






Worksheet 5: “One-degree-turns” - Recommendations for Improvements

	NORTH – Ethical foundations	EAST – Providing guidance	SOUTH – Increasing impact	WEST – Enhancing collaboration
 Guide (81–100%)	<p>Expand impact by mentoring volunteers to lead solidarity, inclusion and empathy-based initiatives in their communities.</p> <p>Facilitate peer mentoring and mutual support networks among volunteers, extending solidarity beyond mentor-volunteer relationships.</p> <p>Share organisational learnings and approaches with external partners or networks to influence broader change.</p>	<p>Sustain excellence by creating mentoring communities of practice within the organisation.</p> <p>Focus on mentoring future mentors and building leadership pathways for volunteers.</p> <p>Embed mentoring into organisational strategy and policies, ensuring sustainability and systemic impact.</p> <p>Share best practices externally to influence sector-wide mentoring standards.</p>	<p>Expand influence by sharing mentoring expertise with other organisations (e.g., workshops, partnerships).</p> <p>Encourage volunteers to become mentors or ambassadors for values within the community.</p> <p>Continue innovating mentoring practices, drawing on feedback and trends in the sector.</p> <p>Facilitate community-based projects or initiatives that embody programme values outside the organisation.</p>	<p>Expand documentation into a shared reflective practice where volunteers co-own their learning records and action plans.</p> <p>Create opportunities to share monitoring insights with other mentors, fostering an organisational learning culture.</p> <p>Incorporate adaptive, iterative improvements at both individual and programme levels, guided by documented insights.</p>
 Explorer (61–80%)	<p>Move from individual awareness to embedding equity and respect across all mentoring and organisational practices.</p> <p>Facilitate ethical dilemma discussions or case studies with volunteers to strengthen ethical reasoning.</p> <p>Develop volunteer-led initiatives to promote fairness, equity, and human rights within the organisation or community.</p>	<p>Build capacity to handle more complex mentoring challenges, such as intercultural conflict or ethical dilemmas.</p> <p>Develop mentoring practices that empower volunteers to mentor others or lead initiatives.</p> <p>Encourage peer support networks to complement one-on-one mentoring.</p> <p>Strengthen organisational learning by sharing insights from mentoring across teams or departments.</p>	<p>Foster more advanced reflection practices, linking learning outcomes to future goals (e.g., competence frameworks, Youthpass).</p> <p>Strengthen volunteer ownership of their learning journey by co-creating plans and assessments.</p> <p>Introduce peer learning and collaborative reflection spaces to enrich learning outcomes.</p> <p>Start discussing the broader impact of programme values beyond the organisation.</p>	<p>Deepen team-building activities by integrating intercultural competence development and reflective practices.</p> <p>Encourage volunteers to lead or co-facilitate well-being initiatives to foster empowerment.</p> <p>Expand focus from the immediate team to building bridges with broader organisational and community networks.</p>
 Cartographer (41–60%)	<p>Move from encouraging responsibility to co-creating personalised learning and action plans with volunteers.</p> <p>Introduce regular reflective check-ins where volunteers track growth, challenges, and next steps.</p> <p>Explore mentoring strategies that empower volunteers as co-creators of their development, not just recipients of</p>	<p>Deepen the mentoring approach by connecting individual support to organisational awareness and responsibility (e.g., training staff, raising awareness internally).</p> <p>Offer targeted wellbeing initiatives (e.g., resilience workshops, self-care resources).</p> <p>Start integrating feedback mechanisms to adjust mentoring practices based on</p>	<p>Deepen mentoring by integrating planned reflection and documentation throughout the volunteer’s journey.</p> <p>Develop more systematic feedback mechanisms (e.g., regular reviews with volunteers, staff).</p> <p>Expand efforts in creating safe, accessible environments — check for gaps and barriers.</p>	<p>Move from sharing information to actively engaging volunteers in aligning their motivations and expectations.</p> <p>Introduce more participatory ways for volunteers to co-create understanding of their roles.</p> <p>Strengthen communication practices by incorporating feedback loops to check clarity and effectiveness.</p>

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	guidance.	volunteer input. Encourage volunteers to set personal development goals and reflect on their learning journey.	Increase focus on diversity and inclusion awareness by embedding it in activities and discussions, not just awareness-raising.	
 Pathfinder (21–40%)	Move beyond stating values to embedding them in daily mentoring practices (e.g., using examples, reflective conversations). Actively model honesty and trustworthiness in mentor-volunteer interactions, including sharing own learning or mistakes. Create opportunities for volunteers to reflect on their own values and ethical commitments .	Move from reactive to proactive support : anticipate volunteers’ needs before issues arise. Introduce structured check-ins (e.g., regular wellbeing conversations, scheduled mentoring sessions). Begin documenting mentoring activities and tracking volunteer experiences to build consistency. Expand from practical help to also include emotional and cultural adaptation support .	Move beyond basic support by documenting initial mentoring practices (e.g., guidelines, checklists). Start building collaborative support networks within the organisation. Incorporate reflection opportunities into volunteer activities, even in simple ways. Begin addressing diversity and inclusion intentionally in conversations and activities.	Begin to formalize support and orientation processes (e.g., onboarding sessions, volunteer guides). Encourage early conversations about roles and responsibilities with volunteers. Introduce basic monitoring mechanisms to gather feedback and identify emerging issues.
 Wanderer (0–20%)	Start articulating clear values and ethical commitments within the organisation. Communicate basic expectations around fairness, trust, and respect explicitly to volunteers and staff. Begin discussing what ethical mentoring and support should look like in practice.	Establish basic structures and routines for volunteer support (e.g., assign a designated mentor or contact person). Start offering practical guidance (orientation tours, basic introductions) to help volunteers navigate their environment. Develop clear communication channels for volunteers to ask for help or raise concerns.	Establish basic structures for mentoring support (e.g., clear roles, time allocation, basic resources). Introduce regular check-ins with volunteers to identify their needs and expectations. Start raising awareness of the importance of values, learning, and well-being in volunteering — even informally. Seek inspiration from existing good practices within or outside the organisation.	Establish basic mentoring and support practices to ensure volunteers are not left to navigate alone. Introduce clear communication about roles, rights, and available support as a foundation. Start informal documentation or tracking of volunteer experiences.

Source: The content has been created with the help of AI and refined by a human.