



**TE TAU AARANGI
AIR FORCE**

MENTORING

UNLOCKING SUCCESS – TUKUNA TE ANGITU

**2025 STRATEGIES
RAUTAKI**





This document outlines the 2025 Strategies for the [RNZAF MENTORING PROGRAMME](#), a cornerstone initiative in the RNZAF designed to empower personnel, foster connection, and support the professional and personal growth of all involved. It reflects the program's commitment to leading workplace mentoring in alignment with RNZAF and NZDF objectives, ensuring that mentoring remains a transformative force for our people and organization.

This strategy provides a clear roadmap of the program's goals, key priorities, and measurable outcomes for the coming year. It also highlights the ongoing evolution of the program to meet the dynamic needs of personnel and the organization.

Purpose of This Document

This strategy document is intended to:

- Provide an overview of the [RNZAF MENTORING PROGRAMME'S](#) vision, mission, and strategic objectives for 2025.
- Highlight key priorities and actionable steps to ensure continued success and global recognition.
- Reinforce the program's alignment with RNZAF and NZDF objectives, particularly regarding leadership, diversity, resilience, and readiness.
- Offer a transparent outline of Key Performance Indicators (KPIs) to measure progress and impact.
- Serve as a guide for all stakeholders, fostering collaboration, advocacy, and shared commitment to the program's success.

Spelling Conventions

Throughout this document, 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 strategy document strives to include 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.

Disclaimer

This document is intended for internal use only by [RNZAF MENTORING PROGRAMME](#) stakeholders, including champions, sponsors, and members of the MAT and Steering Group. The content reflects the program's strategic priorities for 2025 and is subject to refinement as feedback and circumstances evolve.

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Tēnā koutou katoa,

As I reflect on my two years as the Program Manager for the **RNZAF MENTORING PROGRAMME**, I am humbled by the continued privilege of guiding this global leading transformative initiative. Since its inception in 2008, the program has grown into a cornerstone of the RNZAF for empowering our people, fostering belonging, and unlocking potential. It is a great honour to carry forward the mana (prestige) and Whakapapa (heritage) of this program while working to elevate it to new heights.

Mentoring, for me, is about helping people realize that they are the heroes of their own story. It's about walking alongside individuals as they uncover their potential, overcome challenges, and achieve personal and professional success. This belief is at the heart of my personal mission: to develop, encourage, and transform others so that community is enhanced, and a sense of belonging is felt. These principles guide my leadership of the **RNZAF MENTORING PROGRAMME** and serve as the foundation for my vision for the program and the one we I hope we can build together.

Over the past few years, I feel we have made incredible strides in strengthening our program's mana within the RNZAF, the NZDF, as well as within the organizational mentoring community worldwide. Looking ahead, my focus is to continue to push the program to new limits while continuing to impact our people and be a shining beacon and a model of excellence on the international stage.

A key part of this journey is deepening our relationships with other militaries, such as the Australian Defence Force (ADF) and the Royal Australian Air Force (RAAF). These connections offer exciting opportunities for collaboration, innovation, and knowledge-sharing. By learning from and contributing to our global partners, we can elevate our influence internationally while enhancing our influence within the NZDF.

What inspires me most is witnessing the journeys of our mentors and mentees. Seeing individuals realize their potential, support one another, and grow through their mentoring relationships validates everything this program stands for. This is not just about professional development—it's about creating a culture of connection, belonging, and mutual growth.

As we move into 2025 and beyond, there is still much work to be done. Together, with the support of our champions, sponsors, mentors, and mentees, we will innovate, evolve, and push boundaries to ensure the **RNZAF MENTORING PROGRAMME** continues to thrive.

I look forward to what we will achieve together as we carry this program into new horizons while continuing to live out our mission of unlocking success—tukuna te angitu.

