



**PROGRAM OBJECTIVE** – The Mentoring Program has been established to facilitate the career development of the AS4SAN membership. Mentoring is the process by which one person offers help, guidance, advice and support to facilitate the learning and development of another person. Mentoring seeks to provide a safe and unbiased environment where the mentee shares issues that affect their professional success. The focus can be career development as well as things that assist in success such as work/life balance, self-confidence, self-perception, and how the personal influences the professional.

### **WHO ARE THE MENTEES?**

Any AS4SAN member may apply to be mentees, mentors may be from within the AS4SAN family or from afar.

### **WHO ARE MENTORS?**

A mentor is a person who can support, advise or guide another individual. They will typically take time to get to know the mentee, discuss or help the mentee devise goals for the relationship, and monitor progress towards those goals, adjusting work as needed. The mentor may share knowledge, experiences and strategies for navigating specific challenges or more broadly, work towards strategies for meeting career goals.

### **BENEFITS TO MENTEES MAY INCLUDE**

- Developing new skills
- Identifying areas for professional growth
- Increased self-confidence
- Increased self-awareness
- Improved communication skills, and asking for what you want/need
- Increasing network
- Establish processes for strategy in career planning
- Gaining or increasing knowledge of academic or clinical organizational structures, cultures and context
- Exposure to different views/perspectives
- Improved goal-setting skills
- Learning from others' experiences
- Seeing things from others' perspectives, i.e., seeing the many ways of doing the same job

### **BENEFITS TO MENTORS MAY INCLUDE**

- Developing skills in coaching, modelling and listening
- Enhancing self-esteem through recognition of professional abilities
- Increased organisational knowledge, especially from the viewpoint of the mentee
- Developing and demonstrating management skills
- Enhancing leadership skills
- Gaining a sense of satisfaction in assisting a colleague to develop
- Increased job satisfaction
- Enhancing interpersonal skills
- Networking

### **QUALITIES FOR MENTORING SUCCESS**

<b>Qualities of a Good Mentee</b>	<b>Qualities of a Good Mentor</b>
Asks questions	A patient listener
Willingness to be mentored	Inspires trust
Listens, watches, learns and grows	Gives advice without dictating actions
Accepts feedback graciously	Encourages independence yet offers support

Learns from mistakes	Offers candid and constructive feedback as well as compliments
Has courage to try new things	Open and honest
Accepts responsibilities	A good role model through actions and words
Open and honest	Willing to spend time, reach out and share
Respectful and grateful	An effective intermediary

## STAGES OF MENTORING RELATIONSHIP

<p><b>Preparing</b></p> <ul style="list-style-type: none"> <li>➤ Explore personal motivation for mentoring program</li> <li>➤ Identify learning and development areas</li> <li>➤ Clarify expectations</li> </ul>
<p><b>Negotiating</b></p> <ul style="list-style-type: none"> <li>➤ Mentoring pairs come to an agreement on learning goals and how relationship process will work for them</li> <li>➤ Mentor and Mentee discuss topics</li> </ul>
<p><b>Enabling</b></p> <ul style="list-style-type: none"> <li>➤ Implementation of learning phase</li> <li>➤ Mentor nurtures mentee's growth by providing thoughtful, timely, candid and constructive feedback</li> <li>➤ Both Mentor and Mentee monitor learning process and progress</li> </ul>
<p><b>Closure</b></p> <ul style="list-style-type: none"> <li>➤ Both Mentee and Mentor monitor signs that closure should take place</li> <li>➤ Closure involves evaluating, acknowledging and celebrating achievements</li> </ul>

## POSSIBLE MENTEE GOALS AND OBJECTIVES

Engage in career planning discussions with my Mentor to support my professional development and growth
Identify and work towards a promotional opportunity
Gain a greater understanding of the structure and processes and develop a better understanding of the Academic/Research landscape
Develop my leadership skills in order to improve my own performance and/or the performance of my team
Improve my communication skills and confidence so that I can be more effective in my role
To undertake a specific project to develop certain skills
To apply for a research grant and achieve a successful outcome
To increase networks and build relationships outside of my immediate workgroup

## Other topics that may arise

Dealing with difficult people
Managing/dealing with change
Work/life balance
Time management
Financial skills
Assertiveness
Strategic planning
Staff management

## TIPS FOR PROVIDING GOOD MENTORING SUPPORT

Help the Mentee to identify areas for learning, growth or change
Work with the Mentee to establish a set of specific, measurable and achievable goals to address identified areas for mentoring
Help the Mentee identify barriers and limiting actions, beliefs or behaviours and assist Mentee to identify strategies to address these
Engage the mentee in an exploration of alternative solutions and ideas
Challenge assumptions and perspectives to provoke new ideas and possibilities for action
Assist the Mentee to identify opportunities and strategies that will lead to the achievement of the desired goal/s
Monitor Mentee progress and make adjustments to the mentoring plan as required
Acknowledge Mentee's progress and praise Mentee's success
Provide Mentee with constructive feedback as required
Prepare for the scheduled mentoring sessions and review information obtained during the last session with the Mentee
Keep mentoring sessions on track by focusing on mentoring plan, strategies and achievement of agreed goals
Be flexible to shift mentoring directions if required – often what is initially identified by the Mentee as a goal changes during the course of the program
Positively challenge Mentee when strategies/agreed tasks are not followed through
Keep journal / written notes of the mentoring plan and Mentee progress
Seek feedback from the Mentee on the effectiveness of the mentoring partnership
Refer the Mentee to another person or terminate the relationship if the Mentee's needs are beyond the Mentor's expertise

This form is a guide that may be used at the first meeting between Mentor and Mentee, who should discuss their expectations of the relationship, mentee's goals and learning outcomes as well as ground rules [confidentiality and access]. Further discussion on how you would like to meet [frequency, venue, time etc] is also recommended.

**Goals:** (What would you like to achieve?)

**Learning Outcomes:** (At the end of the relationship what learning will have occurred?)

**Ground Rules:** (Confidentiality, access, issues to be discussed/not discussed)

**Process Agreed to:** (when, where, for how long..)

**Expected time frame and frequency of meetings:**

**Other comments:**

**SAMPLE JOURNAL ENTRY – MENTORING MEETING**

<b>Date of Meeting:</b>	
<b>Topics discussed:</b>	
<b>Comments/reflections:</b>	<b>Mentee</b>
	<b>Mentor</b>
<b>Actions/Where to next?</b>	<b>Mentee</b>
	<b>Mentor</b>
<b>Next meeting:</b>	
<b>Signature of mentee</b>	<b>Signature of Mentor</b>