



Young Professionals Network

2020 Leadership Development Program Guide

Mentees

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Using this handbook

Some of you may have been involved in a formal development program with a mentoring relationship in the past, and for others this is a first-time experience.

This handbook has been designed to be used as a reference guide for mentees. The contents of this handbook will assist you in getting the most out of your mentoring experience.

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Strategic Alignment Training

WELCOME TO THE YPN 2020 LEADERSHIP DEVELOPMENT PROGRAM

A message from James Oxenham CEO

Welcome to the Young Professionals Network (YPN) Leadership Development Program. The YPN program is built upon 3 core pillars: Education, Mentoring and Networking.

The Leadership Development Program has been introduced as an additional more formalised and intensive program that sits on top of the existing YPN offering. The Leadership Development Program has been designed to reward participants (Mentees and Mentors!) that are able to commit to this more intensive program.

I have been lucky enough to have had the benefit of some great mentors over my career. Some mentoring relationships have been formal; others more casual. In each case, the impact has been long lasting and provided me with support outside my usual network to tackle some difficult challenges and have confidence in the direction I chose to take.

The YPN Leadership Development Program offers the opportunity to be mentored or to be a mentor in a professional and structured environment. Much like your involvement with the HRIA, what you get out of it will be completely up to you! Mentees – you can ask your mentor pretty much anything. Mentors you can call it as you see it. Of course, you need to be respectful and considerate – that goes without saying – but your relationship will be completely confidential and safe.

I look forward to seeing this program grow, to the point when those who were mentored are ready to assist others in industry and become the mentors themselves.

I am sure you will benefit from participating in the Leadership Development Program and I wish you well on your journey.

What happens now?

The Young Professionals Network Leadership Development Program consists of two main elements: mentoring and development modules

This Handbook will give you some guidance about how the elements might work and provide you some tools to work with.

Mentoring

The first step is to arrange to meet for your first 1-hour meeting to commence the process – and we suggest that you do that as soon as possible (ideally before the second workshop, refer to your individual invitation for workshop dates). For reasons that will become obvious as the program commences, it is the responsibility of the Mentees to contact their mentors and to arrange times to meet with them.

Frequency and style of meetings from then on is of course up to the two of you, but typically contact is more frequent to begin with and then drops off to say once per month.

Development Modules

The YPN Leadership Development Program includes 11 learning modules presented in the form of virtual workshops. The learning from these modules will be complimented by your mentor relationship.

All mentees will attend, giving the additional value of increasing your network with your peers.

To fully commit to and get the most from the program, Mentees attendance is expected at all workshops. Mentors are also most welcome to attend any or all the workshops provided.

Mentoring

What is mentoring?

The concept of mentoring has been around for thousands of years, coming to us from Homers' Odyssey. Mentor was the teacher of Telemachus, the son of Odysseus.

But Mentor was more than a teacher. He was all things to all people— half-god and half-human, half-male and half-female. Mentor represented the union of both goal and path (Peterson, 1993).

Mentoring is a powerful personal development and empowerment tool. It is an effective way of helping people to progress in their careers and to realise their full potential.

Mentoring is a partnership between two people the mentor and the mentee, normally working in a similar field or sharing similar experiences. Mentoring is a relationship based upon mutual trust and respect.

A mentor is a guide who can help the mentee to find the right direction and develop solutions to career issues. Mentors rely upon having had similar experiences to gain an empathy with the mentee and an understanding of their issues.

Each mentoring experience is individual, based on the goals and career aspirations of those involved. It is a two-way, mutually beneficial, learning situation based on an adult learning model.

**“A LOT OF PEOPLE
HAVE GONE FURTHER
THAN THEY THOUGHT
THEY COULD
BECAUSE SOMEONE
ELSE THOUGHT
THEY COULD.”**

– UNKNOWN

What are some of the benefits of mentoring?

One of the reasons why mentoring is so highly regarded as a development opportunity, is the positive benefits experienced by everyone involved in the process.

