

# Mentee Handbook

<https://www.academicprofessionaldevelopment.org/>

## 1. 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.

## 2. Scientific evidence of mentorship effectiveness (See the section below 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*)

## 3. What is the mentee's responsibility?

- Be willing and able to take responsibility for their development, rather than expect or wait for the organization to provide development
- Have a high level of motivation to set goals and implement strategies to achieve them
- Receive feedback positively and be open-minded to different perspectives
- Be willing to share information by feeling and discussing issues honestly within the ethos of confidentiality and respect
- Be willing to take risks, try new ways of doing things, and look for solutions to problems
- Seek challenging assignments and be willing to act on their initiative
- Be motivated by learning rather than just promotion and status
- Be reflective, making time and space to review their experience, values, and skills and identify development needs
- Be willing to keep a learning log and Personal Development Plan
- Be self-disciplined by following through on action plans and assignments
- Be enthusiastic and positive, prepared to exert effort, look for opportunities and not be passive in challenging situations

#### 4. What mentee must do first

##### Create a Personal Development Plan (PDP) that includes

- Where the mentee is at that moment and their current reality
- How much time they will commit to mentoring (at least 12 months and ideally >18 months)
- Their objectives for mentoring
- Their strengths and weaknesses
- What actions they will undertake
- What changes they have made

##### Tips for a good PDP

##### SMART objectives

- Specific
- Measurable
- Achievable
- Realistic
- Time-bound

##### Egan's seven-point goal setting process

- Objectives should be stated using the past participle. For example, "I want to stop smoking" becomes "Within three months, I will have stopped smoking completely."
- Objectives should be clear and specific. Instead of "I want to be a better manager," it should be "I will have improved my decision making and delegation skills by the end of the next month."
- Objectives should be measurable and verifiable using clear statements such as "My sales will increase by 100%."
- Check that the necessary resources are available for the goal to be realistic.
- The goal should be stretching as well as achievable.
- The goal should be in congruence with the mentee's values to be achievable.
- A definite time scale is imperative: "I will complete the project by the end of November 2020."

#### 5. What mentee must do as follow-up

##### Record in the meeting journal

- Date of mentorship meeting
- Content of discussion
- Milestone achieved
- New milestone to be achieved

##### Follow up PDP

- The goal they wish to achieve in terms of outcome or result
- The date by which they expect to accomplish the goal

- The development skill or experience they wish to gain in measurable terms
- The action to take for each step
- The required resources, such as information
- A status report, for discussion with their Mentor
- The data of the discussion and what additional actions have been agreed

#### Tips for an excellent follow-up

- Learn how to deal with honest feedback in a positive way
- Understand one's mindset and how this affects behavior and openness to developing
- Develop goals, seek challenges and keep a Personal Development Plan and learning journal
- For learning to happen, reflection has to be included in the process
  - i. Reflection = a critical process that seeks to encourage the questioning of taken-for-granted assumptions so to reflect critically on how the reality of the social world, including the construction of the self, is socially produced and therefore open to transformation (Alvesson and Willmott, 1992)
  - ii. The best way to add reflective learning is for the mentee to keep a learning journal
    1. What have I discovered about myself?
    2. What do I know now that I did not before?
    3. What do I now understand about how I learn?
    4. How will all this information influence work in the future?
    5. How do I feel about this?

## **6. Scientific evidence of mentorship effectiveness**

- Sambunjak et al. JAMA, 2006  
<https://jamanetwork.com/journals/jama/fullarticle/203257>  
*Mentoring improves career satisfaction, career-enhancing, faculty retention, and faculty productivity*
- Morrison et al. Medical Teacher, 2014  
<https://www.tandfonline.com/doi/full/10.3109/0142159X.2014.899683>  
*Academic faculty promotes two years faster with mentoring*
- Wingard et al. Academic Medicine, 2004  
[https://pubmed.ncbi.nlm.nih.gov/15383376/?from\\_single\\_result=15383376&expanded\\_search\\_query=15383376](https://pubmed.ncbi.nlm.nih.gov/15383376/?from_single_result=15383376&expanded_search_query=15383376)  
*Mentoring improves self-efficacy of faculty members*
- Illes et al. Academic Medicine, 2000  
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*Mentoring improves overall academic performance, including teaching, research, and administration*

## 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>