

BUILDING SUSTAINABLE MENTORING CAPABILITY

 **dsw**
Case Study : —



Challenge

Santander Universities wanted to build the mentoring capability of eight Relationship Managers, supported by a Senior Leader, who would mentor 100 participants on the Santander Universities Scholars Programme.

With mentoring conversations expected to take place at least bi-monthly, the challenge was to equip the Relationship Managers with the skills, confidence and practical tools to establish effective mentoring relationships and provide meaningful support throughout each scholar's journey.

Before designing the programme, we conducted individual Training Needs Analysis conversations with each participant. These provided insight into existing capability and development needs, helping establish clear priorities and objectives for the programme.

Approach

Using the findings from the Training Needs Analysis, we designed a highly practical and interactive programme around the specific needs of the Relationship Managers and the mentoring role they were preparing to undertake.

The programme combined core mentoring principles with realistic application, giving participants opportunities to explore the challenges they could encounter, practise their approach and build confidence before working with their scholars.

Recognising that mentoring capability develops through experience, the learning journey extended beyond the initial workshop. Individual follow-up and ongoing access to our Lead Coach gave participants the opportunity to reflect on their experiences, work through emerging challenges and continue developing their capability as they applied their learning.

Delivery

The programme centred around a two-day, face-to-face workshop in Glasgow, supported by activity before and after the event.

Two weeks later, each participant received a 45-minute one-to-one follow-up session, enabling them to reflect on their progress, reinforce key areas of learning and discuss challenges encountered as they moved into their mentoring roles.

Participants also had ongoing access to our Lead Coach for advice and support. Questions and responses were shared across the group where appropriate, extending individual support into collective learning.

Two Relationship Managers were appointed as programme leaders and owners, providing an important link between ourselves and participants and helping maintain communication, engagement and continuity throughout the programme and beyond.

Outcomes

Evaluation took place throughout the learning journey, from the conclusion of the initial workshop through to individual follow-up and ongoing monitoring as participants began applying their mentoring skills. Feedback at both the workshop and follow-up stages was described as outstanding.

The programme also encouraged continued peer interaction, creating an ongoing network through which participants could share experiences and support one another as their mentoring relationships developed.

Most importantly, the programme created a sustainable mentoring capability within Santander Universities, equipping eight Relationship Managers to support 100 Scholars Programme participants. The combination of needs-led design, practical development, individual follow-up and continued access to expert support enabled mentors to continue building their capability as they encountered real mentoring situations.



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we will know a way or create one