibility needed to tailor mentoring relationships to the specific needs of the program's diverse personnel. This is particularly important in the RNZAF's bi-cultural environment, where understanding and respecting cultural differences is key. The EMCC's framework allows for this adaptability while still adhering to international standards.

Finally, the EMCC's emphasis on reflective practice mirrors the **RNZAF MENTORING PROGRAMME'S** commitment to continuous improvement. In a military context, where decisions can have different consequences, the ability to reflect, learn, and grow is vital. The EMCC's rigorous accreditation process ensures the mentors and coaches within the **RNZAF MENTORING PROGRAMME** are not only competent but also committed to ongoing development and ethical practice.



A Legacy of Excellence

The **RNZAF MENTORING PROGRAMME'S** alignment with the EMCC represents more than just a pursuit of accreditation; it is a commitment to excellence, professionalism, and continuous growth. By achieving and maintaining EMCC accreditation, the **RNZAF MENTORING PROGRAMME** has positioned itself as a leader in mentoring and coaching, both within the military and on the global stage.

For individuals within the RNZAF and wider NZDF, the opportunity to pursue EMCC accreditation offers a pathway to professional growth and recognition. It validates their skills, enhances their credibility, and opens doors to new opportunities. For the RNZAF as a whole, this commitment to accreditation ensures that its mentoring program meets the highest standards, contributing to the overall effectiveness and success of the organization.

In the years to come, the **RNZAF MENTORING PROGRAMME** will continue to evolve, guided by the principles and standards set by the EMCC. As the program grows, it will remain a cornerstone of leadership development, helping to shape the future of the RNZAF and the NZDF. Through its partnership with the EMCC, the **RNZAF MENTORING PROGRAMME** is not just building leaders; it is building a legacy of excellence which continue to unlock and achieve success.



KO TE WHAKATINANATANGA PEĀ O TĒTAHI
MOEMOEĀ TE TAKE E NGAHAU AI TE AO.

It's the possibility of having a dream come true that
makes life interesting.

Te Ruanuku- The alchemist





OPPORTUNITIES
WHAIWĀHITANGA

The **RNZAF MENTORING PROGRAMME** offers a wealth of opportunities for personal and professional growth, providing pathways to engage, learn, and develop at various levels. With a focus on fostering networks, building leadership skills, and encouraging continuous improvement, the program is designed to meet the needs of its diverse participants, from novices to advanced practitioners. The **RNZAF MENTORING PROGRAMME** offers individuals and groups to engage through either exploring foundational and advanced workshops, professional development opportunities, network gatherings, group mentoring sessions, and the impact of motivational speaker engagements.

Foundation Workshops: The Backbone of the Program

The Foundational Mentoring Workshop serves as the cornerstone of the program, laying a solid foundation for all subsequent engagement. This highly interactive workshop is aimed at equipping participants with the essential knowledge and skills needed to excel as mentors and mentees. The importance of these workshops cannot be overstated, as they establish a common understanding of the mentoring process, ensuring that all participants are aligned in their approach and expectations.

Key topics covered during the workshop include understanding the fundamental principles of mentoring, exploring its purpose, objectives, and various styles. This foundational knowledge is critical, as it helps participants grasp the essence of mentoring and its role in the RNZAF. By building rapport and enhancing communication skills, participants learn to engage more effectively in mentoring relationships, utilizing techniques like active listening and effective questioning. These skills are further reinforced through practical exercises and role-playing activities, ensuring that participants can apply what they've learned in real-world scenarios.

Another critical aspect of the Foundation Workshop is goal setting and action planning. Participants are taught the importance of setting meaningful and achievable goals within the mentoring relationship. Strategies for supporting mentees in developing action plans and monitoring progress are explored, emphasizing the need for adaptability and continuous improvement. The workshop also highlights the significance of building trust and confidentiality in mentoring relationships, covering the ethics of the relationship, including establishing boundaries and managing expectations.

Empowerment techniques are also a focal point, with participants introduced to methods for inspiring and motivating mentees to unlock their full potential. By fostering a growth mindset and recognizing achievements, mentors can help mentees build self-confidence and navigate their personal and professional journeys more effectively. Ultimately, the RNZAF Foundational Mentoring Workshop provides participants with a comprehensive understanding of mentoring principles and equips them with the practical skills needed to build effective and supportive mentoring relationships. It is the first step in helping individuals unlock and achieve success within the **RNZAF MENTORING PROGRAMME**.



KA PŪ TE RUHA, KA HAO TE RANGATAHI.
 As an old net withers another is remade
 Aotearoa/ New Zealand Māori Whakatauki (proverb)

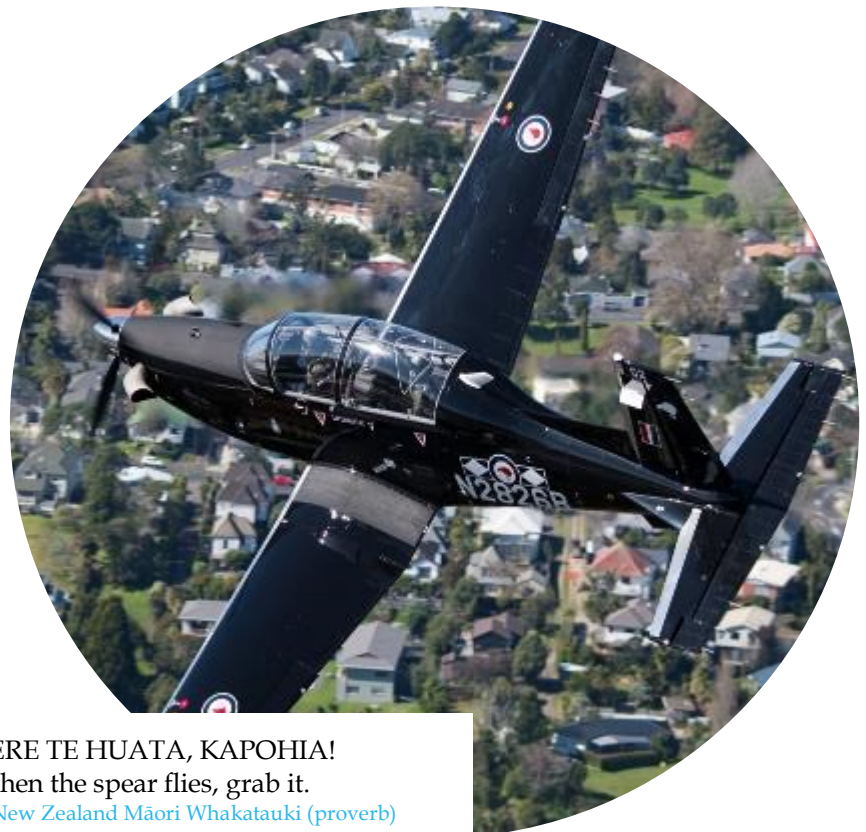
Advanced Practitioner Workshop: A Dive Deeper

For those who have completed the foundational workshop and are seeking to deepen their understanding and practice of mentoring and coaching, the Advanced Practitioner Workshop offers a unique opportunity. This workshop is more than just a training session; it is a pathway towards international accreditation, specifically the European Individual Award (EIA). The EIA is the highest international level of coaching and mentoring training offered within the NZDF, and completion of the program makes graduates eligible to apply for this prestigious recognition at the Practitioner level of competence.

The Advanced Practitioner Workshop is designed to ensure the **RNZAF MENTORING PROGRAMME** is supported by professional learning content and training aligned with relevant industry standards. This alignment is critical as it not only validates the quality of the mentoring program but also contributes to the NZDF's strategic goals by investing in the leadership competence of its personnel. Both civilian and military members of the NZDF can apply to attend the program, reflecting its inclusivity and the wide-reaching impact it aims to achieve.

The workshop itself is structured over three days and is open to all members of the NZDF, whether they are applying for the EIA or simply interested in enhancing their mentoring and coaching skills. The learning experience is enriched by the diverse backgrounds and expertise of participants, making it an excellent platform for cross-pollination of ideas and best practices. Those who choose to attend the entire workshop benefit from a range of exercises and activities designed to further develop their mentoring and coaching competence. For those who are not seeking accreditation, partial attendance still offers valuable insights and skills enhancement.

The Advanced Practitioner Workshop is a critical component of the **RNZAF MENTORING PROGRAMME**, providing participants with the tools and knowledge to elevate their practice to new heights. By diving deeper into the complexities of mentoring and coaching, participants not only advance their professional growth but also contribute to the overall strength and effectiveness of the **RNZAF MENTORING PROGRAMME**.



