



Mentor Session Planner

MENTOR CIRCLES

NAWO Mentoring Program 2026



CONTENTS

Mentor Session Planner	2
Purpose of this Session Planner	2
Mentee 1 Snapshot	3
Mentee 2 Snapshot	6
Mentee 3 Snapshot	9
Circles Snapshot	12
Mentoring Session One	13
Purpose.....	13
Suggested Session Flow	13
Mentoring Session 1 – Draft Agenda	14
Ongoing Mentoring Sessions	16
Purpose.....	16
Suggested Session Flow	16
Mentoring Session 2 – Draft Agenda	17
Mentoring Session 3 – Draft Agenda	20
Mentoring Session 4 – Draft Agenda	23
Mentoring Session 5 – Draft Agenda	26
Sponsorship Session	28
About the Sponsorship Session	28
Reaching out to Sponsors	28
Hosting a Sponsorship Session	29
Beyond the 2026 NAWO Mentoring Program.....	29



Mentor Session Planner

Purpose of this Session Planner

This Session Planner is a practical, live, confidential, document for you as a NAWO Mentor to save and use throughout the 2026 NAWO Mentoring program to:

- Capture your insights and ideas for supporting your Mentees in a circle
- Plan for each Mentoring session
- Document key points of discussion in each Mentoring Session
- Check your To-Dos pre, during and post each mentoring session.

Contents of this Session Planner:

- My Mentee Snapshot
- Session One: Building the Foundation (includes Mentoring Agreement)
- Ongoing Mentoring Sessions: Sessions Two – Five
- Beyond the NAWO Mentoring Program (Sponsorship and next steps)

This Mentor Session Planner is for your own use in your role as a NAWO Mentor. It does not need to be shared with NAWO.

It forms part of the broader suite of NAWO Mentoring Program resources to assist you. Further resources can be accessed via the [NAWO Mentoring Resources Hub](#).



Mentee 1 Snapshot

My Mentee's details

Name	
Title	
Organisation	
Email	
Phone	

What my mentee hopes to gain

Review the Mentee information provided to by NAWO - use Mentoring Session 1 to clarify, confirm and refine their priorities.

Goals	Priority
Support in their current role or job function	<input type="checkbox"/>
Developing skills for their next role	<input type="checkbox"/>
Career guidance or navigating a career move	<input type="checkbox"/>
Ongoing professional development	<input type="checkbox"/>
Building their professional brand	<input type="checkbox"/>
Navigating their workplace or industry	<input type="checkbox"/>
Navigating systemic challenges to gender balance	<input type="checkbox"/>
Navigating aspects of identity in the workplace	<input type="checkbox"/>
Navigating a life stage (e.g. return to work, caring responsibilities)	<input type="checkbox"/>

Notes



Priority Skill/Learning Areas

Review the Mentee information provided to you by NAWO - use Mentoring Session 1 to clarify, confirm and refine their priorities.

Skill Area	Priority	Notes
Building & Leading Diverse Teams (e.g. high performing teams, giving and receiving feedback, facilitating diversity, managing bias)	<input type="checkbox"/>	
Business & Technical Acumen (e.g. strategy, financials, cross functional/general management, innovation, metrics, project management, problem solving)	<input type="checkbox"/>	
Influence & Negotiation (e.g. stakeholder engagement, negotiating for win-win, championing change, communicating for influence)	<input type="checkbox"/>	
Maximising personal effectiveness (e.g. self-efficacy/belief, mindfulness and wellbeing, professional reputation, networking, communicating with purpose)	<input type="checkbox"/>	
Adaptive & Courageous Leadership (e.g. vision and legacy, decisive action, courageous conversations, building trust, self-awareness)	<input type="checkbox"/>	



Mentee 1 Snapshot

Complete prior to your first session

Your Mentee's Development Plan

Review your Mentee's Development Plan (completed by your mentee and emailed to you by them, ahead of your first mentoring session). Capture your notes here:



Mentee 2 Snapshot

My Mentee's details

Name	
Title	
Organisation	
Email	
Phone	

What my mentee hopes to gain

Review the Mentee information provided to you by NAWO - use Mentoring Session 1 to clarify, confirm and refine their priorities.

