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How to make reverse mentoring work

ORGANISATIONS are turning to younger members of the workforce to mentor more senior colleagues, but it takes training, a safe environment and an openness to new insights to make this relationship work, says recruiting experts Hays.

"In the last decade or so, the traditional image of the mentor has been radically turned on its head," says Nick Deligiannis, managing director of Hays in Australia and New Zealand.

"In the corporate world, many organisations are encouraging reverse mentoring, where senior-level executives are coached by millennials and young recruits.

"This helps foster diversity, skills development, the idea of lifelong learning and an inclusive culture."

How do you make reverse mentoring work?

- **Be open to new insights:** Donna Miller, European HR Director at Enterprise Rent-A-Car, says their reverse mentoring programme developed from an initiative that saw mostly baby boomer leaders mentor primarily millennial junior to middle manager women. The aim was to identify women for promotional opportunities. As she explains, "Our senior directors quickly realised the value of spending time with younger team members (generally an hour a month), who were at the operational coalface and brought insights from different life experiences

as well as different ways of working, particularly around innovative ways to communicate more effectively using technology."

- **Monthly meetings:** PwC launched its reverse mentoring programme in 2014 as part of its diversity and inclusion drive. Kalee Talvitie-Brown, Head of People at PwC Consulting, says: "Diversity is something we value at PwC and it is also really valued by the younger generation. We wanted to empower them, to make them feel that their viewpoint was valid and look at different perspectives." They currently have 122 millennials mentoring 200 partners and directors. The mentors meet with their mentees once a month, while mentors meet quarterly to discuss any issues.

- **Train mentors:** PwC also runs a training programme for the mentors every January which looks at the dynamics between different generations, what their role will entail and hierarchical boundaries. It's important that age or seniority does not dictate who leads this type of relationship. "The relationship between the mentee and the mentor should be led by the mentor, rather than the senior-level executive," says Talvitie-Brown. "We want the mentors to feel as though they can ask challenging questions to the partners and to be clear about their purpose."

- **Create a safe environment to share ex-**

periences: Krystal Allen is a millennial mentor and Manager at PwC. She says: "What I have enjoyed most is the ability to share my experience as a woman within the firm to challenge the partners' views and ways of working, in a

safe environment.

"We want to help shape our partners to appreciate and recognise differences, and the reverse mentoring programme gives you the space and ability to do just that."



◆ **SHARING KNOWLEDGE:** A reverse mentoring relationship can be beneficial to both parties.

Cadet Journalist Career Opportunity

Full time 38 hour hours per week

North East Media, publisher of the award winning Wangaratta Chronicle, is currently seeking expressions of interest from enthusiastic and motivated candidates to join the team in Wangaratta as a cadet journalist.

The cadetship for a recent Year 12 graduate is three years, including course study by correspondence from Deakin University, and is subject to the Country Press Australia national award.

The successful candidate will be expected to write clear, concise and interesting news, sport and feature stories for our tri-weekly and weekly newspapers and associated digital and social media platforms.

We are searching for a budding writer who has the skills, passion and determination to be a journalist of the future.

Candidates must have excellent verbal and written English, sound computer skills, solid general knowledge, a genuine interest in the local community, and an ability to build rapport and networks quickly.

You will need to be well organised, able to work to deadlines, and have strong attention to detail.

Candidates must hold a valid driver's licence, be available to work flexible hours, and photography and social media skills are desirable.

North East Media is a leading independent family-owned media group with a commitment to community journalism.

Applications, including covering letter and resume, should be forwarded to:

Jeff Zeuschner
Group Editor
North East Media
jzeuschner@nemedia.com.au

WANGARATTA Chronicle

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LOCAL NEWS AND MEDIA

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Previous applicants need not apply

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Cook & Food Service Assistant Part Time Position

37.0 hours per fortnight

Cooking experience in aged care or setting preferred

Essential Criteria:

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- Basic food handling
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Position Descriptions are available from Reception Mon - Fri 9.00am to 5.00pm

All enquiries and applications including CV and current referees are to be addressed to:

Attn: Adrian Johnstone
St Catherine's Hostel Wangaratta Inc
59-69 Ryley Street
Wangaratta Vic 3677

Telephone 03 5721 2243
Email: ceo@stcatherineshostel.org.au

Applications close Tuesday November 27th 2018

Winery and Vineyard Worker

Anderson winery is a premium boutique winery and vineyard in Rutherglen looking for someone to join our very small team. This position will encompass a broad range of hands-on duties in the everyday and seasonal operations of both our vineyard and winery cellar work.

Previous vineyard and/or winery cellar experience is beneficial but not essential. Learning new tasks will be part of the job. Applicants should have

- An interest in premium wine and the process of growing and making it.
- An accurate, attentive and efficient work style and a good work ethic.
- A reasonable level of fitness and be able to perform physical work.
- The ability to work well alone as well as with others.
- Some plant / horticultural knowledge would be useful, with an eagerness to learn about grapevines.

Please send applications to sales@andersonwinery.com.au no later than **November 30, 2018**.

Position available

within our kitchen team, all skill levels will be considered. Email info@pauliescorner.com.au

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Placing misleading ads is an offence against the Trade Practices Act and state/territory fair trading acts and all advertisements are subject to the publisher's approval.

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north east **regionalextra**

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Available to work weekends, nights, school and public holidays?
Able to work both as a team and individually?
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Do you;
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If you answered yes to all of the above please register your interest to attend the group interview session being held at 5.00pm on Wednesday 21st November at Wangaratta Cinema Centre by emailing Supabowl@wangsupabowl.com.au