Benefits to mentees may include:

- Gaining or increasing knowledge of industry
- Developing new skills
- Identifying areas for professional growth
- More strategic career planning
- Access to new networks and contacts
- Finding new ways to approach old problems
- Increased confidence in abilities
- Increased job satisfaction

Benefits to mentors may include:

- Developing skills in coaching and listening
- Enhanced self-esteem through recognition of professional abilities
- Increasing industry knowledge, especially from the viewpoint of the mentee
- Developing and demonstrating management skills
- Enhancing leadership skills
- Gaining a sense of satisfaction in assisting a less experienced person to develop
- Enhancing interpersonal skills

“WE’RE HERE FOR A REASON. I BELIEVE A BIT OF THE REASON IS TO THROW LITTLE TORCHES OUT TO LEAD PEOPLE THROUGH THE DARK.”

– WHOOPI GOLDBERG

The role of the mentor and the mentee

Establishing a positive mentoring relationship is very much like establishing any other valued relationship. Both parties must have a genuine desire to understand the values and expectations of the other person, and both parties must become sensitive to the other's feelings and needs.

At the same time, mentoring relationships differ from personal relationships because they are professional in nature. Both Mentors and Mentees are responsible for conveying and upholding the norms, values, and goals that are mutually agreed upon in the mentoring agreement, sent independently to this guide.

A MENTOR HAS BEEN DESCRIBED AS:
“SOMEONE WHO TAKES A SPECIAL INTEREST IN HELPING SOMEONE DEVELOP INTO A SUCCESSFUL PROFESSIONAL.”

– HANDELSMAN

MENTOR	MENTEE
Identify opportunities to help your mentee learn and develop	Be open and discuss issues freely with your mentor
Challenge your mentee and support them to succeed	Put your learning into practice
Share your insights and industry experience with your mentee	Step of out your comfort zone
Ask open questions	Set goals and assess them throughout the relationship
Act as a role model	Accept and provide feedback
Commit to the mentoring meetings as agreed with your mentee	Maintain a professional relationship with your mentor
Discuss the mentee's career plan on a regular basis	Discuss your goals and career plan on a regular basis
Resist the urge to take responsibility for your mentee's career	Invest time and be responsible for your development
	Provide your mentor plenty of notice when setting meetings