Goals	Priority
Support in their current role or job function	<input type="checkbox"/>
Developing skills for their next role	<input type="checkbox"/>
Career guidance or navigating a career move	<input type="checkbox"/>
Ongoing professional development	<input type="checkbox"/>
Building their professional brand	<input type="checkbox"/>
Navigating their workplace or industry	<input type="checkbox"/>
Navigating systemic challenges to gender balance	<input type="checkbox"/>
Navigating aspects of identity in the workplace	<input type="checkbox"/>
Navigating a life stage (e.g. return to work, caring responsibilities)	<input type="checkbox"/>

Notes



Priority Skill/Learning Areas

Review the Mentee information provided to you by NAWO - use Mentoring Session 1 to clarify, confirm and refine their priorities.

Skill Area	Priority	Notes
Building & Leading Diverse Teams (e.g. high performing teams, giving and receiving feedback, facilitating diversity, managing bias)	<input type="checkbox"/>	
Business & Technical Acumen (e.g. strategy, financials, cross functional/general management, innovation, metrics, project management, problem solving)	<input type="checkbox"/>	
Influence & Negotiation (e.g. stakeholder engagement, negotiating for win-win, championing change, communicating for influence)	<input type="checkbox"/>	
Maximising personal effectiveness (e.g. self-efficacy/belief, mindfulness and wellbeing, professional reputation, networking, communicating with purpose)	<input type="checkbox"/>	
Adaptive & Courageous Leadership (e.g. vision and legacy, decisive action, courageous conversations, building trust, self-awareness)	<input type="checkbox"/>	



Your Mentee's Development Plan

Review your Mentee's Development Plan (completed by your mentee and emailed to you by them, ahead of your first mentoring session). Capture your notes here:



Mentee 3 Snapshot

My Mentee's details

Name	
Title	
Organisation	
Email	
Phone	

What my mentee hopes to gain

Review the Mentee information provided to you by NAWO - use Mentoring Session 1 to clarify, confirm and refine their priorities.

Goals	Priority
Support in their current role or job function	<input type="checkbox"/>
Developing skills for their next role	<input type="checkbox"/>
Career guidance or navigating a career move	<input type="checkbox"/>
Ongoing professional development	<input type="checkbox"/>
Building their professional brand	<input type="checkbox"/>
Navigating their workplace or industry	<input type="checkbox"/>
Navigating systemic challenges to gender balance	<input type="checkbox"/>
Navigating aspects of identity in the workplace	<input type="checkbox"/>
Navigating a life stage (e.g. return to work, caring responsibilities)	<input type="checkbox"/>

Notes



Priority Skill/Learning Areas

Review the Mentee information provided to you by NAWO - use Mentoring Session 1 to clarify, confirm and refine their priorities.

Skill Area	Priority	Notes
Building & Leading Diverse Teams (e.g. high performing teams, giving and receiving feedback, facilitating diversity, managing bias)	<input type="checkbox"/>	
Business & Technical Acumen (e.g. strategy, financials, cross functional/general management, innovation, metrics, project management, problem solving)	<input type="checkbox"/>	
Influence & Negotiation (e.g. stakeholder engagement, negotiating for win-win, championing change, communicating for influence)	<input type="checkbox"/>	
Maximising personal effectiveness (e.g. self-efficacy/belief, mindfulness and wellbeing, professional reputation, networking, communicating with purpose)	<input type="checkbox"/>	
Adaptive & Courageous Leadership (e.g. vision and legacy, decisive action, courageous conversations, building trust, self-awareness)	<input type="checkbox"/>	



Your Mentee's Development Plan

Review your Mentee's Development Plan (completed by your mentee and emailed to you by them, ahead of your first mentoring session). Capture your notes here:



Circles Snapshot

My Mentee Circle

Details	Mentee 1	Mentee 2	Mentee 3
Name			
Title			
Organisation			
Email			
Phone			

What this might mean for mentoring

Complete following Mentoring Session 1.

Suggested Questions	Notes:
What feels most important for each mentee right now?	
Where do I feel most confident supporting the group as a whole?	
What common themes or shared priorities are emerging across the circle?	
NAWO resources or tools that could support the circle (<i>Tip: Use the Mentoring Resources Hub</i>)	
How can individual needs be addressed within the circle format while maintaining a collective focus?	
Are there opportunities for peer learning or shared problem-solving within the group?	



