

Mentoring Program

A GUIDE FOR
MENTORS AND MENTEES

AUCCCD Mentoring Program

- Program length is specified (12 months)
- Purpose of program is to help early/mid career directors establish and develop their careers
- Program participation is voluntary
- Matching uses input from participants
 - Interest areas in psychology/mental health
 - Demographics
 - Experiences
- Matching will be done by members of the working group – trying to match the needs of the mentee and the reported specializations of the mentors

Mentorship



- A mentor is an individual with expertise who can assist in developing the career of a mentee. The mentor guides, trains, advises, and promotes the career development of the mentee.
- Mentoring is different from supervision, in that supervision focuses on set job related tasks and responsibilities. Mentoring focuses on wide-range developmental components, with the focus on encouraging, guiding, and supporting a person's overall growth and development.

Mentoring Functions



Career Functions

- Help the mentee learn the ropes and prepare for career advancement.
 - Coaching
 - Challenging assignments
 - Exposure and visibility
 - Protection

Mentoring Functions



Psychosocial Functions

- Help the mentee develop a sense of competence and clarity of identity.
 - Role-Modeling
 - Acceptance and confirmation
 - Professional guidance/counseling
 - Peer support

Advantages of Mentoring



- Advantages for the mentee:
 - Career advancement
 - Discussions pertaining to salary
 - Organizational/professional identification
 - Decreased professional isolation
- Advantages for the mentor:
 - Career enhancement
 - “Passing the torch to a new generation”
 - Learning from mentee – new technologies, new developments, important features of next generation

. Successful Mentoring Relationships

Qualities of a Effective Mentoring Relationship

- Clear and Clarified Expectations
- Effective Communication (willingness to share and to listen, respectful)
- Commitment to the process
- Comparable goals and values
- Creation of a personal connection

Qualities of a good mentor/mentee

Mentee

- Open to feedback
- Active listener
- Respectful of mentor's input and time (and competing demands for time)
- Responsible for "driving the relationship"
- Prepared for scheduled meetings

Mentor

- Altruistic
- Honest
- Trustworthy
- Active Listener
 - Focuses on issues ID'ed
 - Facilitate goal setting
- Accessible
- Promote career development
- Able to ID and support development of mentee's potential strength and skills
- Substantial experience

Effective Mentoring Behaviors

- Act as a guide rather than the director
- Offer advice (when asked), not directives
- Not solving problems, but helping find solutions
- Offering useful/honest feedback
- ID potential opportunities
- Providing introductions – networking
- Warnings re: potential pitfalls
- Providing emotional support
- Reflections on work/life balance
- Career functions – advising, advocacy, goal setting, navigating institutions

Role of Mentees



- Seek counsel and advice, not a supervisor who directs actions.
- Synthesize lessons learned from all mentors – become your own person.
- Recognize dynamics of relationship.

Advice to Potential Mentees

- Be proactive
- Adopt a learning orientation
- Set SMART developmental goals
 - Specific
 - Measurable
 - Attainable
 - Relevant
 - Time Bound

Role of Mentors



- Offer advice that helps mentee develop – your role is NOT to make decisions for mentee or micromanage.
- Be aware of potential pitfalls: overdependence of mentee, mentee exploitation of mentor's influence.
- Be sensitive to difference between developing a mentee and using a mentee.
- Be aware of dynamics of relationship: Developmental needs may change.

Advice to Potential Mentors



- Recognize that mentee may be uncomfortable asking for help – break ice by sharing some of your career experiences
- Stay in your zone of expertise/experience
- Be clear that mentee sets pace of relationship
- Advise, do not manage
- Extend mentee's developmental network – suggest additional mentors to address unique needs

Mentoring From a Distance



- Use e-mail to set up meetings (face-to-face or phone), clarify plans/goals, pose non-time urgent questions, review plans, maintain contact.
 - Don't use e-mail to give critical or complex feedback, provide impressions of other's behavior, provide impressions of third parties, exchange sensitive information.
- Communication Challenges
 - Listen for nonverbal cues (e.g., pregnant pauses, voice tone, tempo, volume)
 - Push for specific information, clarify meanings
 - Summarize agreements