E RERE TE HUATA, KAPOHIA!
When the spear flies, grab it.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

Professional Development Opportunities and Training

The **RNZAF MENTORING PROGRAMME** is committed to continuous professional development, recognizing that ongoing learning is essential for maintaining and enhancing mentoring and coaching skills. To this end, the program offers a variety of workshops and training sessions designed to address specific needs and challenges faced by its members.

These Continuous Professional Development (CPD) workshops are valuable platforms for individuals and units throughout the NZDF to enhance their mentoring and coaching skills as well their personal and professional knowledge. The workshops cover a wide range of topics, each tailored to the specific context and target audience.

Examples of CPD courses offered include:

- Flexible Thinking
- Understanding Feedback
- How to Have Courageous Conversations
- Active Listening Skills
- Dealing with Imposter Syndrome
- Caring for What Really Matters
- Building High Performing Teams
- Understanding Powerful Questions and How to Use Them
- Dealing with Change
- Upgrading Public Speaking Skills
- Developing Resilience
- Solutions Focused Mentoring

These workshops are designed to empower participants with the necessary skills, knowledge, and mind-set to effectively support others in achieving their goals, unlocking their potential, and facilitating personal and professional growth.

Moreover, these workshops are not just about skill development; they also aim to build the coaching and mentoring culture within the RNZAF and the NZDF. By fostering a culture of continuous improvement and learning, the program ensures that its members are well-equipped to navigate the challenges of their roles and contribute to the overall mission of the RNZAF and in turn the NZDF.



KIA RITE MAI KOE KI NGĀ AHEINGA KATOA
Be ready for every opportunity.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

Network Gatherings

Networking events within the [RNZAF MENTORING PROGRAMME](#) are pivotal to fostering a strong sense of community and collaboration among participants. These gatherings offer a unique opportunity for mentors, mentees, and other stakeholders to connect, share experiences, and build relationships that extend beyond their immediate mentoring partnerships. By bringing together individuals from diverse roles and backgrounds, networking events create an environment rich in perspectives, enabling participants to learn from one another and gain insights that are both practical and profound.

These events also play a crucial role in reinforcing the core values of the [RNZAF MENTORING PROGRAMME](#). They provide a platform for celebrating achievements, and ensuring that the program remains responsive to the evolving needs of its members.

Additionally, networking events are a source of motivation and inspiration. Hearing from senior leaders, experienced mentors, and motivational speakers can have a profound impact, offering valuable lessons and reinforcing the importance of mentoring within the RNZAF. These interactions not only inspire participants but also strengthen their commitment to their own development and to supporting others within the force.

Group Mentoring

Group mentoring is another innovative approach offered by the [RNZAF MENTORING PROGRAMME](#), providing a unique dynamic that combines the benefits of individualized mentoring with the advantages of peer support. In group mentoring, a mentor works with a group of mentees simultaneously, facilitating interactions between participants and fostering a collaborative learning environment.

The benefits of group mentoring are manifold. By bringing together diverse perspectives, group mentoring enriches the learning experience for all participants. Peer learning is another key advantage, as mentees can learn from each other's experiences and insights, creating a more robust and holistic understanding of the challenges and opportunities they face. Networking is also a significant benefit of group mentoring, as it provides participants with the opportunity to build connections and relationships that can support their professional growth long after the mentoring relationship has ended.

Group mentoring also enhances accountability, as mentees are not only accountable to their mentor but also to their peers. This increased accountability can drive participants to be more engaged and committed to their development. Additionally, group mentoring is an efficient way to reach multiple mentees simultaneously, making it a valuable tool for the [RNZAF MENTORING PROGRAMME](#).

Overall, group mentoring offers a rich learning experience that combines the benefits of individualized mentoring with the added value of peer support. It is a testament to the [RNZAF MENTORING PROGRAMME'S](#) commitment to providing diverse and effective mentoring opportunities for all its members.

Outside Speaker Engagements

The **RNZAF MENTORING PROGRAMME** occasionally invites motivational speakers from all walks of life to speak on bases, delivering impactful messages and inspiring the RNZAF and NZDF communities. These speaker engagements are a powerful tool for enhancing personal and professional growth, as they provide participants with new perspectives, practical strategies, and the motivation to take action.

The objectives of these motivational speaker engagements can vary, but they often focus on inspiring individuals to overcome challenges, reach their full potential, and achieve their goals. By sharing their experiences and insights, these speakers can boost morale, shift mind-sets, and provide practical tools that participants can use to improve their lives.

In addition to personal growth, these speaker engagements can also provide industry-specific insights, offering valuable information on trends, strategies, and best practices relevant to the **RNZAF MENTORING PROGRAMME** and the RNZAF. This knowledge can be particularly beneficial for members looking to stay ahead of the curve in their professional development.

Furthermore, speaker engagements offer emotional support and encouragement, helping participants navigate the challenges of their roles and maintain their motivation and resilience. These engagements are not just about delivering a speech; they are about creating a lasting impact on the audience, inspiring them to take action and continue their personal and professional development journey.

The **RNZAF MENTORING PROGRAMME** offers a comprehensive range of opportunities for engagement, each designed to support the personal and professional growth of its members. From foundational workshops that lay the groundwork for effective mentoring relationships to advanced practitioner workshops that pave the way for international accreditation, the program is committed to fostering a culture of continuous learning and development. Group mentoring provides a collaborative and supportive environment, while professional development workshops and speaker engagements offer valuable insights and motivation.

Through these diverse opportunities, the **RNZAF MENTORING PROGRAMME** not only equips its members with the skills and knowledge they need to succeed but also inspires them to strive for excellence in all aspects of their lives. As the program continues to evolve, it will remain a vital resource for the RNZAF and NZDF communities, empowering individuals to unlock their full potential and contribute to its overall mission.



KO TE PAE TAWHITI WHĀIA KIA TATA,
 KO TE PAE TATA WHAKAMAUA KIA TINA
 Seek out distant horizons and
 hold firmly to those that you attain
 Aotearoa/ New Zealand Māori Whakatauki (proverb)



PROGRAM PARTNERS
HOA KAIPAKIHI

The **RNZAF MENTORING PROGRAMME** is not merely a framework of support and guidance; it is the embodiment of collaboration, diversity, and resilience. At the core of its success lies a tapestry of partnerships that span the breadth of the NZDF and extend beyond its borders. These relationships, built on trust and mutual respect, have shaped and strengthened the program, ensuring it continues to grow, adapt, and thrive in an ever-changing global landscape.

Partners within the NZDF

The **RNZAF MENTORING PROGRAMME'S** foundation is rooted in the collective strength of the New Zealand Defence Force. By working closely with the Royal New Zealand Navy (RNZN) Mentoring Programme and the New Zealand Army Mentoring Programme, the RNZAF has cultivated a resilient and unified approach to mentoring across the services.

RNZN Mentoring Programme: A Journey of Growth and Adaptation

The Royal New Zealand Navy's journey in establishing a successful mentoring program has been a testament to perseverance and learning. Over the past 20-30 years, the RNZN has made several attempts to build a mentoring structure, only to see these efforts falter after 12-18 months. The reasons were many, including the Navy's demanding operational tempo and the challenges posed by its posting cycle.

However, in July 2023, the RNZN launched a pilot Mentoring Programme, guided by lessons learned from past attempts and inspired by the successes of the RNZAF Mentoring Programme. This launch was made possible by a dedicated group of individuals from across the RNZN, who formed what is now known as the Informal Governance Group (IGG). Their passion and commitment, coupled with support from the RNZAF and the New Zealand Coaching and Mentoring Centre (NZCMC), have been instrumental in steering the programme toward success.

The RNZN's programme is anchored in the whakataukī:

“Mā te tuakana ka tōtika te teina, Mā te teina ka tōtika te tuakana”
*(From the older siblings, the younger one learns the right way to do things,
 and from the younger siblings, the older one learns to be tolerant).*

This guiding principle underscores the reciprocal nature of mentoring within the Navy, where both mentors and mentees grow and learn from each other.

As of mid-2024, the RNZN Mentoring Programme boasts 19 active mentoring relationships, with plans to expand further. The foundation course, facilitated by the RNZAF, has been a cornerstone of this growth. The program's success has also fostered a closer relationship between the RNZN, RNZAF, and NZ Army, creating a tri-service network that supports mentoring across the NZDF.



NZ Army Mentoring Programme: Unlocking Potential Across the Force

The New Zealand Army Mentoring Programme, much like its RNZAF and RNZN counterparts, is dedicated to unlocking the potential of its participants. Through workshops and continuous support, the program equips military and civilian NZDF employees with the tools and confidence they need to thrive within the service.



