

Mentorship Guidelines

Purpose: To build a relationship with your mentee, which encourages them to learn and grow, and challenges them to think in new ways.

Introduction to mentoring: Your role as mentor is one of facilitating growth and development and creating/maintaining a safe and supportive environment to build a foundation for your relationship based on trust and mutual respect. As the mentor, you serve as role model, coach, confidant, cheerleader, debater, and at times counselor.¹ The benefits of being a mentor include:

- Strengthens knowledge base and improves communication
- Enhances leadership skills
- Creates support networks
- Provides intrinsic satisfaction
- Demonstrates professionalism and commitment
- Provides time to examine one's own goals
- Shares wisdom and knowledge
- Enhances self-esteem and status in the organization
- Supports career growth

The mentor guides the conversation but the mentee does most of the talking. Ask questions that support and challenge your mentee.

- Active listening: Watch for verbal and non-verbal cues
- Open ended questions: Asking in a way that requires more than a yes or no
- Paraphrasing: Repeat back what you heard
- "I" messaging: "I" messages don't place blame. "You" messages are degrading.

Do

- Be positive, encourage, praise and compliment when appropriate.
- Be consistent with your time commitment to the mentee.
- Encourage responsibility.
- Share both your failures and your successes. Focus on what you have learned.
- Establish confidentiality as soon as possible.

Don't

- Make assumptions.
- Expect to have an instant rapport with your mentee.
- Fall into the trap of trying to solve the mentee's issues. Remember you are not the parent or a therapist.
- Make commitments and promises that you can't keep.
- Violate confidences.

¹ <http://kchealthcareers.com/mentoring-toolkit/mentoring-toolkit-information/>

Process:

1. Sign mentor/mentee agreement
2. Mentor creates an **agenda** for first meeting (mentee creates the remainder). Discuss personal communication and learning styles. Agree on goals for relationship. Decide on length of relationship. Use meeting agendas to review and reflect on progress.²
3. May use **Strength Finders** (provided upon request) as a foundational tool to discuss leadership strengths.

Stage 1: (Months 1 - 3) *Conversations and Building a Foundation.* Start fast. Set regularly scheduled time at least every other week and start building trust. Set ground rules (see agreement). Ask the mentee to develop agendas for remaining meetings. **Ideas for first assignments:** 1) Icebreakers; 2) Journal and share personal reflections; 3) Wheel of Life. See appendix.

Stage 2: (Months 2 – 5) *Develop a Deeper Dialogue.* Trust is evolving – share freely. Set goals and timeline using **SMART*** format (see Appendix). Start with the end in mind.

Stage 3: (Month 4 – 9) *Assure, Assess, Encourage, Connect.* Ask great questions and be an active listener. You are their cheerleader – communicate clearly and honestly. Goal is for mentee to become a mentor. Share your network.

Stage 4: (Months 6 – 12) *Transitioning.* The relationship's end serves as a chance for both of you to evaluate the outcome of your relationship. What learning took place for both the mentee and mentor during the relationship both positive and negative? The mentor should make every effort to have the end of the relationship be as positive as possible.³ The **evaluation** can be adapted according to you and your mentee.⁴

Evaluation: Follow up by regional co-chair every two months to aid in accountability and troubleshooting. See ***NAC Mentorship Program Evaluation Form.***

Don't forget to CELEBRATE!

² http://www.ache.org/newclub/career/MentoringNetwork/mentor_guide.pdf page 11

³ http://www.ache.org/newclub/career/MentoringNetwork/mentor_guide.pdf page 22

⁴ http://www.ache.org/newclub/career/MentoringNetwork/mentor_guide.pdf page 25

APPENDIX

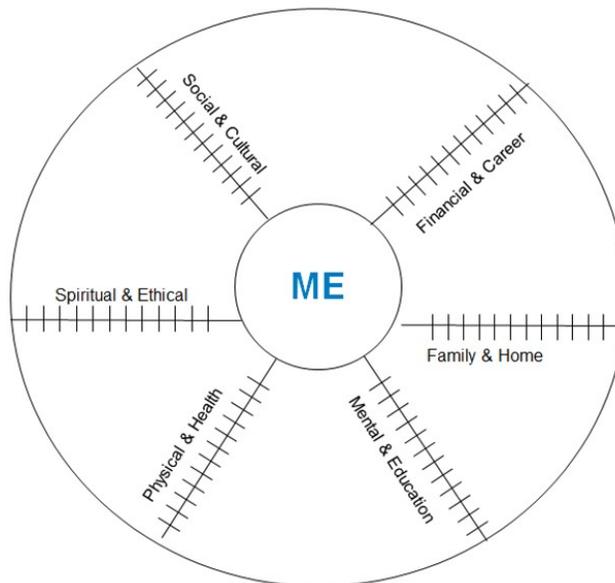
1) Icebreaker ideas:

- “Getting to know you”¹ start with 3 questions:
 - Who is the person (living or dead) you would most like to meet?
 - Tell me about the most “daredevil” thing you’ve ever done?
 - What’s your favorite food?
- “Five in Common Game”² Mentor and mentee think of 5 uncommon things they share. Not age, sex, profession, etc.
- “Dream Vacation Game”³ Mentor and mentee describe the details of what a dream vacation entails.

2) **Journal:** Examine significant life events, both personal and work-related, both positive and negative, that have influenced both of you.

3) Wheel of Life⁴

3.6 Wheel of Life



Suggested exercise: How satisfied am I currently? Mark with an “X” in each area. Closest to center means you are very satisfied. Mentee communicates to mentor.

4) ***SMART Goal Guidelines:** Make sure your goals are Specific, Measurable, Achievable and Agreed upon, Realistic, and have a Timetable.

5) **Additional discussion material available at**
<http://neactioncoalition.org/leadership-training-module/>

¹ <http://www.management-mentors.com/about/corporate-mentoring-matters-blog/bid/83321/Mentoring-Ideas-3-Ice-Breakers-for-your-First-Face-to-Face-Meeting>

² <http://anitaborg.org/wp-content/uploads/2014/01/ABI-Mentoring-Ice-Breakers.pdf>

³ <http://anitaborg.org/wp-content/uploads/2014/01/ABI-Mentoring-Ice-Breakers.pdf>

⁴ <http://kchealthcareers.com/mentoring-toolkit/mentoring-toolkit-information/>