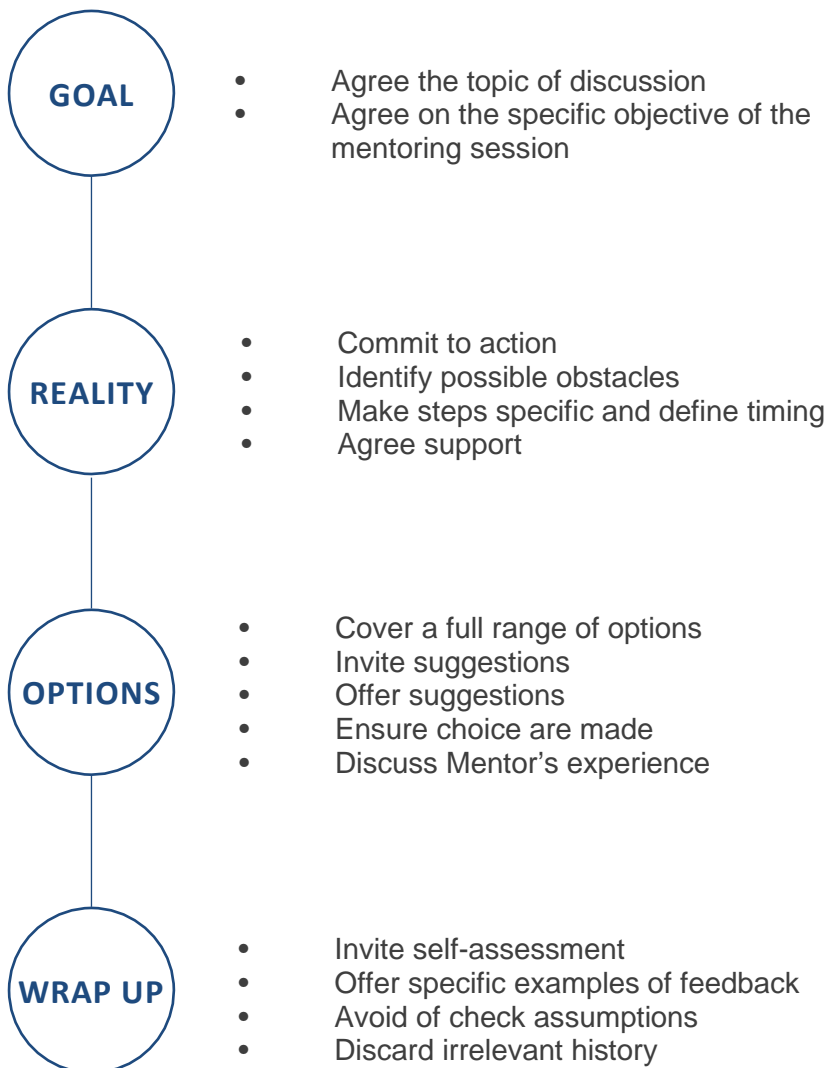
The GROW Model

The GROW Model is one of the most common and extensively used mentoring tools. It is a tool that provides structure to the Mentoring conversations. The GROW model provides a practical framework to assist in setting goals and keeping momentum between mentoring sessions.

**“MENTORING IS A
BRAIN TO PICK, AN
EAR TO LISTEN, AND
A PUSH IN THE
RIGHT DIRECTION.”**

– JOHN CROSBY

Using the GROW Model in your Mentoring Sessions



You and the stages of a mentoring relationship

Each Mentoring relationship is unique and will chart its own individual course. There are however four different stages that evolve throughout the Mentoring relationship.

My Mentor

Name: _____

Number: _____

Email: _____



Building Rapport and Establishing Trust

The focus of stage one is for the Mentor and Mentee to become acquainted. During this phase the mentor and the mentee are exploring if they can work together. They are determining the alignment of values, establishing a mutual respect, agreeing on the purpose of their relationship, and establishing the roles, behaviours and expectations.

Rarely are we immediately comfortable with someone we have met for the first time. This is because we have unconsciously been influenced, either positively or negatively, by their appearance, language or behaviour and formed an impression as to the degree of our common issues or values. Our level of rapport is then determined by virtue of how different or similar they are to us. Active listening is an essential mentoring skill.

Many mentees make the mistake of confusing *hearing* and *listening*. Hearing is

only the first part of listening, the physical part when your ears pick-up the soundwaves. Listening, however, is the interpretation of what you heard that leads to understanding or misunderstanding. This is followed by the evaluation stage where you weigh the information and determine how you will use it. Finally, based on what you thought you heard and how you evaluated, you react.

Tips for Success

- Come to meetings prepared and on time
- Listen and ask questions
- Follow the guidelines set out in your Mentoring Agreement
- Insist on confidentiality
- Agree to be open and honest

Prior to First Meeting

I have contacted my mentor to set up our first meeting (prior to the second module workshop).

Date Scheduled: _____

Time Scheduled: _____

My goals for this mentoring relationship:

My expectations of myself for this mentoring relationship:

Expectations I have of my mentor for this relationship:

Starting your First Conversation

Getting a mentoring relationship started on solid footing requires engaging in collaborative conversation. So, how do you start the conversation? Often, the best way to get started is just to begin.

You begin by inviting your mentoring partner into conversation by asking questions that motivate them to talk about themselves. As you and your mentoring partner learn more about each other, you develop points of connection that lay the foundation for a trusting and authentic learning relationship.

Before you meet your mentoring partner for the first time, think about conversation starters and ice breakers. Ask them questions about themselves and their career.

Sample ice breakers:

- Tell me a bit about yourself
- How did you get to this stage in your career?
- How did you get into this industry?

Additional 'get to know you' questions:

Additional questions to ask your mentor...

- Who inspired you to be a leader?
- What was the career path that led you to your current position?
- What challenges have you faced in your career?
- What lessons have you learned from your successes and failures?
- What do you do for your own growth and development?