The Army's approach to mentoring is holistic, focusing not just on professional development but also on personal growth and satisfaction. By fostering strong mentoring partnerships, the program enhances the overall experience of service members, contributing to their well-being and sense of belonging.

This tri-service collaboration within the NZDF is more than just a partnership; it is a shared commitment to the development and empowerment of all personnel. The diverse perspectives and experiences gained through these relationships enrich the mentoring process, ensuring that all members of the NZDF are prepared to meet the challenges of today and the future .

External Partners Holding Us to Account and Promoting Growth

While the **RNZAF MENTORING PROGRAMME** thrives on its internal collaborations, its strength and resilience are equally bolstered by its partnerships with external organizations. These relationships have been pivotal in maintaining high standards, promoting continuous development, and ensuring the program remains innovative and forward-thinking.

New Zealand Coaching and Mentoring Centre (NZCMC)

The New Zealand Coaching and Mentoring Centre (NZCMC) has been a cornerstone of the **RNZAF MENTORING PROGRAMME** since its inception. With a wealth of expertise in mentoring and coaching, the NZCMC has provided the program with invaluable insights and resources that have shaped its development.

The NZCMC's involvement has ensured that the **RNZAF MENTORING PROGRAMME** adheres to best practices and remains aligned with global standards. Their guidance has been particularly crucial during times of uncertainty, helping the program to stay agile and responsive to change. By continuously challenging the RNZAF to innovate and evolve, the NZCMC has played a key role in ensuring the program's long-term success.



European Mentoring and Coaching Council (EMCC)

Another vital partner in the **RNZAF MENTORING PROGRAMME'S** journey is the European Mentoring and Coaching Council (EMCC). As an international organization dedicated to promoting best practices in mentoring and coaching, the EMCC brings a global perspective that enriches the RNZAF's approach to mentoring.

The EMCC's rigorous standards and accreditation processes have helped the **RNZAF MENTORING PROGRAMME** maintain its commitment to excellence. By aligning with the EMCC's competencies and guidelines, the program has not only elevated its own practices but has also positioned itself as a leader in workplace mentoring on a global scale.

These external partnerships with the NZCMC and EMCC are more than just alliances; they are critical components of the **RNZAF MENTORING PROGRAMME'S** growth and development. By holding the program to high standards and providing access to global expertise, these organizations ensure that the **RNZAF MENTORING PROGRAMME** continues to deliver a mentoring experience that is both impactful and relevant.



External Peer-to-Peer Mentoring Partners

In November 2023, the **RNZAF MENTORING PROGRAMME** took a bold step forward by partnering with two prominent New Zealand organizations, KPMG and Tonkin & Taylor, to pilot a Peer-to-Peer Mentoring Programme. This collaboration represents a significant expansion of the RNZAF's mentoring network, bringing fresh perspectives and new opportunities for growth.

KPMG and Tonkin & Taylor: Bridging Military and Civilian Leadership

The Peer-to-Peer Mentoring Programme with KPMG and Tonkin & Taylor has opened new avenues for the RNZAF to connect with senior leaders outside the military. This initiative allows **RNZAF MENTORING PROGRAMME** participants to gain insights from leaders in the corporate world, broadening their understanding of leadership and organizational dynamics.

Through this partnership, the **RNZAF MENTORING PROGRAMME** has not only enhanced its own practices but has also contributed to the development of a more integrated approach to leadership across sectors. The exchange of ideas and experiences between military and civilian leaders has been mutually beneficial, fostering innovation and strengthening the RNZAF's leadership capabilities.

The success of the Peer-to-Peer Mentoring Programme underscores the value of external partnerships in expanding the horizons of the **RNZAF MENTORING PROGRAMME**. By engaging with organizations like KPMG and Tonkin & Taylor, the **RNZAF MENTORING PROGRAMME** is able to tap into a broader network of knowledge and expertise, ensuring that its personnel are well-equipped to lead in any environment.



Internal Partners:

While external partnerships are crucial to the **RNZAF MENTORING PROGRAMME'S** success, its internal collaborations are equally vital. The program's partnerships with the Base Support Teams (BST) on each base and the Directorate of People and Culture (DP&C) within the RNZAF provide the foundation for a holistic approach to mentoring and well-being.

BST: Champions of Well-Being and Excellence

The BSTs on each RNZAF base play a proactive role in promoting the overall welfare and health of the RNZAF community. These teams are champions of “taha wairua” (spiritual), “taha hinengaro” (mental), “taha tinana” (physical), and “taha whanau” (social) excellence, ensuring that all aspects of well-being are addressed.

The **RNZAF MENTORING PROGRAMME** works closely with the BSTs to create a supportive environment that fosters personal and professional growth. By collaborating on events and initiatives, the program and the BSTs are able to provide comprehensive support to RNZAF personnel, helping them to achieve success in all areas of their lives.

This partnership is a testament to the RNZAF's commitment to a holistic approach to mentoring, where the well-being of personnel is at the forefront of every initiative. The collaboration with the BSTs ensures that the **RNZAF MENTORING PROGRAMME** remains grounded in the values of care, support, and excellence.

DP&C: Nurturing a Culture of Empowerment and Inclusion

Since 2022, the **RNZAF MENTORING PROGRAMME** has been a part of the Directorate of People and Culture (DP&C) within the RNZAF. This alignment has been instrumental in ensuring that the mentoring program is fully integrated into the broader goals of the RNZAF, particularly in the areas of diversity, inclusion, and cultural empowerment.

The DP&C's purpose aligns perfectly with the mission of the **RNZAF MENTORING PROGRAMME**:

"To nurture our people so that they feel empowered and valued, with a sense of whanaungatanga (sense of family connection)" .

By working together, the DP&C and the **RNZAF MENTORING PROGRAMME** create an environment where all personnel, from senior leaders to new recruits, feel supported and valued.

The DP&C's vision of being the “Kaitiaki” (guardian) for people and culture within the RNZAF is brought to life through its various initiatives, including those focused on diversity and inclusion, Māori cultural empowerment, and welfare. The **RNZAF MENTORING PROGRAMME** plays a key role in these efforts, providing mentoring opportunities that reflect and reinforce the RNZAF's commitment to a culture of empowerment and inclusion.



A Collaborative Spirit: The Key to Success

The success of the **RNZAF MENTORING PROGRAMME** lies in its ability to weave together the strengths of its internal and external partners. Each partnership, whether within the NZDF or beyond, brings a unique perspective and set of resources that enhance the program’s ability to develop, support, and inspire its participants.

These collaborations are not just about sharing resources or expertise; they are about creating a dynamic ecosystem where ideas are exchanged, best practices are shared, and innovation is encouraged. The **RNZAF MENTORING PROGRAMME** seems to thrive in this environment, continuously evolving and adapting to meet the needs of its members. Whether it is through the tri-service mentoring efforts within the NZDF, the global perspectives brought by the EMCC, the external insights from KPMG and Tonkin & Taylor, or the internal support from the BSTs and DP&C, each partnership plays a crucial role in the program’s ongoing success.

This collaborative spirit is celebrated within the **RNZAF MENTORING PROGRAMME**, not just as a cornerstone of its current achievements but as a guiding principle for its future endeavours. As the program continues to grow, these partnerships will remain vital, ensuring that the RNZAF continues to lead by example in mentoring excellence. This could include expanding the Peer-to-Peer Mentoring Programme with additional corporate partners and further integrating cultural awareness into all aspects of mentoring.

By continuing to build and strengthen these relationships, the **RNZAF MENTORING PROGRAMME** will ensure that it remains at the forefront of mentoring practices, not just within the NZDF but on a global scale. The program’s success is a testament to the power of collaboration, and it will continue to inspire and impact those who participate in it for years to come.



HE HONO TANGATA E KORE E MOTU;
KAPPA HE TAURA WAKA E MOTU.
Unlike a canoe rope, a human bond cannot be severed.
Aotearoa/ New Zealand Māori Whakatauki (proverb)

A large, stylized blue logo consisting of two swirling, teardrop-like shapes. The top shape is smaller and curves to the left, while the bottom shape is larger and curves to the right. A white silhouette of a bird in flight is positioned within the lower right curve of the logo. The text 'BRANDING' and 'WAITOHU' is overlaid on the logo.

BRANDING
WAITOHU

In the military, symbols and insignias carry profound significance, representing identity, unity, and purpose. **THE RNZAF MENTORING PROGRAMME** has harnessed the power of branding to create a visual identity that resonates with its mission, values, and aspirations. Through the evolution of its logo and symbol, the program not only honours its history but also inspires its members to strive for excellence while unlocking and achieving success.