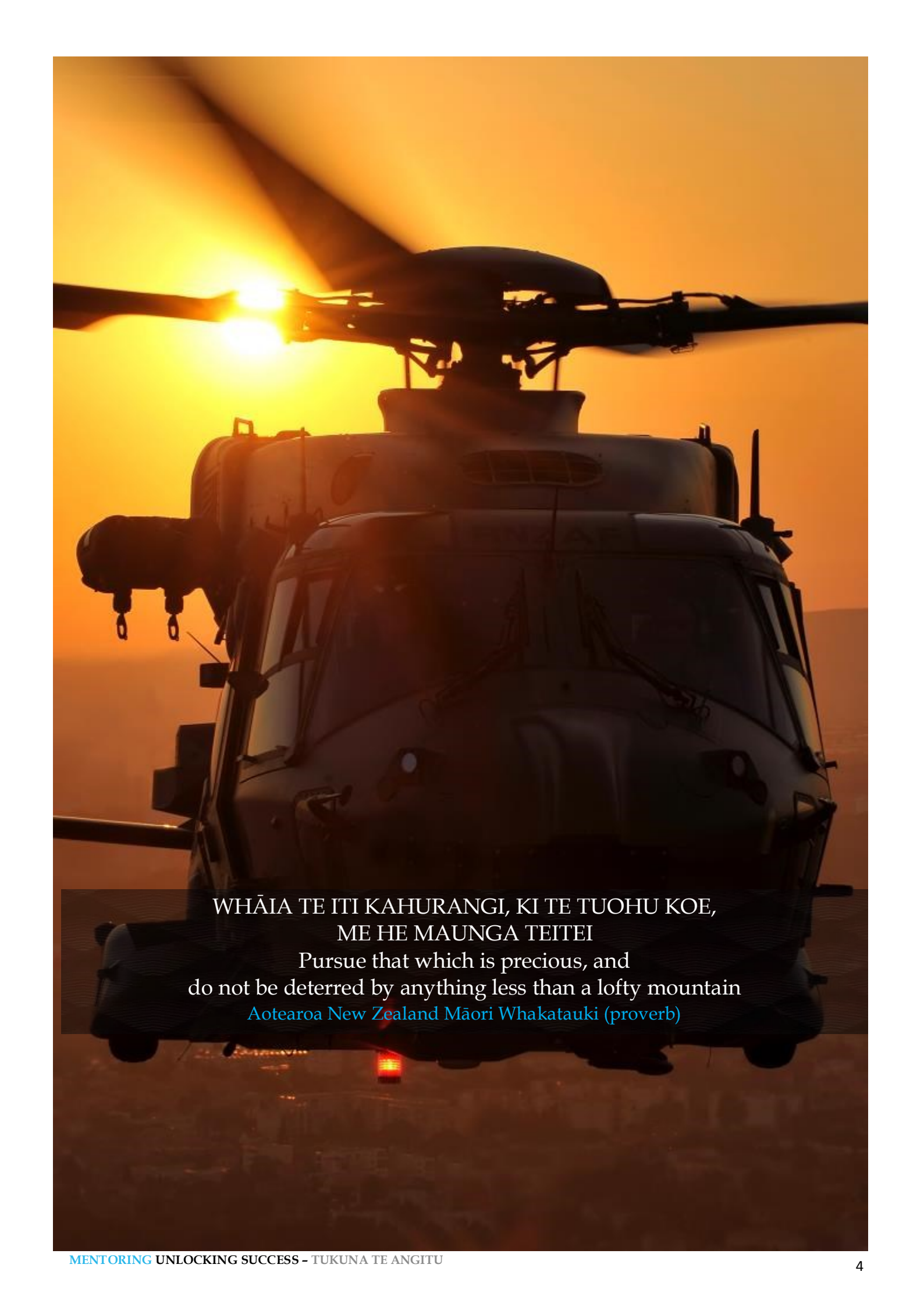
“Ko tōku nui, ko tōku wehi, ko tōku whakatiketike, he tangata.”
 (“My greatness, my inspiration, and my strength are the people.”)



FLTLT Russell Bone
 RNZAF Mentoring Programme Manager
 2022-present

Everyone is the HERO of their own story,
 however it is the job of a mentor to
 journey alongside and help them realize it.
 Russell Bone



A close-up, low-angle shot of a helicopter's front section, including the rotor hub and the main cabin. The helicopter is silhouetted against a very bright, low sun that creates a strong lens flare and a warm, orange glow across the entire scene. The rotor blades are visible at the top, and the cockpit windows are prominent in the center.

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 \(proverb\)](#)

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



The **RNZAF MENTORING PROGRAMME** was established in 2008 with the aim of embedding mentoring capability and processes into the Royal New Zealand Air Force (RNZAF) culture. It involved utilizing the experience, motivation, and networks of Senior Non-Commissioned Officers (SNCOs) who did not have subordinates, creating mentoring partnerships outside the usual military hierarchical structure.

To ensure the program's success, the RNZAF collaborated with the New Zealand Coaching and Mentoring Centre (NZCMC) for design and implementation assistance, while a dedicated group called the RNZAF Mentoring Advisory Team (MAT) worked to uphold mentoring best practices within the military's strict hierarchical environment.