Useful Questions using the GROW Tool

GOAL	REALITY	OPTIONS	WRAP-UP
What is your immediate goal?	What is the situation at this point of time?	What are your options?	Which options work best for you?
What is required of you?	What do you have on your plate right now?	How have you had this or a similar situation before?	What one small step are you going to take now?
How will you know that you have achieved that goal?	Where are you now in relation to your goal?	What could you do differently?	What actions will you take?
How will you know the problem is solved?	What are your major concerns right now?	If anything was possible what would you do?	When are you going to start?
On a scale of 1-10 how important is the goal?	What has contributed to your success so far?	If our roles were reversed, what would you tell me to do?	Who will help you?
What needs to occur before you decide to do something?	What progress have you made so far?	Would you like suggestions from me?	How will you know you have been successful
Let's discuss your skills, knowledge and attributes	What is working well right now?	What are the benefits and pitfalls of these options?	On a scale of 1 -10 how motivated are you to doing it?

40 Questions to Ask a Mentor

Forbes Magazine

4 Types of Questions to Ask A Mentor

1. Stories

To break the ice, have your mentor tell a story from his or her own career. Hey, everybody likes to talk about themselves! For example, you could inquire: “How did you get to where you are today?” or “How did you land your current role?” But you could also ask more specific questions that address your career objectives and concerns. Some questions to consider:

- Was there a time you messed up and felt like you’d failed? How did you bounce back?
- How did you learn to embrace risk-taking?
- Tell me about a recent business setback. How did you recover?
- Think back to five years ago. Did you envision your career as it is today?
- Was there ever a role you applied for and landed, but weren't 100% qualified to do? How did you proceed?
- What do you wish you had known before taking your first management role?
- Which leadership skills were the most difficult to develop?
- Can you tell me about a time when you had a difficult boss? How did you handle the situation?
- What’s the most important leadership lesson you’ve learned and how has it proven invaluable?
- How did you develop the skill of speaking so engagingly in front of groups?

2. Situations

Now that the conversation is flowing, get more granular in your requests and bring a specific situation to your mentor—one that you’d like help navigating. For example:

I tried to delegate a task last week and it did not go well. Can we work through what to do differently next time?

- Who are the people I need to align with in this organisation to achieve success?
- My boss said I need to be more strategic. What does that mean?
- How can I let my boss know that I don’t need to be micromanaged?
- How can I stay connected to key influencers who do not work in same office or geographical area?
- When trying to gain buy-in to implement a new program, what tactics have worked for you?
- My performance review is coming up. What type of preparation do you most appreciate seeing from your employees?
- I have two very different career path options available to me. Can you weigh in to help me make a final decision?
- I’m considering a career transition. What are some other areas of the business that might be a good fit for me?
- I’ve heard that taking a special project could help my career trajectory. What are the pros and cons?

3. Self-Awareness

One of the greatest gifts you can give yourself is the gift of self-awareness, meaning the ability to see yourself as others view you. That way, if you like how you're perceived, you can embrace it and take steps to strengthen that positive perception. If you don't like how you are currently perceived, you can take steps to shift that perception to a more positive one that supports, rather than undermines, your career and leadership goals.

After starting with the obvious question: "How do you think others perceive me?" become more specific, so your mentor can assist by "holding up the mirror" and providing detailed feedback on how your actions and communication are impacting the way others see you. Ask questions such as:

- How am I viewed? In other words, what's my personal brand in our organisation?
- Where do you see my strengths?
- What do you see as some of my blind spots and how can I improve?
- How I am viewed by leadership?
- What do people say about me when I'm not in the room?
- Could you offer feedback on ways to improve my executive presence?
- Do I come across as strategic or tactical in my day-to-day communication?
- Am I viewed as high maintenance when I send my boss weekly status updates?
- How could I have communicated my idea more clearly?
- When I presented at the last meeting, how did I do? Did my communication style support the message I intended to deliver?