Logo of Connection

The **RNZAF MENTORING PROGRAMME'S** logo has been carefully crafted to reflect its deep connection to the broader identity of the RNZAF while also highlighting the unique role of the mentoring initiative. The foundation of the logo is the kiwi roundel, a symbol that has been synonymous with the RNZAF for over fifty years. Derived from the original design on the florin coin, this roundel has been a fixture on RNZAF aircraft, symbolizing the shared history and collective pride of the RNZAF. By incorporating this emblem into the program's logo, it ensures that the program would be seen as an integral part of the RNZAF, reinforcing that it is not a stand-alone entity but a vital component of the force's mission.

Additionally, the inclusion of "**Te Tauaarangi**" and its full form, "**Te Tauaarangi o Aotearoa**," the official te reo Māori names for the Royal New Zealand Air Force, underscores the program's commitment to honouring the cultural heritage of Aotearoa. This linguistic integration not only reflects the RNZAF's dedication to inclusivity but also symbolizes its respect for the diverse cultures throughout the organization.



A Symbol of Legacy

The symbol of the **RNZAF MENTORING PROGRAMME** is rich with meaning, encapsulating the program's ethos and the journey it offers to its participants. Central to this symbol is the feather pattern, which serves as a korowai, or cloak, enveloping all who are part of the program. This pattern is not merely decorative; it is a symbolic embodiment of the mana, or prestige, of the program. The korowai represents the rich whakapapa, or lineage, of the **RNZAF MENTORING PROGRAMME**, creating a visual narrative that honours the past while embracing the present and future. It reminds every mentor and mentee that they are part of a larger legacy, one that they contribute to with each step they take on their journey.

At the heart of the symbol is the pikorua, a traditional Māori twist design that represents the bonds formed through mentoring relationships. The pikorua's intertwining forms symbolize the connections, networking, and mutual value central to the **RNZAF MENTORING PROGRAMME**. These relationships are cyclical, reflecting the ongoing nature of mentoring, where both mentor and mentee learn, grow, and support each other. The koru tail of the pikorua further signifies growth, development, and the success that each individual within the program strives for, emphasizing the continuous evolution that mentoring fosters.

Encircling this symbol is the mission statement of the **RNZAF MENTORING PROGRAMME**: "Unlocking Success — Tukuna Te Angitu." This phrase encapsulates the common vision and shared purpose of everyone involved in the program, serving as both a guiding principle and a call to action. It encourages all members to strive for success, not just for themselves but for the collective strength and future of the RNZAF.

The inclusion of the Harpagornis, or Haast eagle, commonly known as the pouākai from the South Island of New Zealand, adds a final layer of distinction to the symbol. This extinct bird, once the largest eagle in the world, symbolizes the soaring aspirations of the **RNZAF MENTORING PROGRAMME**. It represents the program's commitment to helping its members rise above challenges, reach new heights of personal and professional development, and strive for an enduring and inspirational future.



Unity of Branding

A unified logo and symbol are crucial in any organization, especially in the structured environment of the RNZAF and the **RNZAF MENTORING PROGRAMME**. These visual elements are more than mere markers of identity; they are tools that foster a sense of belonging and pride. For the **RNZAF MENTORING PROGRAMME**, providing a clean, consistent, and unified logo and symbol is essential for building a strong, cohesive identity that all members can rally around.

The RNZAF is steeped in tradition, yet it continuously evolves to meet the demands of the future. The **RNZAF MENTORING PROGRAMME'S** logo and symbol embody this balance, offering a visual representation that honours the history of the RNZAF while also looking forward. By unifying the program's branding under a single, powerful symbol, the RNZAF ensures that everyone involved within the program, from the newest recruit to the most senior officer, has the opportunity to feel connected to the program's mission and values.

This unity is not just symbolic; it has practical implications as well. A strong, recognizable brand helps the **RNZAF MENTORING PROGRAMME** stand out within the military and in the broader mentoring global community. It enhances the program's visibility, making it easier to attract new participants, secure partnerships, and promote the benefits of mentoring to a wider audience. Moreover, a unified brand ensures that the message of the **RNZAF MENTORING PROGRAMME** is consistent across all platforms, from training materials to promotional campaigns and official communications.

The **RNZAF MENTORING PROGRAMME'S** logo and symbol are more than just visual identifiers; they are the embodiment of the program's history, values, and aspirations. By carefully crafting a brand that honors the past, empowers the present, and inspires the future, the **RNZAF MENTORING PROGRAMME** has created a powerful tool for fostering unity, pride, and a sense of purpose among all who are part of it. As the program continues to grow and evolve, its logo and symbol will remain a steadfast reminder of the shared journey that mentors and mentees undertake, guided by the principles of growth, development, and unlocking and achieving success.



A large, stylized blue logo resembling a drop or a swirl, with a white silhouette of a bird in flight inside. The logo is centered on a dark background with a repeating pattern of small, light-colored chevrons.

PROGRAM STRATEGIES
RAUTAKI

The **RNZAF MENTORING PROGRAMME** has carved a unique and influential path over the years, becoming a beacon of personal and professional growth within the NZDF. As the program continues to evolve, its future strategies are focused on expanding its reach and impact, both internally and globally, without losing the essence of the principles and values that have guided it thus far.

Enhancing Collaborative Learning

One of the key future strategies for the **RNZAF MENTORING PROGRAMME** is the expansion of its Peer-to-Peer Mentoring initiatives. Peer-to-peer mentoring has already proven to be a powerful tool within the program, fostering mutual learning and growth among participants. By expanding this initiative, the program aims to enhance collaborative learning opportunities not only within the RNZAF but also across the broader NZDF, New Zealand, and the rest of the world.

This expansion will involve deeper integration of peer-to-peer mentoring within the various branches of the NZDF, ensuring that personnel across the Air Force, Navy, and Army have access to this valuable resource. Additionally, the RNZAF Mentoring Programme seeks to establish peer-to-peer mentoring networks with other global militaries, creating a dynamic exchange of knowledge, experiences, and best practices.

These expanded networks will not only benefit the individual participants but also contribute to the overall readiness and resilience of the NZDF. By learning from their peers both within New Zealand and around the world, RNZAF personnel will be better equipped to face the challenges of an increasingly complex global landscape.

Inter-Global Collaboration

As the **RNZAF MENTORING PROGRAMME** looks to the future, it recognizes the importance of inter-global collaboration in expanding the mentoring mentality. Partnering with organizations and militaries worldwide, the program aims to build a global network of mentoring excellence that transcends national boundaries.

These partnerships will allow the **RNZAF MENTORING PROGRAMME** to tap into a wealth of diverse perspectives and approaches around the world, enriching the mentoring experience for all participants. By engaging with global partners, the program can bring innovative ideas and practices back to the RNZAF, ensuring that it remains at the cutting edge of mentoring and coaching.

One of the key strategies in this area is the development of formal agreements and collaborations with other global militaries. These agreements will facilitate the exchange of mentors and mentees, creating opportunities for RNZAF personnel to gain international experience and insights. Additionally, the program will explore partnerships with civilian organizations and industries that share a commitment to mentoring and leadership development.

Through these inter-global collaborations, the **RNZAF MENTORING PROGRAMME** will continue to expand its reach, influence, and impact, contributing to the development of a global community of mentoring leaders.

Embracing Innovation

In order to remain at the forefront of mentoring and coaching, the **RNZAF MENTORING PROGRAMME** is committed to providing cutting-edge, industry-leading training to its participants. This includes exploring the use of online platforms and artificial intelligence (AI) in mentoring and coaching, ensuring that the program stays ahead of the curve in an increasingly digital world.

The integration of online and AI tools will allow the **RNZAF MENTORING PROGRAMME** to offer more flexible and personalized mentoring experiences. For example, AI-driven platforms could be used to match mentors and mentees based on their specific needs, goals, and areas of expertise. Additionally, online platforms will make it easier for participants to connect with mentors and peers around the world, breaking down geographical barriers and creating a truly global mentoring network.

By embracing these innovations, the **RNZAF MENTORING PROGRAMME** will be able to provide its participants with the tools and resources they need to succeed in a rapidly changing world. This commitment to innovation will ensure that the program continues to lead the way in mentoring and coaching, setting the standard for others to follow.

Continual Growth

At the heart of the **RNZAF MENTORING PROGRAMME'S** future strategies is a commitment to continual growth, both for the individuals who participate in the program and for the organization they serve. This growth is not just about expanding the program's reach, but also about deepening its impact.

One of the key ways the **RNZAF MENTORING PROGRAMME** will achieve this growth is by fostering a culture of lifelong learning among its participants. This includes providing ongoing professional development opportunities, as well as encouraging mentors and mentees to take ownership of their own learning journeys.

