

Fontes Leadership Mentoring Programme

1. Curriculum title

Fontes Leadership Mentoring Programme.

2. Field of study

Leadership and management.

3. Learning outcomes

Upon successful completion of the programme, the participant:

- understands the purpose, roles, boundaries and ethical principles of leadership mentoring;
- establishes and maintains a purposeful, trust-based mentoring relationship and agrees clear goals, roles and ways of working with the mentee;
- uses active listening, powerful questions, reflection, feedback and coaching-based mentoring tools according to the mentee's needs and stage of development;
- supports the mentee in analysing leadership challenges, broadening perspectives, identifying options and taking responsibility for agreed actions;
- adapts their mentoring approach to the mentee, context and situation while maintaining appropriate boundaries and psychological safety;
- recognises challenging situations in mentoring and uses supervision and co-vision to analyse cases and improve professional practice;
- analyses their own leadership and mentoring profile, including strengths, development needs, assumptions and blind spots;
- reflects systematically on mentoring practice, integrates feedback and formulates further development goals as a leader and mentor;
- contributes to a coaching-based leadership culture and the development of talent beyond their own organisation.

Learning outcomes are assessed based on the results of practical group assignments and an exam.

4. Admission requirements

- Registration for the programme and payment of the participation fee.



- Executive, board-level or senior functional leadership role and at least five years of leadership experience.
- Genuine motivation and readiness to support the professional development of a mentee from another organisation.
- Ability to participate in the English-language learning process and complete the practical and independent assignments.

5. Total volume and distribution of studies

The estimated total volume of the programme is 60 academic hours, of which 32 academic hours are classroom work, practice and self-reflection 17 academic hours and independent tasks 11 academic hours.

The programme includes:

- four interactive full-day workshops.
- mentor profile assessment and an individual feedback conversation.
- two individual supervision sessions.
- five mentoring meetings with a mentee and preparation/reflection related to the meetings.
- company visit and experience-based learning.
- practice and peer reflection with a development partner;
- independent assignments, reading and written self-reflection.

6. Content of studies

6.1.Learning process

Before the workshops, each participant completes a mentor profile assessment and personality questionnaire and defines personal development goals. During the programme, participants learn through interactive workshops, real-life mentoring practice, co-vision, individual supervision, independent assignments, a company visit, self-reflection and development-partner work. Each participant mentors an English-speaking mentee in four to five meetings and applies the methods learned in the programme.

6.2 Foundations of leadership mentoring



- Coaching-based mentoring skills and tools
- Co-vision - Learning from mentoring practice
- Developing the mentee and navigating complexity
- Integration, impact and the mentor's continued development

7. Learning environment

The classroom sessions take place in Fontes training facilities at Sepapaja 6, Tallinn (Ülemiste City). The facilities support interactive learning, group work and practical exercises. Learning materials and independent assignments are made available through the Fontes e-learning environment. The programme is delivered in English.

8. Completion requirements and document issued

To complete the programme, the participant is expected to attend the workshops, complete the mentor profile assessment and feedback conversation, conduct four to five mentoring meetings with a mentee, participate in individual supervision, complete the development-partner and independent learning activities, take part in the company visit, and submit a written self-reflection. Practical application and active reflection on the mentoring experience are integral to completion.

Fontes issues a programme certificate to participants who have successfully completed the programme in full.

9. Trainer qualifications and experience

The programme is delivered by Piret Jamnes, Tiiu Allikvee and Gunnar Toomemets. The core facilitators have extensive experience in leadership development, mentoring, coaching, training and consulting. All the facilitators hold EMCC individual mentor/coach certificates at the Practitioner level (EMCC EIA Practitioner).

Fontes may involve additional experienced mentors, supervisors or partner facilitators where this supports the learning process.