Differentiating between mentoring and coaching in a military setting, the program emphasized relationships outside the chain of command and trades whenever possible. The programs aimed to support the goals and aspirations of mentees, even if not directly linked to organizational objectives, without interfering with regular workplace coaching or performance management systems. The privacy of the mentoring relationship was respected unless both parties agreed to breach it or in cases of ethical violations or RNZAF orders.

Over time, the program expanded from focusing on junior ranks to becoming available Air Force-wide for all ranks and civilian staff, including the development of group mentoring. This growth led to the **RNZAF MENTORING PROGRAMME** achieving international recognition. In 2014, it became the first military worldwide to be awarded gold accreditation by the International Standards for Mentoring Programmes in Employment (ISMPE). The program underwent thorough examination during the accreditation process, reinforcing its quality and effectiveness.

The **RNZAF MENTORING PROGRAMME** received further recognition and accreditation in subsequent years, including gold standard recognition by ISMPE in 2018 and 2022, as well as the European Quality Award (EQA) for their mentoring training program. These achievements highlight the program's commitment to high standards, ethics, and pastoral care.

Today, the **RNZAF MENTORING PROGRAMME** continues to provide a mentoring framework, training program, and support network to help personnel and other organizations *unlock and achieve success*. The program plays a crucial role in developing excellent developmental relationships across the workforce, fostering a culture of supportive mentoring and coaching, and attracting top talent from New Zealand's competitive job markets.

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)



VISION/ARONGA: TO LEAD WORKPLACE MENTORING,
SO THAT OUR PEOPLE CAN UNLOCK AND ACHIEVE SUCCESS.

MISSION/ WHAKATAKANGA Through innovation, provide a mentoring framework,
training programme, and an experienced support network.

PURPOSE/ ARONGA: The RNZAF Mentoring Programme aims to entwine the NZDF values
whilst developing innovation, motivation and leadership attributes.

PRINCIPLES/ NGĀ MĀTĀPONO

The following are the **RNZAF MENTORING PROGRAMME** Principles:

- Mentoring is a voluntary process and the most successful mentoring will be driven by the mentee's goals and aspirations.
- Mentoring is a supportive, non-judgmental constructive process. The mentor is to provide an environment which promotes and encourages innovations, openness and honesty, which is free from consequence.
- Mentoring is a protected, confidential and professional relationship built on mutual Respect for all parties.
- The mentee is not compelled to follow the advice or guidance of their mentor. The mentee is at all times responsible for their own actions and must make their own choices and decisions. It is self-directed.
- There is a clear separation between the mentoring process of the **RNZAF MENTORING PROGRAMME** and performance management processes within the NZDF.

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)



VISION FOR 2025—ARONGA

The **RNZAF MENTORING PROGRAMME** will continue to empower personnel, foster connection and belonging, and inspire professional and personal growth. Grounded in innovation, collaboration, and cultural inclusion, the program aims to remain a global leader in mentoring practices while ensuring alignment with RNZAF and NZDF strategic goals.

STRATEGIC OBJECTIVES FOR 2025—WHĀINGA

1. Empower and Develop Personnel
 - Continue to deliver high-quality workshops (Foundation and Advanced Practitioner), while providing Professional Development Opportunities, and world renown speakers.
 - Ensure bi-cultural and inclusive mentoring practices.
 - Provide professional development pathways accredited by the EMCC.
2. Enhance Connection and Belonging
 - Host networking events to build community across bases.
 - Expand peer mentoring and group supervision options.
 - Provide ongoing support to volunteer champions and facilitators.
3. Leverage Innovation and Data
 - Improve survey mechanisms for workshops, events, and mentoring relationships.
 - Enhance data collection and analytics to assess program impact and Inform decisions.
 - Explore digital platforms for remote and flexible mentoring options.
4. Collaborate and Advocate
 - Strengthen partnerships with allied forces, civilian organizations, RNZAF partners and wider NZDF units.
 - Support post-service transitions and Veteran Affairs initiatives.
 - Contribute to PLAN ASTRA and South Pacific mentoring initiatives.
5. Integrate Mentoring Across the Organization
 - Assist in embedding mentoring and coaching into leadership, cultural development, and professional training courses.
 - Align mentoring activities with RNZAF and NZDF diversity and operational objectives.