Additionally, the program will focus on expanding its influence within the NZDF, ensuring that mentoring becomes an integral part of the culture across all branches of the military. By doing so, the **RNZAF MENTORING PROGRAMME** will contribute to the overall growth and resilience of the NZDF, helping to build a stronger, more capable force.

This commitment to growth extends beyond the NZDF, as the program seeks to influence and inspire other organizations, both in New Zealand and around the world. By sharing its best practices and success stories, the **RNZAF MENTORING PROGRAMME** aims to become a leader in mentoring and coaching, setting the standard for others to follow.



KA MATE KAINGA TAHI, KA ORA KAINGA RUA.
There is more than one way to achieve an objective.
Aotearoa/ New Zealand Māori Whakatauki (proverb)

Building a Global Community through a Global Military Mentoring Summit

One of the most ambitious future strategies for the **RNZAF MENTORING PROGRAMME** is the hosting of a Global Military Mentoring Summit. This event would bring together military leaders, mentors, and mentees from around the world to share their experiences, insights, and best practices in mentoring and coaching.

The summit would serve as a platform for learning, collaboration, and innovation, allowing participants to explore new ideas and approaches to mentoring. It would also provide an opportunity for the **RNZAF MENTORING PROGRAMME** to showcase its successes and to learn from the experiences of others.

By hosting this summit, the **RNZAF MENTORING PROGRAMME** would not only strengthen its existing global partnerships but also create new opportunities for collaboration. The event would also help continue to position the RNZAF as a global leader in mentoring and coaching, further enhancing its reputation and influence on the world stage.

A Vision for the Future

As the **RNZAF MENTORING PROGRAMME** looks to the future, it is committed to constantly evolving and adapting to meet the changing needs of its participants and the organizations they serve. This commitment to continuous improvement is driven by a desire to live out the program’s mission of leading workplace mentoring so that people can unlock and achieve success.

In the words of one of the founders of the program, Colin Edie, at the 10-year anniversary in 2018: “Could not imagine when we started that we would be here 10 years later. Just imagine where we can be in 10 more years (and beyond).” These words continue to inspire the **RNZAF MENTORING PROGRAMME** as it looks ahead to the next decade and beyond.

By staying true to its principles and values, while also embracing innovation and collaboration, the **RNZAF MENTORING PROGRAMME** will continue to grow, evolve, and inspire. The future is bright for this pioneering program, and its impact will be felt not just within the RNZAF and NZDF, but around the world.

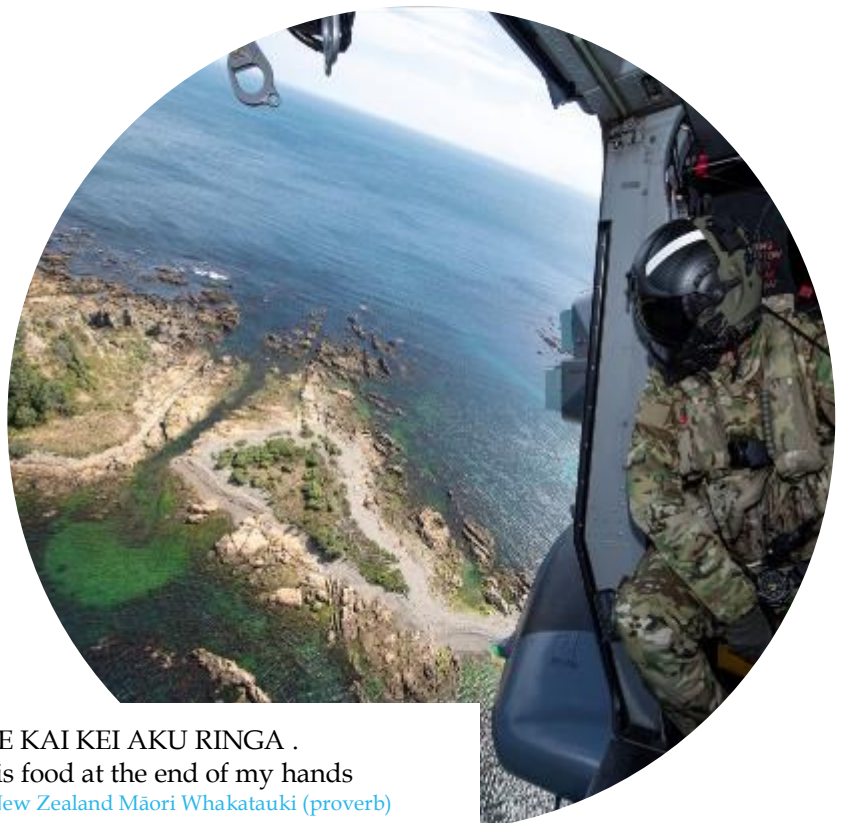


KIĀ MAU KI NGA MAHI TOI.
Hold steadfast to creativity.

Aotearoa/ New Zealand Māori Whakatauki (proverb)

Future and Rolling Strategies

- **Integration with Current and Future RNZAF and NZDF Objectives:** Ensure all mentoring activities are aligned with the key objectives of resilience, readiness, and operational excellence as outlined in current and future RNZAF and NZDF objectives. Emphasize the role of mentoring in supporting recruitment, training, and mission success.
- **Enhanced Digital and AI-driven Mentoring Tools:** Develop and integrate AI-driven tools to enhance mentor-mentee matching, provide data-driven insights for continuous improvement, and offer virtual mentoring options to support personnel remotely.
- **Comprehensive Training for Mentors:** Implement advanced training programs focusing on the latest mentoring and coaching methodologies, emphasizing resilience, readiness, and combat effectiveness. Workshops will include topics such as dealing with feedback, change management, and building high-performing teams.
- **Mentoring for Recruitment and Retention:** Develop initiatives where mentors play a crucial role in recruitment and retention strategies, particularly targeting diverse and underrepresented groups across New Zealand, aligning with the emphasis on supporting recruitment systems and community engagement.
- **Peer Mentoring Networks:** Expand peer mentoring networks to include organizations outside RNZAF, leveraging partnerships made through the New Zealand Corporate Mentoring Consortium (NZCMC). This will foster knowledge sharing and professional development across sectors.
- **Veteran Affairs Integration:** Develop mentoring initiatives specifically for transitioning veterans, working closely with Veterans Affairs to ensure continuous support and professional development for those moving into civilian roles.
- **South Pacific Mentoring Initiatives:** Establish and lead mentoring programs for South Pacific militaries, sharing expertise in setting up effective mentoring systems, thereby enhancing regional security and collaboration.
- **Cross-Military and Cross-Organizational Exchanges:** Facilitate exchange programs where mentors and mentees can gain experience and insights from other military forces and organizations worldwide, supporting interoperability and interchangeability.



HE KAI KEI AKU RINGA .
There is food at the end of my hands
[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)

Future and Rolling Strategies

- **Recognition and Certification:** Align RNZAF mentoring skills with international standards, ensuring mentors and mentees receive recognized certifications that validate their professional development, thus supporting the goal of skill recognition.
- **Continuous Improvement and Innovation:** Regularly update mentoring practices to incorporate the latest research and technological advancements, ensuring the program remains at the forefront of mentoring excellence.
- **Annual Review and Feedback Mechanism:** Implement an annual review process for all mentoring pairs, using feedback to continuously refine and enhance the program. This process will include gathering input from mentors, mentees, and other stakeholders to identify areas for improvement and opportunities for growth.
- **Focus on Diversity and Inclusion:** Strengthen efforts to ensure the mentoring program supports diversity and inclusion objectives. Develop targeted initiatives to mentor underrepresented groups, ensuring they have access to the guidance and support necessary to advance within the RNZAF and beyond.
- **Mentoring as a Tool for Cultural Integration:** Utilize mentoring to support the bi-cultural and multi-cultural integration within the RNZAF and NZDF, ensuring that cultural competence is a core component of the mentoring experience. This includes promoting understanding and respect for diverse cultural perspectives within the mentoring relationships.
- **Global Partnerships and Knowledge Sharing:** Expand global partnerships with other military forces and organizations, creating opportunities for knowledge sharing and mutual growth. These partnerships will not only enhance the RNZAF's mentoring capabilities but also contribute to global mentoring best practices.
- **Resilience and Well-being Focus:** Prioritize resilience and well-being within the program, ensuring that mentors are equipped to support their mentees through challenges and stress. Incorporate mental health awareness and stress management into mentoring training, fostering a holistic approach to personal and professional development.