4. Skill-Building

Is there a skill you're currently working to enhance, such as project management, long-term strategic planning, delegating, or public speaking? Use questions like these to ask your mentor for advice and resources to help you polish that skill:

- How can I become a more assertive negotiator?
- Can we role-play asking for a raise and a promotion?
- How can I become better at managing people who do not report to me?
- Do you have any quick tips for re-energising an overworked team?
- Can you recommend a book or resource for dealing with difficult conversations?
- What practices can you recommend for dealing with nervousness when speaking to groups?
- I have been asked to facilitate a team-building activity at a staff retreat. What are some keys to success?
- What's a good methodology or tool for project management and tracking team commitments?
- Do you have a template that you use for long-range visioning and strategic planning?
- What new skills do I need to move ahead?

First Meeting Notes

Will you meet face to face (if possible), via Zoom or by phone?

How often will you meet?

Will you lock in all your meeting dates during this first meeting?

STAGE 2

Establishing and Setting Goals

The focus of this stage is to establish and set goals. A useful tool is the SMART goal-setting framework. The goals that the Mentee sets need to be challenging and also achievable. It is the Mentor's role to evaluate the goals and provide feedback.

The SMART (Specific, Measurable, Actionable, Realistic and Time framed) ruler should be run across the goals set.

Questions to test SMART goals

- Can the goal be stated in one sentence?
- Is the goal crystal clear?
- Is the goal meaningful?
- How will the Mentee know when the goal has been achieved?
- What effect will this have on the Mentee's career?
- Is the goal attainable within the timeframe?
- What additional support of resources is needed to achieve the goal?
- How much does the Mentee want the goal?
- What strategies and actions are needed to be put in place?
- Is the goal realistic?
- What is the timeframe set?
- Is this realistic considering all priorities?

STAGE 3

Refining and Achieving Goals

Throughout the Mentoring relationship goals will be refined and achieved along the journey. During the stage of the relationship candid and constructive feedback is an important element.

Tips for Success

- Provide specific feedback
- Be sensitive and respectful when giving feedback
- Think about your delivery, choose an appropriate time, tone and body language
- Check for understanding
- Encourage but also allow the Mentee to take responsibility

Mentoring Goals Are your goals SMART?



SPECIFIC

You know exactly what the goal is.



MEASURABLE

You can measure how far you have progressed towards the final goal.



ACHIEVABLE

The goal takes account of your situation at the time.



REALISTIC

The goal reflects your skills, resources and ability to achieve a specific outcome.



TIMED

There is a definite time frame against which progress towards the goal can be tracked.

AGREED GOALS	MEASURES OF SUCCESS	PROGRESS	FINAL OUTCOME



Closing the formal Mentoring Relationship

At this point, the formal mentoring relationship has matured. Numerous and/or significant goals have hopefully been achieved and it is time to consider the mentor-mentee relationship post YPN Leadership Development Program. In many mentoring scenarios the relationship may be only for a season, or indeed it may evolve into a longer term, less formal, ongoing relationship.

Regardless of what path is taken, now is a time to recognise the importance that the relationship with your mentor has played in your development. Don't be reluctant to voice the benefits you have gained through this relationship to your mentor. The relationship is designed to be mutually beneficial to both parties and positive feedback will no doubt be greatly appreciated by your mentor and will indeed assist them in their journey as a mentor to future participants in the YPN program.

Development Modules and Program Outline

You will receive an Outlook invitation to each of the workshops.

Mentees are expected to attend each workshop and mentors are most welcome to attend those in which they can.

Program Launch and Session 1

Module One: SELF AWARENESS

Thursday, 20 August 2020

12.30pm AEST

This event is designed to support both Mentees and Mentors as they commence their mentoring relationships. In the Self Awareness workshop participants will identify their strengths and potential blind spots and recognise ways to leverage areas of strength and to proactively manage gaps in their own knowledge, skill or behaviour.

Session 2

Module Two: WORK VALUES AND PURPOSE

Thursday, 3 September 2020

12.30pm AEST

The Work Values and Purpose session explores the idea of finding your “Why”. We explore those values that help to motivate you and allow you to bring your best self to work.

