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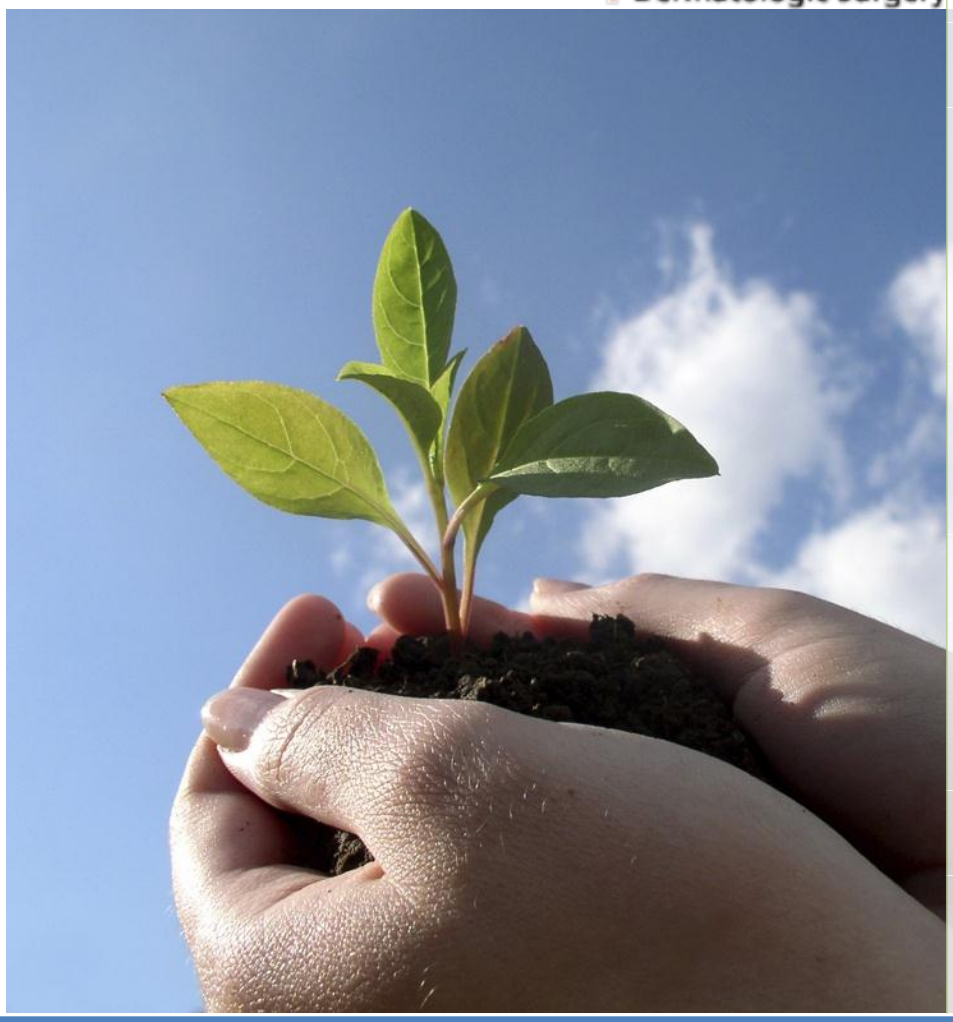

Mentoring Program Guide for Mentees

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WHAT IS MENTORING?

Mentoring is a relationship which gives people the opportunity to share their professional and personal skills and experiences, and to grow and develop in the process. It is a guiding process that fosters the growth and development of the mentee. A mentor helps a mentee understand the unspoken rules of the game. It is an ongoing, planned partnership that focuses on helping the mentee reach specific goals over a specific period of time.

A deliberate pairing of a more skilled/experienced person with a lesser skilled or experienced person with the agreed-upon goal of having the lesser skilled person grow/develop specific competencies.

Margo Murray

WHAT IS THE ROLE OF A MENTOR?

The mentor's job is to listen, provide constructive feedback, help their partner consider various options, refer them to resources available and facilitate the mentee's decision-making regarding work or career matters. The mentor may choose to share his or her own experiences and, if asked, give advice. The mentor may help their partner identify skills that could be developed, coach them and give them an opportunity to practice and receive feedback. They may act as a sounding board for their partner's problems, ideas or career plans, ask questions that cause them to explore issues, or challenge the mentee's thinking. It is in these ways that mentors provide guidance without being directive. The mentor does not solve their partner's problems; rather they are a collaborator in a problem solving process.

A relationship in which people share their professional and personal skills and experiences and to grow and develop in the process."

Unknown

WHAT IS THE ROLE OF A MENTEE?