K KORE E NGARO, HE TAKERE WAKA NUI.
The canoe with a strong hull will not be lost.
[Aotearoa/ New Zealand Māori Whakatauki \(proverb\)](#)

- **Legacy Building and Mentoring Sustainability:** Focus on building a lasting legacy for the [RNZAF MENTORING PROGRAMME](#) by developing strategies for long-term sustainability. This includes creating a robust infrastructure that can support the program's growth, even as personnel and leadership change over time.



ACKNOWLEDGEMENTS
MIHI

The success of the **RNZAF MENTORING PROGRAMME** would not have been possible without the dedication and vision of its key members. Over the years, numerous individuals have contributed to the growth and evolution of the program, each leaving a lasting impact on its legacy. From the founding members who laid the groundwork for what would become a pioneering initiative to the mentors and mentees who have carried the torch forward, their contributions have been invaluable. It is important to recognize and honour some of these key members as their commitment to the values and mission of the program has not only shaped its success but also inspired countless others to join the journey. As we look to the future, the names below are just a glimpse of the legacy which will continue to guide and inspire the next generation of mentoring leaders.

Graham Lintott
Peter Stockwell
Mike Yardley
Tony Davis
Andrew Clark
Digby Webb

Keith Gell
Dennis Moratti
Toni Tate
Mark Hardwood
Kerry Williams

Jacinda Funnell

Wendy Baker

Colin Edie
Caro Pezaro

Nicola Brown
Denise Whitworth

Roxanne Pascoe
Tammy Waite

Robyn Gell

Grant Riki
Rob Chee

Viti Flanagan
Tracey Melvin
Russell Bone

Andy Armstrong
Andre Budel
Benny Austin
Steve Burton

Paul Bates
Dave Lark

Mike Cannon
AJ Young
Pete Frankin
Susie Barns
D.J. Hunt
Rob Shearer
Andy Scott

Jen Ross
Stu Pearce
Lisa Eavestaff
Matthew Pitts
Sarah Collins
Brad Anderson
Thomas Cookson
Raymond O'Brien
Linley Williams

Dean Jolley
Jeff Cameron
Jason Skeggs
Shane Leaming
Sam Williams
Caro Freeman
Matt Nanda
Andrea Pryce
Denise Whitworth
Lara Blackmore
Kerel Woodgyer
Warren Amos
Phil Bedford
Alison Elford
Bob Hela
Kylie Smedley
Shane Leeming
Becs Maynard

Dave Nicholson
Leigh Douglas
Nikki Douglas
Tom Amos
Tomina Bentley
Treena Brown
Caro Noble
Don Richardson
Dan Hook
Keisha Malone
Anj Young
Rachel Tamehana
Louise Beattie
Kylie Smedley
Samantha Smith
Lynda Garrod
Pierce Brown
Isaac Murphy
Jen Sommerville
Kelly Menary
Brent Iggo
Lev Leatherland
Digby Bentley
Paul White
Prateek Grover
Dan Hook
Leith Esterhuizen
Shelley Judd
Denise Tommy

Jordan Markham
Lynette Marchant
Tim Aldridge
LJ Littleton
Nicky Renata

YOU

Appreciation to the Reader

As you reach the conclusion of this guide, we in the **RNZAF MENTORING PROGRAMME**, want to take a moment to express our heartfelt appreciation to you. Whether you are just beginning your mentoring journey or are a seasoned mentor refining your expertise, your commitment to exploring this material is deeply valued. It is through individuals like you—those who seek to expand their knowledge and invest in the growth of others—that the true impact of mentoring is realized.

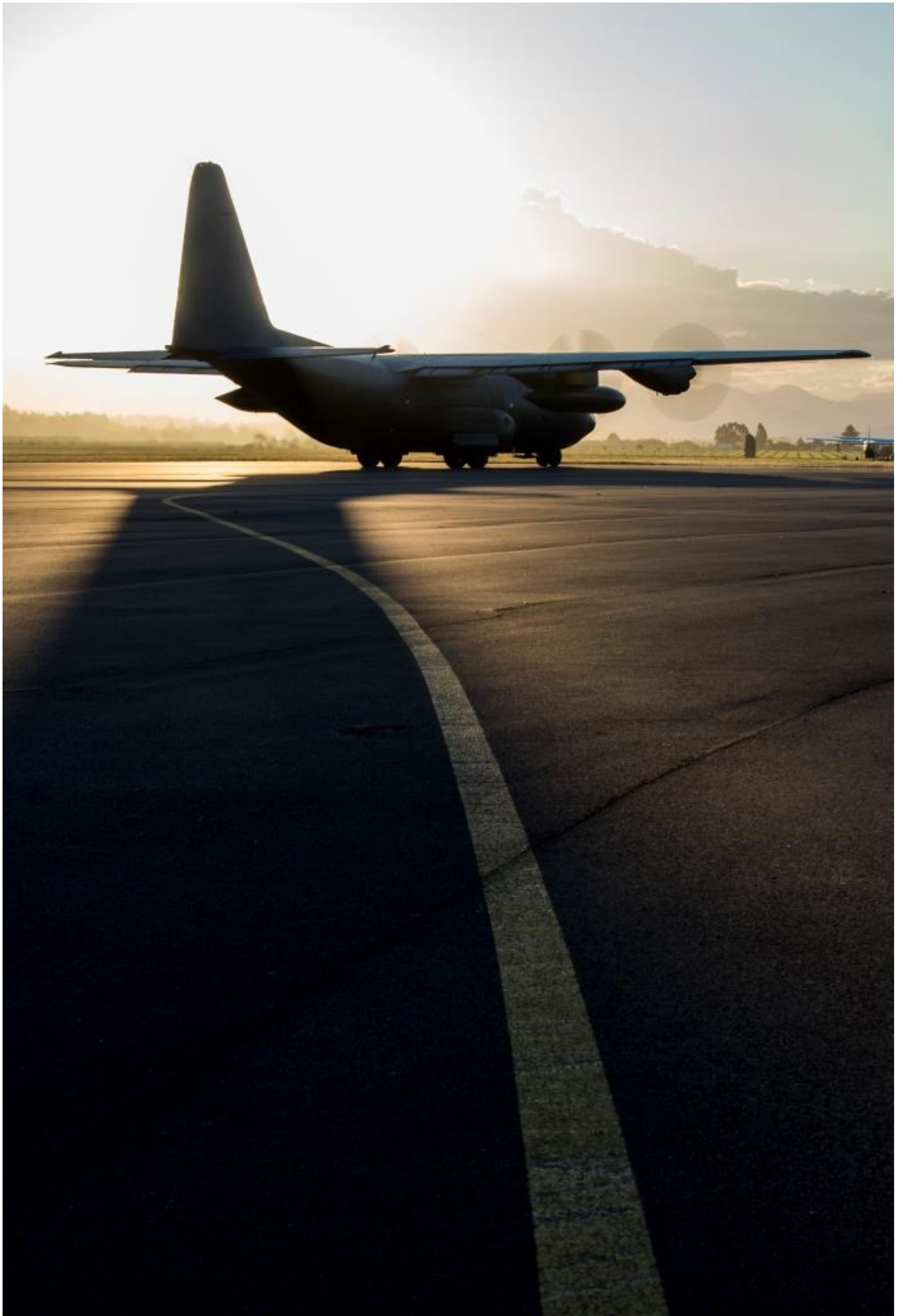
The **RNZAF MENTORING PROGRAMME** is more than just a structured initiative; it is a community built on the collective efforts of people who believe in the power of mentoring to transform lives. By engaging with this guide, you are not only enhancing your own understanding but also contributing to a larger mission: *empowering individuals to unlock and achieve success*. This commitment to nurturing others is what sets the **RNZAF MENTORING PROGRAMME** apart, and your involvement is a vital part of that legacy.

Whether you are applying these principles within an organization or in your personal life, your dedication to mentoring reflects a profound understanding that success is not just about personal achievements but about helping others along their paths. This guide was created to support that very endeavor—to equip you with the tools, insights, and inspiration needed to make a meaningful difference in the lives of those in a mentoring relationship.

Your curiosity, inquisitiveness, and willingness to learn are the keys to unlocking the potential of those around you. Mentoring is a journey, one that requires patience, empathy, and a commitment to continuous growth. The fact that you have taken the time to explore this guide demonstrates your readiness to embrace the challenges and rewards that come with this journey.