Session 3

Module Three: GOALS

Thursday, 17 September 2020

12.30pm AEST

In the Goals workshop participants will explore the GROW model and SMART goal method, in a practical way to set, monitor and achieve goals within the Leadership Development program and beyond.

Session 4

Module Four: INTRAPRENEURSHIP (workshop 1)

Thursday, 1 October 2020

12.30pm AEST

The Intrapreneurship workshops will prepare participants with a practical system that allows them to act like an entrepreneur within their organisation. Our guest presenter will guide participants, and open their minds to the skills, knowledge and attributes of an intrapreneur.

Session 5

Module Four: INTRAPRENEURSHIP (workshop 2)

Thursday, 15 October 2020

12.30pm AEST

The Intrapreneurship workshops will prepare participants with a practical system that allows them to act like an entrepreneur within their organisation. Our guest presenter will guide participants, and open their minds to the skills, knowledge and attributes of an intrapreneur.

Session 6

Module Five: BUSINESS ACUMEN (workshop 1)

Wednesday, 28 October 2020

12.30pm AEST

The Business Acumen workshop is geared to help participants have a better understanding of the drivers of growth, profitability and cash flow; and to interpret a business's financial statements and key performance metrics. In workshop 2 will here from industry members, who will share their experiences and lead panel discussions on this topic.

Session 7

Module Five: BUSINESS ACUMEN (workshop 2) – Panel Discussion

Thursday, 12 November 2020

12.30pm AEST

The Business Acumen workshop is geared to help participants have a better understanding of the drivers of growth, profitability and cash flow; and to interpret a business's financial statements and key performance metrics. In workshop 2 will here from industry members, who will share their experiences and lead panel discussions on this topic.

Mid Program Reviews

Wednesday, 25 November 2020

Mentors

12.30pm AEST

Mentees

2.30pm AEST

Christmas Event

Friday, 12 December 2020

12.30pm AEST

This will be a fun virtual event to celebrate the end of a very challenging year.

Session 8

Module Six: DIGITAL LITERACY (workshop 1)

Thursday, 18 February 2021

12.30pm AEST

In the Digital Literacy workshops, we will explore the various digital platforms, in the context of our industry. Over 2 sessions we will take a practical look at workplace social media platforms (LinkedIn; Instagram and Facebook) and hear from industry experts on industry specific technology platforms. We will discuss topical issues such as: What is the role/impact of an aggregator in our industry.

Session 9

Module Six: DIGITAL LITERACY (workshop 2)

Thursday, 4 March 2021

12.30pm AEST

In the Digital Literacy workshops, we will explore the various digital platforms, in the context of our industry. Over 2 sessions we will take a practical look at workplace social media platforms (LinkedIn; Instagram and Facebook) and hear from industry experts on industry specific technology platforms. We will discuss topical issues such as: What is the role/impact of an aggregator in our industry.

Session 10

Module Seven: INNOVATION

Thursday, 18 March 2021

12.30pm AEST

In the innovation workshop we will explore what is required to champion change and innovative within our industry. We will have access to tools, techniques and expertise to provide opportunity for practical application of the skills developed.

Session 11

Module Eight: RESILIENCE AND STRESS MANAGEMENT

Thursday, 1 April 2021

12.30pm AEST

In this workshop participants will discover methods to increase personal effectiveness and build resilience to better manage stress.

Session 12

Module Nine: ASSERTIVENESS AND SELF CONFIDENCE

Thursday, 15 April 2021

12.30pm AEST

In the assertiveness and self-confidence workshop our focus is to build on the skills developed throughout the YPN program. Gaining confidence will allow participants to set and reach their goals. We will look at the three categories of assertive behaviour skills: self-affirmation, expressing positive feelings, and expressing negative feelings.

Session 13

Module Ten: PERSONAL BRAND AND PRESENCE

Date, time and venue TBC

In the personal brand and presence workshop participants, will identify their unique skills, strengths and talents and see how they can be used to enhance their personal brand. We will look at how to align efforts, messages and social media presence to have a consistent authentic, and valuable personal brand.

Final Session

NETWORKING FOR SUCCESS

This will a networking event held at HIRE21 on the Gold Coast.

