

**ABM PRACTICAL SKILLS SHARING**

Coaching skill:

Concluding and Evaluating a Relationship

with Andy Hickman



# Core competency alignment



Competency	Key Points		
Extensive Business Experience – the heart of being a business mentor	Ability to empathise with their mentee due to their experience and enables the mentor to gain the trust of the mentee, as well as get under the surface of an issue quickly.	Acts as a sounding board and builds confidence, basing answers not just what seems right, but on someone who has walked a similar path before.	Create learning in the mentees, tells stories and can provide examples of both successes and mistakes, as well as using their experience to inform their intuition and ask incisive questions.
Coaching skill: Awareness of Self, Mentee and Environments	Creating a safe environment to establish trust, respecting cultural nuances and neurodiversity, ensuring inclusivity in approach and tailoring support to the unique challenges and perspectives of different mentees.	Recognising the importance of confidentiality and discretion, and understanding their place within the mentoring relationship boundaries, with a high awareness of any breach	Committing to reflection and/or supervision practice, along with continuous self-development, working within a structure that invites frequent feedback.
Coaching Skill: contracting, Relationship Building & Expectations	Understanding the appropriate reasons to mentor a mentee, including the contracting points and process.	Recognising the importance of a healthy rapport, what this means, and how it may differ and progress as the relationship matures within clearly articulated boundaries	Managing expectations with achievable goal setting to meet the individual needs of the mentee and their business or position.
Coaching skill: Curious Questioning Enabling Insight	Asking the right questions at the right time. The mentor should be able to craft curious questions for an exploratory journey.	Reading between the lines where necessary, demonstrating a high level of emotional intelligence.	Understanding of the topic boundaries and gaining permission to explore.
Coaching skill: Heightened Listening Enabling Learning	Understanding the different levels of listening.	Recognising the attention and intention within listening, which brings clarity, connection and rapport.	Acknowledging a mentee's ability to listen and how they process what they have heard.
Coaching skill: Concluding and Evaluating a Relationship	Mapping progress to goals and objectives.	Knowing when a relationship is of no further value to the mentee.	Understanding what to cover in a concluding session and determining next steps.
Practical knowledge of business theory and tools	Familiar with various tools and exercises with proven experience and insight into their use within a business.	A strong understanding of business theory in their field of expertise and constantly developing their industry knowledge.	Support the development of mentees by adding in the right theory and tools where appropriate to support them and allow them to be self-sufficient.

# Key learning goals

1. Discuss how to ensure mentoring goals have been met and identify appropriate next steps for the mentee
2. Explore key indicators that a mentoring relationship may have reached its natural conclusion
3. Learn strategies for holding a constructive and positive closing conversation
4. Share experiences and insights with fellow ABM members on managing mentoring boundaries



*“Great is the art of beginning, but  
greater is the art of ending.”*

Henry Wadsworth Longfellow

*But why? Surely the end is the end! Why care if it's the end?*



*Whilst the overall goal is to foster the mentee's personal & professional growth, it's important to check progress in each session*

Personal favourites:

- Contract : small c review from Chemistry call
- (T)GROW
- Set Met ensuring SMART
- Dedicated feedback time : 3Ss
- Dedicated reflective time : offline feedback

*Remember... it doesn't have to be complicated!*

*But there may be times where you spot certain indicators that the relationship is becoming less valuable...*

**C**ompleted - goals

**C**ommitment - time, energy, delivery

**C**hange - values, ethics, goals / strategies

**C**ontent - expertise, substance

**C**apability - scope, comfort



*So you think these one or more of these indicators are present?*

## **Reflect**

- avoiding the 'emotional response'

## **Review**

- having the open conversation early

## **Recontract**

- making it good practice
- exploring alternative angles





*But if it's truly that time ...*



Reflect



Review



Re-contract



(Re)position

**(Re)position**, remember:

- it's business
- the 'end' is really a pause
- summarise the good stuff
- summarise the reasons why the pause
- leave the door open

# Key learning summary

## In this session, we have covered:

- Why it's important to manage the mentoring relationship, especially the 'ending'
- Some simple yet effective techniques for monitoring mentoring progress
- Indicators that the relationship is coming to a key crossroads e.g. 5Cs
- Handling the relationship if such indicators exist; 4Rs

*Remember, we may not be the first to spot the need for a change! 🤖*

**Subject:** Thank You and Next Steps

Hi Andy,

I wanted to take a moment to sincerely thank you for the time, guidance, and support you've provided me over the course of our mentoring relationship. Your insights have been incredibly valuable, and I've grown a great deal—both personally and professionally—as a result of our conversations.

As I reflect on where I am now and where I'm heading next, I feel that I've reached a point where my current needs and direction are evolving beyond the scope of our original focus. With that in mind, I think it's a natural time to bring our formal mentoring relationship to a close.

That said, I remain deeply grateful for everything you've shared, and I hope we can continue to stay in touch from time to time. If you're open to it, I'd love to schedule a final conversation to reflect and say a proper thank you in person.

Warm regards,

**ChatGPT**