**“HE AHA TE MEA NUI O TE AO?
HE TANGATA! HE TANGATA! HE TANGATA!
What is the most important thing in the world?
It is people! It is people! It is people!”
(Aotearoa/New Zealand Māori Whakatauki (proverb))**







ANNEXS
ĀPITI

Annex A: Definitions and Abbreviations

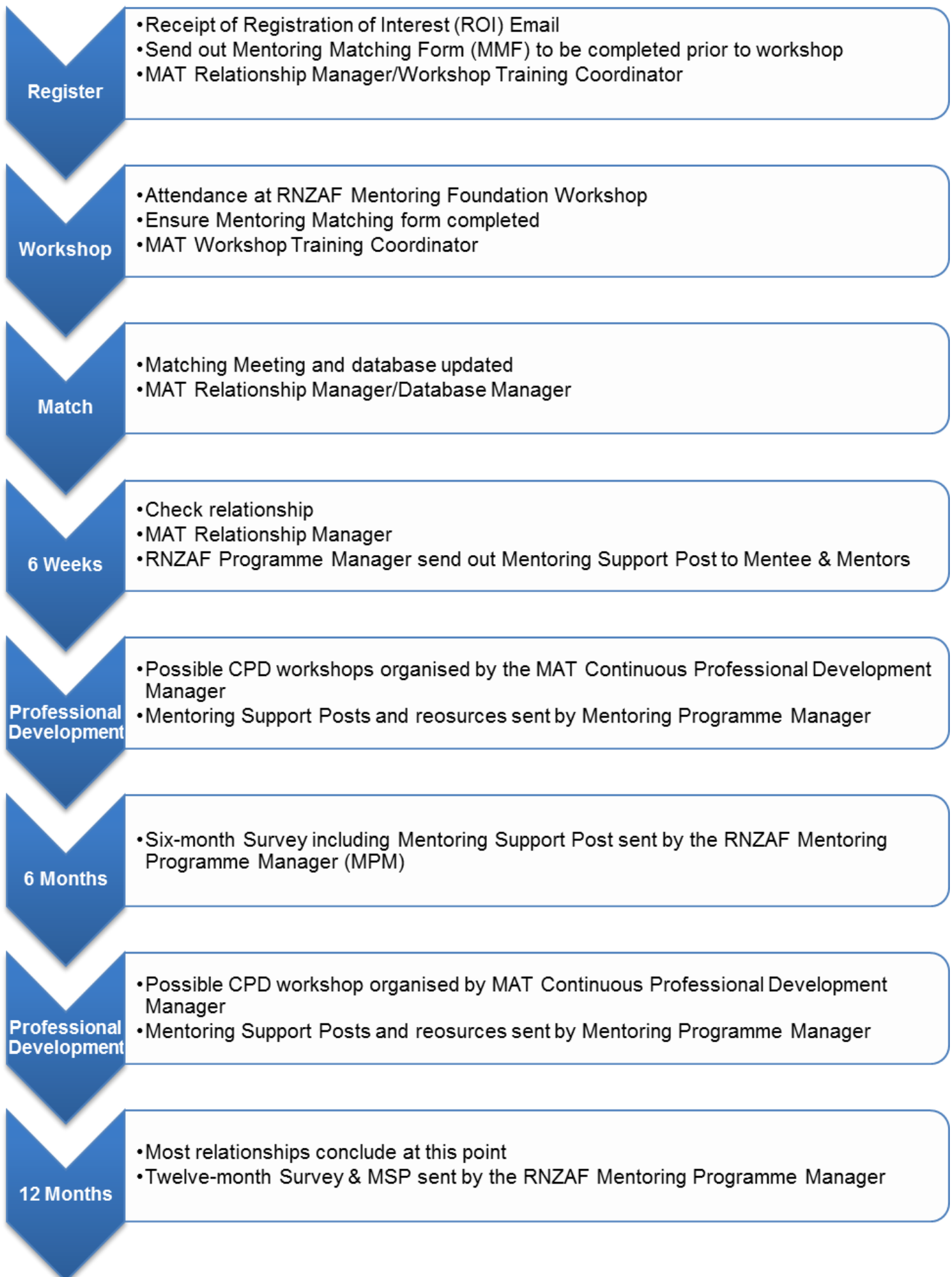
Name	Abbreviations	Definition
New Zealand Defence Force	NZDF	
Royal New Zealand Navy	RNZN	
New Zealand Army	NZA	
Royal New Zealand Air Force	RNZAF	The ownership/copyright of this program belongs to the RNZAF.
Chief of Air Force	CAF	The Chief of Air Force is in command of the RNZAF and the RNZAF MENTORING PROGRAMME .
Warrant Officer of the Air Force	WOAF	WOAF is our Sponsor for the RNZAF MENTORING PROGRAMME .
Mentoring Steering Group	MSG	This group meets to approve and implement improvements to the RNZAF MENTORING PROGRAMME .
Mentoring Program Manager	PM	This position is responsible for overseeing the effective and efficient management of the RNZAF MENTORING PROGRAMME .
Training Management Group	TMG	This group sets the standards for the mentoring workshops/training for the RNZAF MENTORING PROGRAMME .
Mentoring Advisory Teams	MAT	A team of volunteers whom support and run the mentoring program at their respective locations
Chain of Command	CofC	The managers of the personnel within the RNZAF.
Mentoring		Mentoring is helping relationships based on an exchange of knowledge, experience and goodwill. Mentors help the mentee gain confidence, clearer purpose, insight and wisdom.
Mentor		Person providing the mentoring. An individual who supports the self-work of those who are striving to improve themselves emotionally, spiritually, mentally or physically. Provides a safe space and sounding board for individuals as they as they unlock their potential and reach their goals.
Mentee		Personnel receiving the mentoring. This is a person seeking guidance and direction from a more experienced or knowledgeable mentor. A mentee drives the mentoring relationships. The mentee is not a clone of the mentor. Instead, the mentee learns and integrates what works for his or her needs.

Name	Abbreviations	Definition
Peer to Peer Mentoring		2-6 pers – peer mentoring involves knowledge sharing and supportive relationships between personnel of the same level.
Group Mentoring		It involves a group of personnel who engage in mentoring relationships to achieve specific outcomes or goals. A support network where personnel can discuss recent experiences (be it good, bad or indifferent) to enable lessons to be learnt or insights gained.
Reverse Mentoring		This form of mentoring matches senior personnel (the mentees) with younger people (the mentors) to help the older generation stay current and informed about new technologies/trends.
Corporate Mentoring		Is a professional relationships in which an experienced person (the mentor) assist another (the mentee) in developing special skills and knowledge that will enhance the less-experienced personnel's profession and personal growth. A synonym is business mentoring.
Values		The stated beliefs, standards ethics and morals of an individual or organisation. Drive behaviour and how individuals perceive themselves and their place in the world. Can be used as a positive motivator for self-improvement.
Client		RNZAF name for the role of both Mentee and/or coachee.
Continuous Professional Development	CPD	Continuous Professional Development (CPD) is defined as the learning process required for mentors and coaches to ensure their coaching standards and competencies are maintained and enhance over time. For the individual mentor/coach this means ongoing commitment to developing his/her knowledge and technical expertise. It also means keeping up to date with evolving best practice. Ultimately the purpose of CPD is to support professional and personal growth by the mentor/coach.
Coaching		Is facilitating the clients learning process by using professional methods and techniques to help the client to improve what is obstructive and nurture what is effective, in order to reach the client's goals. (EMCC 2016)
Coaching Culture		Exists in an organisation when a coaching approach is key aspect of how the leaders, managers, and staff engage and develop all of their personnel and engage their stakeholders, in ways that create increased individual, team and organisational performance and shared value for all stakeholders (Hawkins 2012)

Name	Abbreviations	Definition
Executive Coaching		A system to help individuals develop the skills and acumen needed to success a business professionals at the executive level. Focuses on interpersonal skills, striking a good work-life balance and developing leadership abilities.
European Mentoring and Coaching Council	EMCC	A global organization that sets standards, promotes best practices, and provides accreditation for mentoring and coaching professionals. It aims to enhance the quality and impact of mentoring and coaching worldwide.
New Zealand Mentoring and Coaching Centre	NZMCC	An organization dedicated to advancing mentoring and coaching practices in New Zealand. It provides training, support, and accreditation for professionals to enhance their skills and effectiveness.
Developmental Coaching		It is an intentional process of increasing awareness and perspective. Growing awareness focus and perspective increased the capacity to meet self-determined goals.
Skills Coaching		This has commonality with one to one training with the skills coach being highly experienced and competent in performing the skills they teach.
Solutions Focused Coaching		Rigorous questioning techniques help you focus on what's important to facilitate good working solutions to complete problems. The weaknesses of this approach is that the client has to be ready for finding and accepting a solution, when all too often what they really need is to understand the situation better. <i>(Prof David Clutterbuck)</i>
Transformational Coaching		This is the serious end of life coaching. It addresses issues such as personal identify, purpose, values, authenticity and maturity. Most practitioners in this level of coaching have a grounding in psychology, therapy counselling or behavioral science. <i>(Prof David Clutterbuck)</i>