Tuesday, 11 May 2021, time and venue TBC

Networking is an essential tool for business development and career advancement. This session will focus on building, developing and maintaining professional, profitable business relationships through networking.

Checklist

Program Launch and Module 1: Self Awareness

Before the launch of the program you should have:

- attended/watched the Introduction Session for Mentees found [here](#)
- completed your DiSC profile [here](#) and sent a screenshot of the results to katie@hireandrental.com.au
- sent your attendance response for the upcoming Zoom session.

After the launch of the program you should:

- contact your mentor
- schedule your first meeting with your mentor
- prepare for your first mentor meeting (refer to pages 10-16)

Module 2: Work Values and Purpose

Before module 2 you should have:

- had your first meeting with your mentor
- read/watched the pre-session work sent by Katie
- sent your attendance response for the upcoming Zoom session.

After module 2 you should:

- if you have not already, schedule the next meeting with your mentor
- reflect/discuss the session with your mentor

Module 3: Goals

Before module 3 you should have:

- had a meeting with your mentor
- read/watched the pre-session work sent by Katie
- sent your attendance response for the upcoming Zoom session.

After module 3 you should:

- if you have not already, schedule the next meeting with your mentor
- reflect/discuss the session with your mentor

Module 4: Intrapreneurship

Before module 4 you should have:

- had a meeting with your mentor
- read/watched the pre-session work sent by Katie
- sent your attendance response for the upcoming Zoom session.

After module 4 you should:

- if you have not already, schedule the next meeting with your mentor
- reflect/discuss the session with your mentor

Module 5: Business Acumen

Before module 5 you should have:

- had a meeting with your mentor
- read/watched the pre-session work sent by Katie
- sent your attendance response for the upcoming Zoom session.

After module 5 you should:

- if you have not already, schedule the next meeting with your mentor
- reflect/discuss the session with your mentor

Mid Program Review

Before the mid program review you should have:

- reflected on the program so far
- completed the quick survey
- sent your attendance response for the upcoming Zoom session.

Module 6: Digital Literacy

Before module 6 you should have:

- had a meeting with your mentor
- read/watched the pre-session work sent by Katie
- sent your attendance response for the upcoming Zoom session.

After module 6 you should:

- if you have not already, schedule the next meeting with your mentor
- reflect/discuss the session with your mentor

Module 7: Innovation

Before module 7 you should have:

- had a meeting with your mentor
- read/watched the pre-session work sent by Katie
- sent your attendance response for the upcoming Zoom session.

After module 7 you should:

- if you have not already, schedule the next meeting with your mentor
- reflect/discuss the session with your mentor

Module 8: Resilience and Stress Management

Before module 8 you should have:

- had a meeting with your mentor
- read/watched the pre-session work sent by Katie
- sent your attendance response for the upcoming Zoom session.

After module 8 you should:

- if you have not already, schedule the next meeting with your mentor
- reflect/discuss the session with your mentor

Module 9: Assertiveness and Self Confidence

Before module 9 you should have:

- had a meeting with your mentor
- read/watched the pre-session work sent by Katie
- sent your attendance response for the upcoming Zoom session.

After module 9 you should:

- if you have not already, schedule the next meeting with your mentor
- reflect/discuss the session with your mentor

Module 10: Personal Brand and Presence

Before module 10 you should have:

- had a meeting with your mentor
- read/watched the pre-session work sent by Katie
- sent your attendance response for the upcoming session.

After module 10 you should:

- if you have not already, schedule the next meeting with your mentor
- reflect/discuss the session with your mentor

Module 11: Networking for Success

Before module 11 you should have:

- confirmed with your manager that you can attend on the Gold Coast
- read/watched the pre-session work sent by Katie
- sent your attendance response for the upcoming session.

INTRAPRENEURSHIP (Workshop 2) - Notes:

DIGITAL LITERACY (Workshop 1) - Notes:

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RESILIENCE AND STRESS MANAGEMENT - Notes:

ASSERTIVENESS AND SELF CONFIDENCE - Notes:

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