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



KEY PRIORITIES AND OPPORTUNITIES FOR 2025—ĀHEINGA

Workshops and Events

- Foundation Workshops:

A 1 day workshop for all interested to learn a basic understanding of the [RNZAF MENTORING PROGRAMME](#), the definition of mentoring, while offering practical tools and techniques for any relationship.

DATE	LOCATION
11 MAR	AKL
18 MAR	OH
25 MAR	WLGN
9 JULY	ONLINE
7 OCT	AKL
14 OCT	OH
21 OCT	WLGN

- Advanced Practitioner Workshops

A 3 day workshop where all interested can either gain an individual global accredited mentoring and coaching award and/or deepen ones understanding of techniques and leadership competencies.

DATES	LOCATION
7-8-9 MAY	WLGN
10-11-12 SEPT	AKL

- Professional Development Opportunities

A way for all interested to unlock the full potential of their team and/ or unit with an array of exhilarating professional development courses, which can be tailored to suit any unique requirement, including timings, platforms, etc.

Courses Offered:

- * Understanding Feedback
- * How to Have Courageous Conversations
- * Active Listening Skills
- * Dealing with Imposter Syndrome
- * Building High Performing Teams
- * Caring for What Really Matters
- * Understanding Powerful Questions and How to Best Use Them
- * Dealing with Change
- * Public Presenting Skills
- * Building a Coaching and Mentoring Culture

- Global Speaker Events:

An opportunity to hear from internationally recognized leaders and experts who share insights on leadership and development.

Featuring: Ted Talker and former RAF pilot: Mandy Hickson

DATE	LOCATION
2 APR	AKL

KEY PRIORITIES AND OPPORTUNITIES FOR 2025—ĀHEINGA

Networking and Peer Mentoring

- Host bi-annually networking events across bases and area
- Expand peer mentoring networks to include diverse and underrepresented groups.

Surveys and Data Collection

- Launch improved surveys at six-and twelve-month intervals for all mentoring relationships.
- Incorporate real-time and surveys for feedback from workshops and events.
- Leverage data to produce actionable insights and bi-annual reports to sponsors, champions, senior leadership, steering group, MAT members, and other global partners .

Professional Development and Supervision

- Conduct quarterly group supervision sessions.
- Provide advanced mentor training focused on resilience, leadership, and cultural competence.

Digital and AI Innovations

- Trial AI-driven mentor-mentee matching tools.
- Introduce online mentoring platforms to support remote personnel.

KEY PERFORMANCE INDICATORS (KPIs) - PAEARU MAHI

The following measurable targets will guide program success for 2025:

- Recommendation Rate: **90%** of participants would recommend the program.
- Satisfaction Rate: **90%** of participants satisfied with their mentoring relationship.
- Matching Efficiency: **80%** of workshop mentees matched with a mentor within one month of attending a foundation workshop.
- Goal Achievement: **85%** of mentees report significant progress toward their goals.
- Mentor Preparedness: **90%** of mentors feel equipped and supported.
- Retention Rates: Monitor year-over-year retention for mentees and mentors.
- Career Advancement Impact: **70%** of mentees report positive career advancements.

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)



ADAPTING TO FISCAL CONSTRAINTS- URUTANUNGA

The program will maintain its effectiveness despite fiscal challenges by:

- Prioritizing high-impact, low-cost initiatives (e.g., networking events).
- Expanding digital and remote mentoring options to reduce costs.
- Focusing on collaborative activities that strengthen relationships across the NZDF.

HOW THE RNZAF MENTORING PROGRAMME MATTERS— KAUPAPA

Impact on Operational Readiness

- Mentoring enhances leadership, collaboration, and resilience, supporting personnel and operational effectiveness.

Cost-Effective Development

- As a volunteer-driven initiative, it maximizes resources while providing immense value to participants.

Global Recognition

- The program's EMCC accreditation and innovative practices position it as a global leader in military mentoring.

Alignment with Strategic Goals

- Mentoring supports PLAN ASTRA and NZDF priorities, such as readiness, retention, and inclusion.

Fostering Belonging

- By promoting inclusion and personal growth, the program strengthens morale and reduces turnover costs.

LOOKING AHEAD - TE TITIRO WHAKAMUA

THE RNZAF MENTORING PROGRAMME remains committed to continuous improvement. By embracing innovation, expanding collaboration, and prioritizing the well-being and growth of personnel, the program continues to strive to drive a lasting impact across the RNZAF, NZDF, and its global mentoring communities.



HIKINA TE MANUKA
Pick up the challenge.

Aotearoa New Zealand Māori Whakatauki (proverb)



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