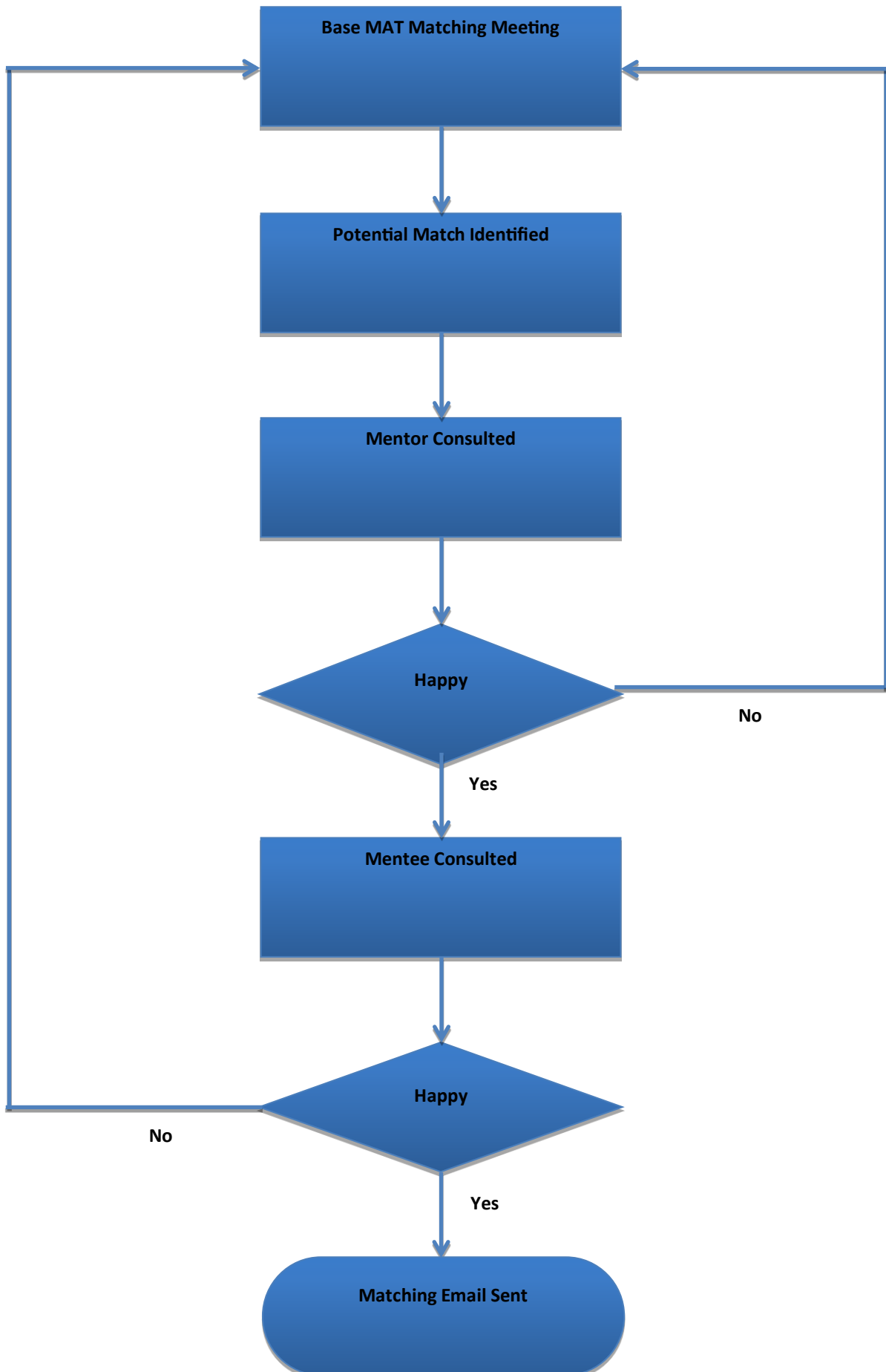
Annex B: The Typical Mentoring Life Cycle

Also shows which Base MAT member is involved. Every relationship is different. Be prepared for some to follow a slightly different path.



Annex C: Typical Matching Process Flow Chart

This flowchart is a basic understanding of how a matching process works in the **RNZAF MENTORING PROGRAMME**. Every match is different.



Annex D: Example Survey Questions for Mentoring Relationship

Overall

How would you rate your overall mentoring experience?
How many times have you met with in your mentoring relationship?
What is average meeting frequency?
What is the average time of your meetings?
What ways have you communicated?

Training

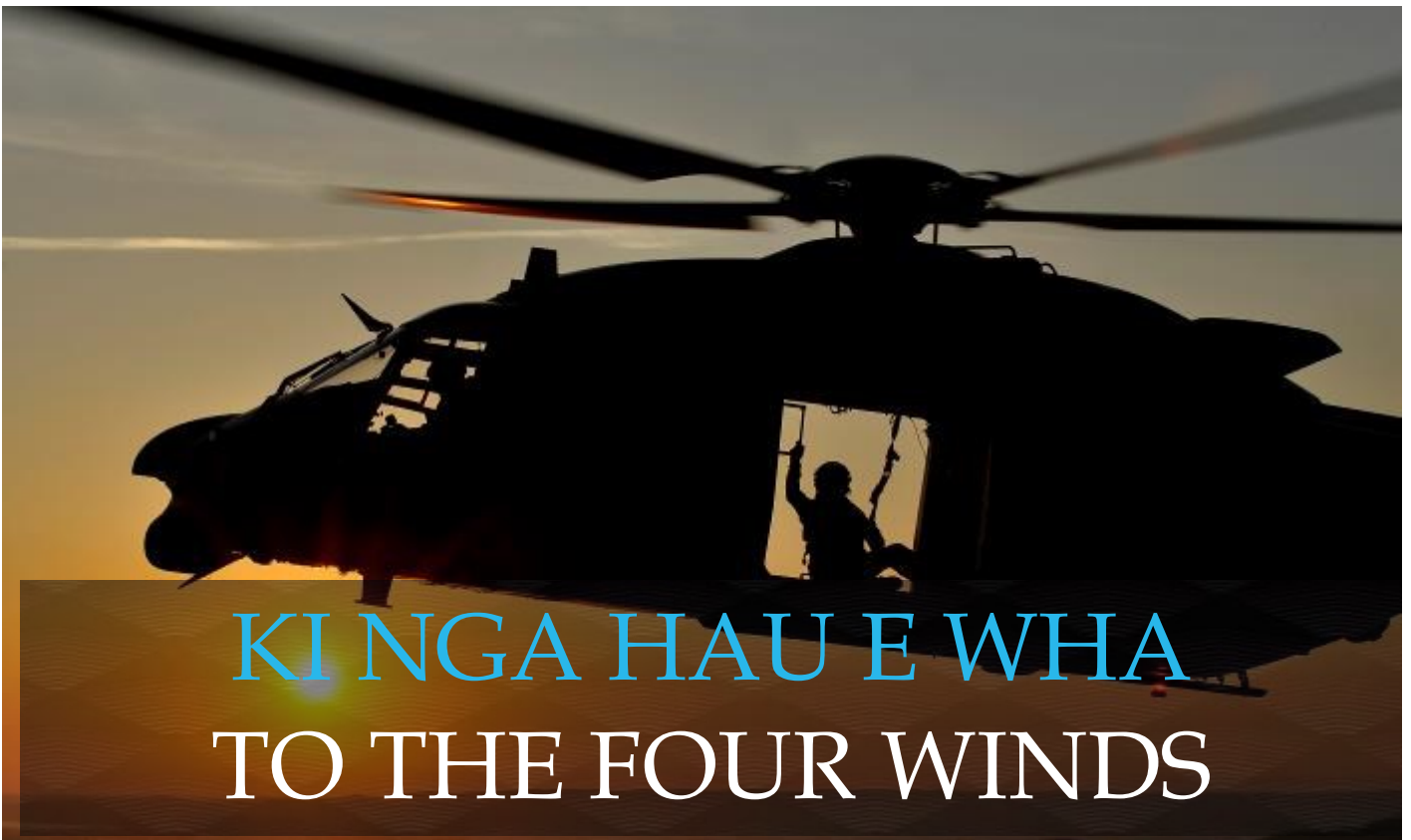
Did you find the training sufficient ?
What more would you like to have know about?

Performance

What you do could improve your experience?
Has the Base MAT team supported you?

Overall

What is the best thing about your mentoring relationship?
How would you describe your mentoring experience?
Would you recommend the **RNZAF MENTORING PROGRAMME** to others?
Do you have any further comments to add about your mentoring experience?





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