Please note: The NAWO Mentoring program commits to 5 mentoring sessions between mentor and mentee(s). Some mentor partnerships opt to undertake more than 5 sessions across the program. Additional sessions are up to you and your mentoring partnership.

Mentoring Session One

Purpose

Mentoring Session One is about building connection, psychological safety, clarity of mentoring goals and creating a shared understanding of how you'll work together. It's not about solving everything or setting perfect goals. A light structure helps you relax into the conversation.

Suggested Session Flow

Use what's helpful - this is a guide, not a script. It's helpful for the Mentor to lead / facilitate the first session. In a Mentoring Circle, encourage everyone to contribute at each step of the suggested session flow below. Refer to the **Mentor Guide** (found on the [Mentoring Resources Hub](#)) for helpful Icebreakers and 'Getting to Know You' questions.

- Introduction
- Getting to know each other
- How to work together
- Clarifying Goals and Focus
- Closing the session and next steps



Mentoring Session 1 – Draft Agenda

Date	
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1. Introduction

Suggested Action	Notes:
Welcome and informal check-in (e.g. name, role, location/time zone, something I should know about you personally - hobby/interest, family, recent holiday)	

2. Getting to know each other

Tip: Use the 'Getting to know you questions' and 'Icebreakers' in the mentor guide (found on the [Mentoring Resources Hub](#))

Suggested Action	Notes:
Each share your professional background and why you decided to become part of the NAWO Mentoring Program	
Discuss what helps you feel comfortable and open-up in this kind of setting	

3. How to work together

Suggested Action	Notes:
Complete the Mentoring Agreement (found on the Mentoring Resources Hub) which helps set agreed session rhythms, communication, boundaries and discuss key topics such as confidentiality and support	
Use the Mentoring Agreement form collaboratively and share with mentee(s) post session	



4. Clarifying Goals and Focus

Suggested Action	Notes:
Discuss mentoring goals and focus areas.	
Refer to and discuss your mentee(s) Development Plan for Mentees (found on the Mentoring Resources Hub) which they will email you prior to the session.	

5. Session Summary

Suggested	Notes:
Key takeaways from today	
Any helpful resources to share with your Mentee(s)	
Mentee focus areas between now and next session	
Priorities for discussion in next session	
Next Session date	

Session One Checklist

- Mentoring Agreement covered and emailed
- Mentoring Development Plans discussed
- Next steps agreed
- [NAWO Session log](#) completed
- My Mentee snapshots updated



Ongoing Mentoring Sessions

Purpose

Mentoring Sessions 2 to 5 are where momentum builds and mentoring goals are achieved. The focus is primarily on sharing, collective problem solving, reflection, and making progress over time.

Where a specific topic has been previously identified as a development need and the focus of a session, check for ongoing relevance of the topic at the beginning of each session and explore the topic in a practical way using the mentees' current examples, opportunities or challenges as well as helpful resources.

Suggested Session Flow

Use what's helpful – this is a guide, not a script. In a Mentoring Circle, encourage everyone to contribute at each step of the suggested session flow below.

- Opening Check-In: Continue to build rapport
- Building on previous session: Reflect on progress and learnings
- Explore any current Mentee opportunities or challenges
- Discuss agreed skill areas / learning priorities for the session
- Closing the session and next steps



Mentoring Session 2 – Draft Agenda

Date	
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My Session Preparation

If helpful, draft preparation notes for facilitating this session

Suggested	Notes:
<ul style="list-style-type: none">Review Mentee SnapshotsReview Notes from last session	

1. Opening Check-in

Suggested	Notes:
<p>Helpful conversation prompts:</p> <ul style="list-style-type: none">What's been happening in your world since we last spoke?What's felt challenging or energising recently?Anything specific you would like to cover as part of today?	



2. Building on the Previous Session

Suggested	Notes:
Key actions or reflections from last session	
What's progressed, shifted or changed?	

3. Current Opportunities or Challenges for discussion

Suggested	Notes:
Conversation prompters: <ul style="list-style-type: none">• What options are you considering?• What assumptions might be at play?• What feels within your control right now?	

