

Thematic focus for discussion: Mentoring questions to consider

Personal vision and values

Help the mentee articulate their personal and professional vision, clarify core values, and identify how these align with their current path and future aspirations.

Mentor > Mentee	Mentee > Mentor
What does success look like for you in five years, and what's motivating that direction?	How did you discover your own professional purpose or calling?
Which personal values guide your decision-making at work?	What role have your values played in shaping your career choices?
When have you felt most fulfilled in your career so far, and why?	Have you ever had to make a difficult decision that tested your values?
How do you think others perceive your personal brand?	How do you stay true to what matters most when facing external pressures?
How does your vision align with the impact you want to make, your current path, business trends, or global challenges?	What advice would you give to someone still clarifying their sense of direction?

Leadership presence and impact

Explore and develop the mentee's leadership style, presence, and influence, with a focus on how they communicate, inspire, and create impact within teams or organisations.

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How would you describe your leadership style today?	How did you develop confidence and presence as a leader?
What feedback have you received about how you lead or communicate?	What do you believe separates effective leaders from good managers?
Can you share a time when you positively influenced or inspired others?	How do you build trust and credibility across diverse teams?
How do you manage stress or pressure in leadership moments?	What's a leadership lesson you learnt the hard way?
What kind of leader do you want to become, and what will it take to get there?	How do you continue growing your own leadership skills today?

Career development and planning

Review the mentee's current career position, identify skills and experiences needed for growth, and create an actionable development plan for short and long-term goals.

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What are your short and long-term career goals?	What were the most pivotal moments in your career growth?
Which skills or experiences will help you reach your next milestone?	How did you identify and pursue your next big opportunity?
What challenges or barriers are holding you back right now?	What skills or traits have been most critical to your success?
How do you measure or track your own growth and learning?	How do you evaluate when it's time to take a risk or change direction?
What's one actionable step you could take toward your career goal this month?	What's one piece of advice you wish you'd received earlier in your career?

Career transitions and reinvention

Support thoughtful movement between roles, sectors or career stages by clarifying direction, testing possibilities and managing the practical and personal dimensions of change.

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What are you moving towards, rather than only moving away from?	What career transition taught you the most, and what surprised you?
Which strengths and experiences are most transferable to your next direction?	How did you evaluate the risks and opportunity costs of making a move?
What gaps or assumptions could you test before committing to a transition?	How did you reposition your story, network or experience for a new context?
What level of uncertainty or risk are you prepared to accept?	What due diligence would you recommend before changing roles or sectors?
What is one low-risk step you could take in the next 30 days?	How did you maintain confidence when your professional identity was changing?

Entrepreneurship and innovation

Explore how to identify opportunities, test assumptions, build support and act resourcefully, whether launching a venture or innovating within an organisation.

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What problem or unmet need are you most interested in solving?	How have you evaluated whether an opportunity was worth pursuing?
Who experiences this problem, and what evidence do you have that it matters?	What early mistake taught you the most about customers or markets?
Which assumptions about your idea need testing first?	How did you build support, funding or momentum when resources were limited?
What resources, relationships or capabilities would help you take the next step?	How do you balance conviction with evidence that it is time to adapt?
What is the smallest useful experiment you could run before our next session?	What advice would you give someone deciding between starting a venture and innovating within an organisation?

Negotiation and influence

Strengthen the mentee's confidence and capability in advocating for themselves, navigating complex conversations, and influencing stakeholders effectively.

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How do you prepare for high-stakes discussions or negotiations?	What's the most important lesson you've learned about effective negotiation?
What aspects of negotiation or self-advocacy feel most challenging for you?	How do you balance assertiveness with empathy or diplomacy?
How do you approach influencing others or gaining buy-in for your ideas?	Can you share an example of how you influenced a difficult stakeholder?
Can you recall a time when you negotiated successfully. What worked?	How do you stay confident and calm when the outcome is uncertain?
What would "success" look like in your next negotiation scenario?	What strategies do you use to build credibility before entering a negotiation?

Networking strategy

Explore how to build and nurture meaningful professional relationships that support your goals and feel authentic.

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Who are the key people in your current professional network?	How do you approach networking in a way that feels genuine and natural?
What kinds of connections would most help you achieve your goals?	Which professional relationships have been most valuable to you? Why?
How comfortable do you feel about initiating new professional relationships?	How do you maintain long-term connections without feeling transactional?
How do you maintain and nurture your existing connections?	Have you ever had a networking interaction that led to an unexpected opportunity?
What's one networking opportunity you can act on before the next session?	What's your best tip for making a strong impression when meeting new people?

Managing ambiguity and change

Build the mentee's resilience, adaptability, and decision-making capacity in uncertain or changing environments.

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How do you typically react when priorities or plans shift suddenly?	How do you approach decision-making when there's no clear right answer or limited information?
What helps you stay focused and resilient during times of change?	What strategies have helped you stay adaptable during major organisational or industry changes?
Share a recent time you had to adapt quickly. What worked well, and what didn't?	How do you manage your emotions and support others when things are unpredictable?
How do you make decisions when you don't have all the information?	Can you share an instance when resilience helped you turn a setback into a success?
What strategies help you maintain motivation when things feel unclear?	What habits or mindset shifts have helped you thrive amid uncertainty?

Strategic thinking and commercial acumen

Strengthen the mentee's ability to see the broader context, evaluate trade-offs and connect decisions to customer, organisational and commercial outcomes.

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What outcome matters most in this situation, and why now?	How did you learn to see the bigger picture while managing day-to-day demands?
Which customer, competitor or organisational forces could affect your plan?	How do you assess whether an idea is commercially viable?
What assumptions underpin your preferred approach?	How do you communicate strategy so that others can act on it?
What trade-offs are you making, consciously or unconsciously?	Can you share a time when new evidence changed your strategic direction?
What data or stakeholder perspective would improve your next decision?	Which measures tell you a strategy is working?

Other enrichment activities

- Review and critique the mentee's LinkedIn profile or resume for alignment with their brand.
- Discuss a recent business case, leadership article, or industry trend related to your mentee's goals.
- Conduct a mock interview or leadership challenge simulation.
- Encourage connecting with one alum or executive in their target industry before the next session.
- Create a progress tracker: Rate growth areas and discuss trends over time.