The mentee can approach their mentor to discuss issues and ideas. The mentee may ask for feedback or advice or simply take the opportunity to express himself or herself - "get it off their chest". In speaking to their mentor, the mentee may find they gain greater clarity of a situation. The mentor's questions or comments may cause the mentee to see another perspective, consider other options and review their actions or plans. Whatever the matter discussed, it is the mentee who must make any decisions or take any actions required. The mentee owns and manages the relationship. The mentee is responsible for his or her own decisions and actions.

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WHAT MENTORS CAN EXPECT FROM MENTEES

A mentor can expect his or her mentee to:

- Co-ordinate schedule with mentor and commit to connect 1-2 hours per month or as often as schedules permit (the mentor's schedule will probably set the pace).
- Play an active role in setting personal goals and communicate their objectives and needs to the mentor.
- Allow flexibility with regard to meeting times and places and follow through on their commitments
- Be willing to learn from the mentor, be coached and ask for and receive feedback in a non-defensive manner
- Share their ideas, learning and knowledge with others
- Show appreciation for any help received from the mentor (e.g. notes, e-mails, phone calls, etc.)
- Ask the mentor for suggestions or advice.
- Listen to the mentor, apply at least some of the advice, and let the mentor know the results.
- Keep any commitments made.
- Keep confidences between them.
- Evaluate the relationship at various points within the agreed-upon time frame, considering what they've accomplished and what next steps to take.
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WHAT MENTEES CAN EXPECT FROM MENTORS

At the same time, it's reasonable for the mentee to expect the mentor to:

- Play an active role in the enhancement of the mentee's professional growth and personal development through guidance, motivation and encouragement to succeed
- Give sound, constructive, and critical reviews of the mentee's progress toward established goals, free of judgmental bias.
- Teach skills to help the mentee develop leadership skills and project management skills.
- Have regular meetings with him or her by telephone or in person.
- Provide sound advice on the mentee's development activities, key meetings the mentee attends, and professional development concerns.
- Keep confidences between them.
- Follow through on commitments made to him or her.
- Help resolve conflicts between the two of them.
- Evaluate the relationship at points during the agree-upon period.
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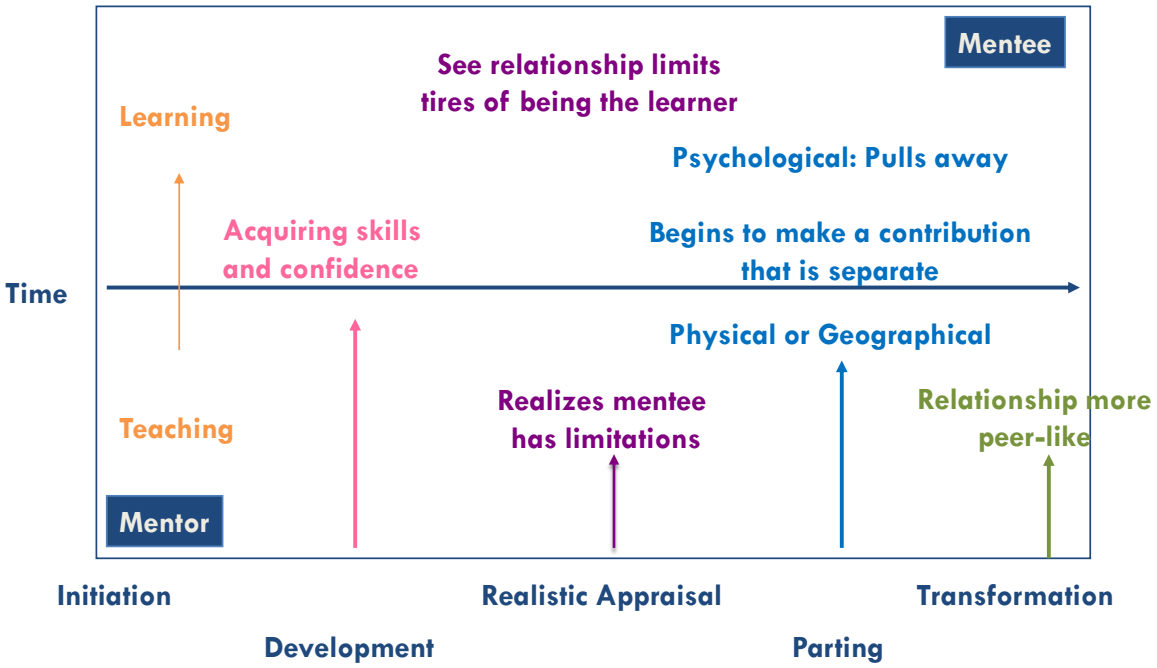
CYCLE OF MENTORING RELATIONSHIPS



