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Navigating the Mentor/Mentee Relationship: Roles and Expectations

Juliette Cooper, PhD, OT(C), O.T.Reg.(MB), FCAOT

Andrew Halayko, PhD, FCAHS

Rady Faculty of Health Sciences



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What is Mentoring?



A process whereby an experienced, highly regarded **empathetic person guides another (usually junior) individual in the development and re-examination** of their own ideas, learning, and personal and professional development.

The mentor, often in the same organization as the mentee, achieves this by listening or talking in confidence to the mentee.

Who Needs a Mentor? What are Your Needs?

Think about the following:

- What does a mentor look like to you? Do you need one? Have you been one?
- What is the difference between a mentor and a supervisor or advisor?
- What is the difference between formal versus informal mentorship?
- How do you identify a mentor?
- How do you engage a mentor? Establish a relationship?
- What do you expect from a mentor?



Mentor or Advisor? They're Different!

Mentoring focuses on helping build mentee's career

- altruistic, non-judgmental
- holistic - professional and personal
- spans career spectrum
- can be multiple people, local and external

Advising/supervising focuses on defined goals

- specific issues
- deals with the "task at hand"
- multiple, opportunistic relationships
- evaluative



Need for Mentorship - A Tether at Precipitous Career Points



Career paths have unique needs:

- Academic
- Non-academic



What Should You Expect from a Mentor?

The mentor:

- Engages the mentee in all aspects of training and development, understands the mentee's vision
- Is non-judgmental
- Shares networks and contacts
- Celebrates to motivate, at launch and at completion
- Supports skills development (e.g., writing , grant & paper review, leadership, teaching and course development)
- Guides rather than leads
- Respects relationship boundaries – is meticulous about confidentiality



Lee, Dennis and Campbell. *Nature* 447:791-797 2007



What Should You Expect from a Mentee?

The mentee:

- Has goals for career and for the mentor-mentee relationship
- Takes responsibility for her/his own learning
- Sets the agenda
- Seeks advice, not direction
- Is open about goals and needs
- Is open to change
- Takes risks
- Is realistic about what the mentor can do
- Respects the mentor's time
- Self-evaluates, reflects on his/her progress
- Seeks and accepts constructive criticism



<http://www.insala.com/Articles/top-10-tips-for-being-a-good-mentee.asp>



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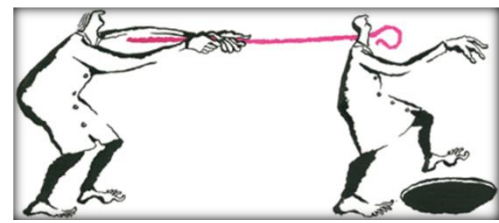
Tips for Good Mentoring

Open door availability

- *Regular meetings*

Inspiration-Optimism

- *Analysis of success & failure*

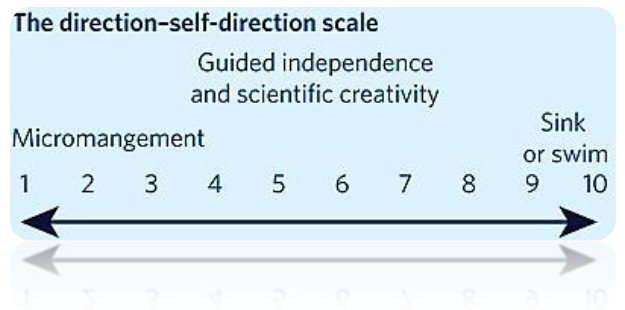


Balancing direction & self-direction

- *“work with me not for me”*

Practice answering questions with a question

- *Listen and promote self-assessment*



Lee, Dennis and Campbell. *Nature* 447:791-797 2007



Rules for the Mentor-Mentee Relationship #1

Mentee:

- Good mentees are proactive, with clear vision
- Realize that not all advice is good – even from a well-intentioned mentor
- If you find someone helpful, adopt him or her as your mentor (one can never have too many mentors!)

Mentor:

- Listen, listen, listen!
- Be meticulous about confidentiality
- Encourage reflection, avoid direction
- Know your limits
- Know and respect the boundaries of the relationship



Rules for the Mentor-Mentee Relationship #2



Good mentors:

- Listen, support & open doors
- Appreciate mentee's vision
- Encourage reflection
- Set a good example
- Have a tremendous impact on someone else's life

Good mentees:

- Are proactive – set the agenda
- Have “vision”
- Leverage mentor's insight
- Choose advice wisely: it's not all good!
- Seek out help & useful people
- Let the truth motivate!



Take Home: Mentor-Mentee Relationship

Need for mentorship is great

- professional and personal at **all** career stages

Good mentors understand and respect the importance of their role

- knowing mentee's goals, building skills, opening doors,

Good mentees are active

- have clear vision, know good advice when they hear it

“the mentor-mentee relationship is almost intimate; it requires mutual respect & commitment, and communication. It means leaving your ego out of making and receiving constructive critique ... it means working together ... ”



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