

Mentor Handbook

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Being a mentor is a beautiful gift and legacy to give to someone. To be an effective mentor, we must grow and continue to learn.

“No mentoring system can just make individual mentors without the development they need for the role. It is imperative to include development for mentors, no matter how experienced they may be. If a mentor refuses this, then that tells you they do not have the right character to be a good mentor.” (Owen H. 2011)

What are the benefits of mentoring?

- Mentoring is a compelling way of helping people make significant personal transitions.
- Mentoring addresses current issues for the individual learner.
- Mentoring supports self-development and career management.
- Mentoring addresses gender and diversity issues, with proof that women with mentors move up the organization more quickly.
- Mentoring is a robust process for making sustainable progress based on the positive partnership of two people.
- During the process, both mentor and mentee learn and grow.

Scientific evidence of mentorship effectiveness (See the section Addendum for link)

- Mentoring improves career satisfaction, career enhancement, faculty retention, and faculty productivity (*Sambunjak et al. 2006*)
- Academic faculty promote two years faster with mentoring (*Morrison et al. 2014*)
- Mentoring improves self-efficacy of faculty members (*Wingard et al. 2004*)
- Mentoring improves overall academic performance, including teaching, research, and administration (*Illes et al. 2000*)

Qualities of a good mentor

- Willingness to help people grow and develop
- Willingness to use development plans and give honest feedback
- Knowledge about the organization, its environment, and goals
- Belief in team spirit and a willingness to share information and knowledge (but to maintain agreed confidentiality)
- Strong interpersonal skills, especially empathy
- Leadership
- Credibility with their peers and those they will be mentoring
- Willingness to take responsibility
- Excellent communication
- Knowledge of how to use personal power and influence to get things done
- Potential to be a role model for mentees

What a good mentor would do for his/her mentee:

- Establish and build a rapport
- Listen actively
- Have a positive mental attitude
- Ask insightful questions
- Provide feedback
- Signpost sources of help
- Commit to achieving agreed goals and actions

Preparation as a mentor

- Identify a mentor's own development needs and setting goals
- Develop and implementation plans for a better mentoring
- Maintain documentation on the learning and outcomes as a mentor
- Keep in regular contact with the coordinating team about progress and any problems

Things to avoid in mentoring

- Lacking the right skill – No one should go into mentoring without development first.
- Time pressure – Do not cancel the prescheduled session with the mentee. It is vital that the mentor regards this work as an essential part of their role and not an extra.
- Being controlling – If a mentor is controlling, he/she will not allow the mentee to find his/her route through organizational politics and work.

Tips for a better mentoring

- Mentors are not required to solve or fix the mentee's problem.
- Mentors must listen actively, be in the present moment, and put what they hear in the mentee's content, not their own.
- Only feedback that is useful, encouraging, and constructive will help mentees.

What is active listening?

- Ability to pick up the non-verbal communication (body language, facial expression, tone of the voice)
- Ability to learn to put their solutions aside, not judge, and instead listen from the place where the mentee is and put themselves there.
- Not "Why do you want the promotion?" instead "What is it that attracts you to this promotion?": the second question does not sound confrontational, but it is still searching.

REFERENCES

1. Owen H. The Complete Guide to Mentoring: How to Design, Implement and Evaluate Effective Mentoring Programmes, Kogan Page, Limited. (2011)
2. Friehling E. Mentoring in Academic Medicine. Grand Round at Department of Anesthesiology and Perioperative Medicine. February 27, 2020, <https://pitt.hosted.panopto.com/Panopto/Pages/Viewer.aspx?id=6e31d673-95c6-46d6-8153-ab6f001b1315>

Addendum: Scientific evidence of mentorship effectiveness

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Mentoring improves overall academic performance, including teaching, research, and administration