Notes:

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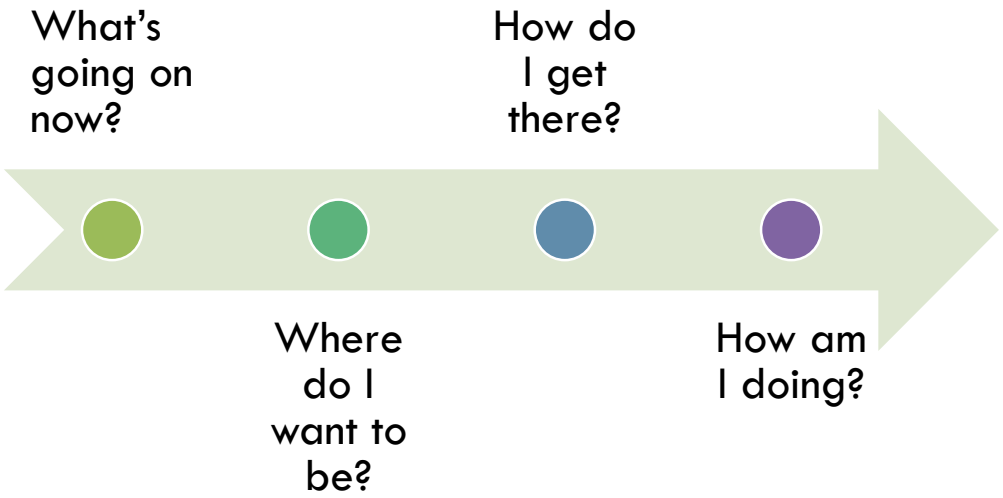
THE MENTORING CONVERSATION



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MENTEE SKILL ASSESSMENT

Mentor Skill	*Skill Level*		
	Expert	Proficient	Developmental
1. Build rapport	☐	☐	☐
2. Keep confidences	☐	☐	☐
3. Question	☐	☐	☐
4. Reflect	☐	☐	☐
5. Take stock	☐	☐	☐
6. Be honest	☐	☐	☐
7. Imagine possibilities	☐	☐	☐
8. Gain perspective	☐	☐	☐
9. Listening actively	☐	☐	☐
10. Initiate	☐	☐	☐
11. Set goals	☐	☐	☐
12. Take action	☐	☐	☐
13. Follow through	☐	☐	☐
14. Review progress	☐	☐	☐
15. Learn quickly	☐	☐	☐
16. Manage the relationship	☐	☐	☐
17. Give feedback	☐	☐	☐
18. Receive feedback	☐	☐	☐

My Mentoring Strengths:

-
-
-

My Developmental Areas:

-
-

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GETTING STARTED: MEETING GUIDELINES

TAKE THE TIME TO GET TO KNOW EACH OTHER

- Before meeting, research partner's job/position.
- Discuss your career/education background – how you got from 'there to here'.
- Ask questions about your partner's interests and hobbies.
- Confirm contact information.

TALK ABOUT THE MENTORING PROGRAM

- Why did you get involved?
- Have you ever participated in a mentoring program before?
- Determine your 'ground rules' and your goals
- Create a set of 'ground rules, including your preferred styles of communicating (e.g. e-mail, phone, face-to-face, etc.), meeting schedule, etc.
- What do you want to achieve from the relationship? Be specific about your needs.

DISCUSS OPTIONS AND OPPORTUNITIES FOR LEARNING AND NETWORKING

- What kind of assistance would be the most useful?
- Who else might you introduce your partner to who may help achieve your goals?

DEFINE DELIVERABLES

- Look ahead to the end of the program. Envision the outcomes that would make this experience a success. What would a successful mentoring relationship look like to you?
- Complete your Mentoring Relationship Agreement.
- Develop the mentee's Mentoring Development Plan.
- Set a date for the next meeting, and set up a series of meetings for the next few months.

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TIPS FOR SUCCESS

1. Enhance opportunities for learning and/or networking:

- Discuss your background and role in the profession and how it will contribute to the mentoring relationship.
- Expand each other's networks and further learn from other's experiences
- Attend association meetings/ functions together.

