



UNC
HEALTHSM

Mentee Reference Guide

TABLE OF CONTENTS

| | |
|---|----|
| OVERVIEW OF MENTORING..... | 3 |
| Welcome | 3 |
| What is Mentoring? | 3 |
| Mentee Specific Benefits..... | 4 |
| Mentor Specific Benefits | 4 |
| ROLES AND RESPONSIBILITIES | 5 |
| Role of Mentors..... | 5 |
| Role of Mentees | 5 |
| What Mentoring IS and IS NOT | 5 |
| Responsibilities of Mentees | 6 |
| Responsibilities of Mentors | 6 |
| How to Be A Great Mentee | 6 |
| Being a Proactive Mentee | 7 |
| What Kind of Mentor Do You Need?..... | 7 |
| TRUST, FEEDBACK, & TIPS AND TRICKS | 9 |
| Building Trust | 9 |
| Behaviors that Build or Destroy Trust | 9 |
| Giving and Receiving Feedback | 10 |
| Mentor Do's and Don'ts..... | 10 |
| Mentee Do's and Don'ts..... | 11 |
| First Meeting Checklist..... | 11 |
| PARTNERSHIP AGREEMENT AND INDIVIDUAL DEVELOPMENT PLAN (IDP) | 12 |
| Mentoring Partnership Agreement | 12 |
| Individual Development Plan (IDP) | 13 |
| REFERENCES..... | 14 |

OVERVIEW OF MENTORING

Welcome

Welcome to the Mentee Reference Guide!

This guide was developed to provide you with the basic concepts and benefits of mentoring and to provide you with tips, tools, and suggestions for your interactions.

Mentoring helps provide resources for mentees to identify short and long-term professional development needs and goals, to network with and learn from experienced leaders, and to promote individual growth.

The ultimate success of the program depends upon the nature of your meetings, your openness with each other, applicable feedback, setting goals, and consistently raising the bar on the interactions to aid the mentees in their journey to the next level.

What is Mentoring?

Mentoring is most often defined as a professional relationship in which an experienced person assists another in developing specific skills and knowledge that will enhance the less-experienced person's professional and personal growth.



Mentee Specific Benefits

- Gains from the mentor's expertise
- Receives critical feedback in key areas and unique opportunity for individualized feedback
- Professional development in key job areas
- Learns (about) specific skills and knowledge that are relevant to personal goals
- Networks with experienced leaders and employees
- Gains knowledge about the organization's culture
- Support to share ideas, frustrations, and successes
- Greater understanding of the organization's structure and business

Mentor Specific Benefits

- Self-growth & self-awareness
- Improve leadership skills
- Expansion of professional network
- Gains satisfaction in sharing expertise with others
- Re-energizes the mentor's career
- Unique insight into the organization and business
- Increased networking and understanding of other areas/roles
- Helps increase engagement levels

ROLES AND RESPONSIBILITIES

Role of Mentors

Mentors provide guidance, advice, feedback, and support the mentee. Mentors also act as a role model, counselor, sponsor, advocate, and ally. Mentors must also build rapport and trust with their mentees to establish supportive and authentic relationships.

Role of Mentees

Mentees roles depend on their need, experience, and the nature of the mentoring relationship. Mentees also play a role in building rapport and trust with their mentors and can be established through communicating openly and honestly, valuing the mentor’s time, and demonstrating ethical and professional behavior.

What Mentoring IS and IS NOT

| ✓ Mentoring is... | ✗ Mentoring is not... |
|--|---|
| <p>❖ A development tool</p> <p>Helps develop knowledge, networks, and careers.</p> | <p>❖ A guarantee of promotion</p> <p>Mentor relationships do not guarantee promotions or advances but instead enable growth and increased job performance.</p> |
| <p>❖ A knowledge sharing opportunity</p> <p>Promotes knowledge sharing and facilitates the flow of information throughout the organization.</p> | <p>❖ A replacement for formal development</p> <p>Mentor relationships do not replace formal or professional training.</p> |
| <p>❖ An organizational culture enhancer</p> <p>Helps teammates better understand the organization’s operations, policies, and culture.</p> | <p>❖ A management replacement</p> <p>Mentors do not take responsibility as the mentee’s manager.</p> |
| <p>❖ Candid and specific</p> <p>Provides honest, specific, and timely feedback to promote growth.</p> | <p>❖ Personal counseling</p> <p>Mentors do not provide mental or behavioral health services.</p> |

Responsibilities of Mentees

- | | |
|--|--|
| <input checked="" type="checkbox"/> Fully engage in the relationship | <input checked="" type="checkbox"/> Identify and track goals |
| <input checked="" type="checkbox"/> Be open to constructive feedback | <input checked="" type="checkbox"/> Critically engage all new experiences and lessons learned – track and organize in mentee journal |
| <input checked="" type="checkbox"/> Set meetings and agendas | <input checked="" type="checkbox"/> Take an active role in own learning and development |
| <input checked="" type="checkbox"/> Follow-up on action items | <input checked="" type="checkbox"/> Follow through on all commitments and value the mentor’s time and experiences |