4. Discuss agreed skill areas / learning priorities for the session

Suggested	Notes:
E.g. <i>Building & Leading Diverse Teams</i> or <i>Business and Technical Acumen</i>	



5. Session Summary

Suggested	Notes:
Key takeaways from today	
Any helpful resources to share with your Mentee(s)	
Mentee focus areas between now and next session	
Priorities for discussion in next session	
Next session date	

Session Checklist

- Reflected on progress since last session towards mentoring goals
- Explored any current opportunities and challenges
- Discussed a specific skill or learning priority for the session
- Closed the session by capturing actions, insights and next steps
- [NAWO Session log](#) completed
- My Mentee snapshots updated (if needed)
- Resources sent to Mentees (if helpful)



Mentoring Session 3 – Draft Agenda

Date	
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My Session Preparation

If helpful, draft preparation notes for facilitating this session

Suggested	Notes:
<ul style="list-style-type: none">• Review Mentee Snapshots• Review Notes from last session	

1. Opening Check-in

Suggested	Notes:
Helpful conversation prompts: <ul style="list-style-type: none">• What's been happening in your world since we last spoke?• What's felt challenging or energising recently?• Anything specific you would like to cover as part of today?	



2. Building on the Previous Session

Suggested	Notes:
Key actions or reflections from last session	
What's progressed, shifted or changed?	

3. Current Opportunities or Challenges for discussion

Suggested	Notes:
Conversation prompters: <ul style="list-style-type: none">• What options are you considering?• What assumptions might be at play?• What feels within your control right now?	

4. Discuss agreed skill areas / learning priorities for the session

Suggested	Notes:
E.g. <i>Building & Leading Diverse Teams</i> or <i>Business and Technical Acumen</i>	



5. Session Summary

Suggested	Notes:
Key takeaways from today	
Any helpful resources to share with your Mentee(s)	
Mentee focus areas between now and next session	
Priorities for discussion in next session	
Next session date	

Session Checklist

- Reflected on progress since last session towards mentoring goals
- Explored any current opportunities and challenges
- Discussed a specific skill or learning priority for the session
- Closed the session by capturing actions, insights and next steps
- [NAWO Session log](#) completed
- My Mentee snapshot updated (if needed)
- Resources sent to Mentees (if helpful)



Mentoring Session 4 – Draft Agenda

Date	
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My Session Preparation

If helpful, draft preparation notes for facilitating this session

Suggested	Notes:
<ul style="list-style-type: none">• Review Mentee Snapshots• Review Notes from last session	

1. Opening Check-in

Suggested	Notes:
<p>Helpful conversation prompts:</p> <ul style="list-style-type: none">• What's been happening in your world since we last spoke?• What's felt challenging or energising recently?• Anything specific you would like to cover as part of today?	



2. Building on the Previous Session

Suggested	Notes:
Key actions or reflections from last session	
What's progressed, shifted or changed?	

3. Current Opportunities or Challenges for discussion

Suggested	Notes:
Conversation prompters: <ul style="list-style-type: none">• What options are you considering?• What assumptions might be at play?• What feels within your control right now?	

4. Discuss agreed skill areas / learning priorities for the session

Suggested	Notes:
E.g. <i>Building & Leading Diverse Teams</i> or <i>Business and Technical Acumen</i>	



5. Session Summary

Suggested	Notes:
Key takeaways from today	
Any helpful resources to share with your Mentee(s)	
Mentee focus areas between now and next session	
Priorities for discussion in next session	
Next session date	

Session Checklist

- Reflected on progress since last session towards mentoring goals
- Explored any current opportunities and challenges
- Discussed a specific skill or learning priority for the session
- Closed the session by capturing actions, insights and next steps
- [NAWO Session log](#) completed
- My Mentee snapshot updated (if needed)
- Resources sent to Mentees (if helpful)



Mentoring Session 5 – Draft Agenda

Date	
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My Session Preparation

If helpful, draft preparation notes for facilitating this session

Suggested	Notes:
<ul style="list-style-type: none">Review Mentee SnapshotsReview Notes from last session	

1. Mentoring journey recap

Suggested Discussions	Notes:
Overall progress across the mentoring program against initial goals	
Any key learnings, insights and moments of growth	