2. Maintain confidentiality in your relationship:

- Respect the privacy of your partner
- Do not disclose of the details of conversations and communications that you've had with your partner to anyone
- Trust your partner with confidential and sensitive information

3. Communicate effectively:

- Plan your initial meeting to be "in person"
- Develop and honor a set of ground rules
- Be open and honest at all times
- Actively participate in the relationship and initiate conversations
- Be considerate of each other's time and other scheduled commitments
- Complete the Mentoring Relationship Agreement

4. Track your progress towards your goals:

- Complete the Mentee's Personal Development Plan to document expectations and goals. Review these objectives on a regular basis
- Discuss what you have learned from each other
- Provide regular feedback to each other and evaluate progress
- Continually update your participation in your Mentoring Log
- Have fun and make the mentoring relationship a positive experience!

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CHECKLIST OF MENTEE TASKS

PREPARING FOR THE PARTNERSHIP

- Read through materials on the Mentee's role.
- Review your past mentoring experiences for insights to use in this new mentoring partnership.
- If part of a mentoring program, talk with your manager about your participation in the program, your development goals, and potential ideas for development activities.
- Complete any mentoring program application procedures.
- Attend any program kickoff events.
- Prepare your Development Plan, including your development goals.
- Get paired with your mentor.
- Think through how you'd like your mentoring partnership to operate, including any limits to set (e.g., maximum amount of time you can spend).
- Keep a log or diary of your interactions with your mentor (Mentoring Log).

IMPLEMENTING THE MENTORING PARTNERSHIP

- Meet with your mentor (by phone or in person) at (time, date, location).
- If possible, obtain more information about him or her prior to the meeting.
- Prior to meeting with your mentor, meet with your manager again, if needed, to discuss potential projects or other activities that align with your tentative goals.
- If appropriate, arrange a three-way meeting among you, your mentor, and manager to clarify roles and agreements.
- List goals for your development.
- Be ready to share with your mentor any feedback you received on your strengths and areas for improvement.
- Be prepared to discuss the mentoring partnership in detail.
- Make changes, as appropriate, in your Development Plan.
- Wait for your mentor to offer to introduce you to people who could be helpful to you. Ask for specific ways you should (and shouldn't) approach these individuals.
- Study and be prepared to discuss resources (e.g., books, articles) loaned to you by your mentor.

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- Agree to attend key meetings with your mentor. Determine your role in these meetings.
- Afterward, debrief the meetings with him or her, listening to explanations of what was happening. (If not offered, ask for your mentor's input on the dynamics of the meetings.)
- Exchange information with other mentees.
- Continue to meet in person or on the phone with your mentor on a regular basis.
- Follow through promptly on every commitment you make to your mentor. (If you're delayed, let your mentor know why.)
- Agree to contact and get assistance from individuals suggested by your mentor. Let him or her know how these interactions turn out.
- Learn directly from your mentor.
- Ask your mentor to relate his or her "career story," including how decisions were made.
- Ask about specific questions about techniques your mentor has used in the field of dermatology and patient safety.
- If appropriate, observe your mentor performing the skills you're developing.
- Ask for constructive feedback on your ideas and performance.
- If appropriate, ask specific questions about your organization, including policies, procedures, culture, and politics.

COMPLETE EVALUATION ACTIVITIES.

- Complete the periodic evaluation/feedback activities requested by your coordinator.
- Regularly show appreciation for your mentor's time and interest.
- Review Accomplishments and Take Next Steps
- Toward the end of your agreed-upon time period, reflect you've accomplished over the entire period.
- Complete final evaluation activities.
- Follow up your closure meeting with a note or letter of thanks.
- Complete any program closure activities.
- Continue to touch base with your mentor in the future.
- If appropriate, seek another mentoring partnership.

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MENTORING RELATIONSHIP AGREEMENT

We, the undersigned, agree on the following goals and objectives as the focus of this mentoring relationship:

1. _____

2. _____

We have discussed the 'ground rules' and protocols by which we will work together. In the spirit of partnership, we will collaborate on the development of a work plan. In order for this relationship to be successful for both of us, and to be mutually rewarding and satisfying, we agree to:

1. Meet regularly, with our schedule as follows:

2. Look for learning opportunities, and have identified the following opportunities and venues for learning:

3. Maintain confidentiality in our relationship. Confidentiality for us means:

4. Honor the 'ground rules' we have developed for our relationship. Our ground rules will be:

5. Provide regular feedback to each other and evaluate progress. We will accomplish this by:

6. Maintain a Mentoring Log by:

_____ _____

Mentor's signature & date Mentee's signature & date

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PERSONAL DEVELOPMENT PLAN

Mentee Name:

Goal and Timeline	Development Activities	Success Measures	Resources/support
1.			
2.			
3.			
4.			

Mentee and Mentor keep a copy.

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MENTORING LOG

Optional: Record your mentoring activities in the log below.

Date	Mentoring Activity	Outcome

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