Responsibilities of Mentors

- | | |
|---|--|
| <input checked="" type="checkbox"/> Meet on a regular basis | <input checked="" type="checkbox"/> Commits to fostering the relationship during the specific period of time |
| <input checked="" type="checkbox"/> Provide quality feedback | <input checked="" type="checkbox"/> Actively listens to the mentee |
| <input checked="" type="checkbox"/> Be available for scheduled/unscheduled conversations | <input checked="" type="checkbox"/> Reviews goals and objectives with mentee |
| <input checked="" type="checkbox"/> Provide positive facilitation and development experiences | <input checked="" type="checkbox"/> Respects mentee’s limits and states their own |

How to Be A Great Mentee

A mentoring relationship requires work, commitment, and follow-through from the mentor and mentee.

Great mentees possess several characteristics. They include:



Motivation



Team player



Communication skills



Committed



Enjoy learning



Positive Attitude

Being a Proactive Mentee

The most successful mentoring partnerships are those in which the mentee takes the initiative and truly drives the partnership. In a mentee-driven partnership, the mentee determines the pace, route, and destination. The mentor is then able to offer insights and counsel that is focused on the mentee’s objectives.

Consider the following questions:

- Are my objectives clear and well defined?
- Am I comfortable asking for what I want?
- Am I open to hearing new ideas and perspectives?
- Do I allow myself to be open and vulnerable?
- Am I receptive to constructive feedback?
- Am I able to show I value and appreciate feedback?
- Am I willing to change or modify my behaviors?
- Do I consistently follow through on commitments?
- Do I make an effort to instill trust?
- Do I openly show appreciation and gratitude?

What Kind of Mentor Do You Need?

Choosing a mentor is personal and should be based on what the mentee is trying to achieve. All mentors are different and have different styles of mentoring. The chart below describes eight different mentor types to consider when choosing a mentor. Read through the different types, descriptions, and ways each is effective and ineffective and identify which one best describes your needs.

| Mentor Type | Description | Effective vs. Ineffective | |
|-------------|---|---|---|
| Advisor | An advisor is someone who makes suggestions and recommendations on what their mentee should do. Advisors also give advice based on their experiences. | <ul style="list-style-type: none"> ❖ Acts as sounding board ❖ Maintains confidentiality | <ul style="list-style-type: none"> ❖ Fixes problems for mentees ❖ Assumes responsibility for the mentee |

| | | | |
|------------|--|---|---|
| Developer | A developer is like a coach but has no specific goals for performance improvements. Developers are good listeners and can point out red flags and positive qualities in mentees. | <ul style="list-style-type: none"> ❖ Gives structure & direction ❖ Provides guidance based on observations ❖ Empowers mentee to handles their own problems | <ul style="list-style-type: none"> ❖ Dictates & controls learning ❖ Looks for quick fixes ❖ Tells mentees what to do |
| Broker | A broker connects mentees with opportunities to grow. Brokers do not give possibilities for growth but rather connects the mentee with an expert in the mentees desired area. Brokers are great for mentees who desire continual learning. | <ul style="list-style-type: none"> ❖ Identifies skills or competency gap ❖ Identifies & facilitates development opportunities | <ul style="list-style-type: none"> ❖ Allows for personal bias ❖ Withdraws, does not follow-up |
| Challenger | A challenger focuses on challenging the mentee by pushing back and having the mentee focus on other possible solutions. | <ul style="list-style-type: none"> ❖ Positively pushes mentee to higher standards ❖ Helps mentee explore other opportunities | <ul style="list-style-type: none"> ❖ Challengers can push too far ❖ Mentee can feel as if thoughts are discounted |
| Clarifier | A clarifier focuses on clarifying issues for mentees rather than directing. Clarifiers can quickly fill gaps in knowledge and are great for mentees who do not need a lot of more structured guidance. | <ul style="list-style-type: none"> ❖ Teaches organizational values & politics ❖ Increase knowledge base | <ul style="list-style-type: none"> ❖ Removes obstacles so mentee does not have to deal with organizational politics |
| Affirmer | An affirmer focuses on being great listeners and mentees can trust that their mentor will talk through issues with them. | <ul style="list-style-type: none"> ❖ Offers needed support ❖ Shows empathy & understanding | <ul style="list-style-type: none"> ❖ Can provide too much feedback |
| Sponsor | A sponsor helps mentees meet the people who will make a difference in their career. Sponsors usually have large networks and credibility to support mentees. | <ul style="list-style-type: none"> ❖ Provides visibility of the mentee ❖ Recognizes the mentee | <ul style="list-style-type: none"> ❖ Promotes mentee at expense of others |
| Protector | A protector helps their mentee prepare for growth by making sure they do not make major career mistakes. | <ul style="list-style-type: none"> ❖ Acts as safety net & supporter ❖ Offers a safe environment | <ul style="list-style-type: none"> ❖ Can be too protective |

TRUST, FEEDBACK, & TIPS AND TRICKS

Building Trust

When people trust each other, they allow their most authentic self to emerge. They feel free to share concerns, insecurities, doubts, successes, mistakes, and learned experiences. Listening to each other builds trust. Sharing reservations and uncertainties builds trust. Most importantly, demonstrating trustworthy behavior and actions builds trust.