2. Next Steps

Suggested Discussions	Notes:
Next career steps and how the mentees will apply learning beyond the program (Including the sponsorship session)	
Identified ongoing supports, networks or resources the mentees can draw on	

3. Closing

Suggested Discussions	Notes:
How the mentoring relationship will close (or transition informally, if appropriate)	
Final actions, reflections and takeaways	

Session Checklist

- Reflected on overall progress across the mentoring program against initial goals
- Reviewed key learnings, insights and moments of growth
- Discussed next career steps and how the mentee(s) will apply learning beyond the program
- Identified ongoing supports, networks or resources the mentees can draw on
- Discussed how the mentoring relationship will close (or transition informally, if appropriate)
- Captured final actions, reflections and takeaways
- Final [NAWO Session log](#) completed
- Prepare for Sponsorship Session



Sponsorship Session

Purpose of Sponsorship

The end of the program is your mentees' opportunity to showcase what they have gained over the program, what their career aspirations are, and what strengths they bring to their organisation, role, and industry - to their manager, next-level managers or leaders, or a potential sponsor within their organisation.

Supporting your mentees to organise a Sponsorship session at the end of the NAWO Mentoring program, is an opportunity to enhance mentees' connections with leaders in their organisation, boost their professional profile and put themselves forward as front-of-mind for career opportunities.

For inspiration on the value of Sponsorship, check out this podcast episode podcast by HBR Ideacast: [The Surprising Benefits of Sponsoring Others at Work.](#)

About the Sponsorship Session

A Sponsorship session is an opportunity for mentee(s) to reach out and connect with their manager, next-level managers or leaders, or a potential sponsor within their organisation and share:

- What they have learned in the NAWO Mentoring program,
- What their key strengths are that they have developed,
- Any developmental opportunities that they are seeking moving forward, and;
- The career goal/aspiration that they are working towards now, beyond the program, and how their sponsor could best support them.

If a formal sponsorship presentation session is not the preferred approach for your Mentees, we encourage them to schedule a more informal catch-up with a sponsor / senior leader within their business to share their learnings from the NAWO Mentoring program and enhance their professional profile.

Reaching out to Sponsors

It's important for Mentees to lead both the organisation of and the presentation / discussion in the Sponsorship Session, with your support as you both see fit. Below is an example email or script that mentees might like to use to contact their sponsors / invitees (of course they can always add their own comments and flavour!)



Hello/Hi [Manager/Leader/Sponsor],

Since February this year I have been involved in the NAWO (National Association for Women in Operations) Mentoring Program. I am coming to the end of the 2026 Mentoring program and invite you to attend a short presentation session with me and my [mentor/mentoring circle] where I will share what I have learned, and how I want to show up for our organisation moving forward.

The session is scheduled for [INSERT TIME AND DATE]. Please let me know if you, or a delegate of yours, can attend. I appreciate your time and leadership, and support of me in my career goals.

Yours truly,

[INSERT NAME]

Hosting a Sponsorship Session

It's helpful for the Mentee to lead both the organisation of and the presentation / discussion in the Sponsorship Session, with your support as Mentor as you both see fit.

Some Mentoring Circles like to have one shared Sponsorship session where all mentees and their sponsors come together to share experiences on the program. A typical sponsorship session follows a clear progression: an overview of the NAWO Mentoring Program, the mentee sharing what they set out to learn, key experiences and learnings, and their current career readiness and goals, followed by a discussion on how the sponsor can support the mentee's career going forward, and agreement on next steps.

Keep in mind - A Sponsorship session provides a good opportunity for shared reflection and program closure, in addition to the final NAWO End of Program event.

Beyond the 2026 NAWO Mentoring Program

Many mentors and mentees pursue an ongoing mentoring partnership following their formal participation in the NAWO Mentoring program. This is not expected and up to you and your mentee(s).

By maintaining clear boundaries, mentors help create a trusted, effective and sustainable ongoing mentoring relationship for everyone involved.

Be clear and kind about your interest in and capacity to support your mentee(s) beyond the program.

We love to hear any stories of your ongoing contribution and impact! Please share these and stay in touch via:

mentoring@nawo.org.au