Behaviors that Build or Destroy Trust

| Behaviors that Build Trust | Behaviors that Destroy Trust |
|---|---------------------------------------|
| Being a proactive listener | Not paying attention |
| Cooperating with others | Being competitive |
| Openly sharing and being vulnerable | Withholding and keeping people out |
| Actions are parallel to words | Actions are contrary to words |
| Accepting and non-judgmental | Criticizing and disapproving |
| Authentic and true to self | Acting with a hidden agenda |
| Freely admitting mistakes and errors | Blaming others for mistakes |
| Actively seeking out different perspectives | Keeping a closed mind |
| Encouraging others to succeed | Discouraging others from taking risks |
| Having a positive outlook | Projecting a negative perspective |
| Honoring and respecting confidentiality | Breaking confidence |

Giving and Receiving Feedback

Mentees want to receive honest, candid feedback from their mentor. Equally important is the feedback mentees can offer to mentors. Engaging in reciprocal and on-going feedback is a vital component of the partnership.

Effective feedback:

- Is offered in a timely manner
- Focuses on specific behaviors
- Acknowledges outside factors that may contribute
- Emphasized actions, solutions, or strategies

Effective Feedback from Mentee

- Whether the advice or guidance you offered was beneficial and solved an issue
- Whether the mentor communication style and/or actions create challenges to a positive mentoring experience

Effective Feedback to a Mentee

- Mentee strengths and assets
- Areas for growth, development, and enhancement
- Harmful behaviors or attitudes

Mentor Do's and Don'ts

| <u>Do</u> | <u>Don't</u> |
|-----------------------------------|---|
| Listen actively | Fix the problem |
| Support and facilitate networking | Take credit |
| Lead by example | Take over |
| Be aware of role conflict | Threaten, coerce or use undue influence |
| Promote independence | Condemn |

Mentee Do's and Don'ts

| <u>Do</u> | <u>Don't</u> |
|--|--|
| Take initiative | Be passive |
| Value mentor's time | Be late or stay in your comfort zone |
| Share agenda/goals with mentor prior to meeting | Throw something together just before the meeting |
| Clarify goals and expectations | |
| Practice self-reflection | |
| Keep resume, CV, journal, and individual development plan up to date | |
| Clarify your values | |

First Meeting Checklist

Get to Know Each Other

- Share information about your professional and personal life
- Learn something new about your mentee/mentor

Establish Guidelines

- When, how, and where will we meet?
- How will we schedule meetings?
- How will we communicate between meetings?
- What agenda format will we use?
- Will there be any fixed agenda items to be discussed at every meeting?
- How will we exchange feedback?
- How will we measure success?

Partnership Agreement

- A review partnership agreement, sign, and exchange

Confirm Next Steps

- Schedule date, time, and place of future meetings

PARTNERSHIP AGREEMENT AND INDIVIDUAL DEVELOPMENT PLAN (IDP)

Mentoring Partnership Agreement

As a mentor and mentee in this partnership, we agree to abide by the following set of guidelines:

1. Commit to making the time to meet on a regular basis.
 - a. Once a month for twelve months (60-minute durations)
2. Keep the content of our conversations confidential, professional, and beneficial.
3. Practice active listening.
4. Provide each other with honest, direct, and respectful feedback.
5. Other:

Mentor Signature & Date

Mentee Signature & Date

Individual Development Plan (IDP)

IDPs are tools used to assist in personal and professional development and growth. By design, it is to help employees reach both short and long-term goals. The following IDP plan template was adapted from Jenn Labin’s *Mentoring Programs that Work* (2017) and can be used as a guide.

| | |
|--|--|
| Date/Version | This is an ongoing process that should be updated regularly. Dating or versioning the document is a good way to track recent changes. |
| Mentee Name/Title | Name of mentee, mentor/s, job title, and department. |
| Mentor/s Name/Title | |
| Desired Next Role | What is the role you would like to reach for next? This may not be a formal title change; it might include additional responsibilities or stretch assignments. |
| 3 Strengths | <p>Before thinking about areas for improvement, concentrate on the value you bring to your team and organization. How do you leverage your strengths at work?</p> <ol style="list-style-type: none"> 1. 2. 3. |
| Development Goal/s (choose up to 3) | Describe your development goal/s in terms of observable behavior and skills. Explain why you have chosen this goal. Describe how improvement in this goal will help you perform better and how it will affect your team. |
| Action Items | Use specific and measurable language to identify 1-3 actions you will take to increase progress in your goal. Action items should have listed milestones or due dates. |
| Resources | People, technology, systems, or other items needed to achieve this goal. |
| Outcomes | Describe the impact of achieving this goal for yourself and team. |

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