THE UNIVERSITY OF BRITISH COLUMBIA
Faculty of Medicine

Guide for Mentors

What and Why mentor

Mentoring helps connect diverse staff, facilitate communication and enhance lifelong professional development through sharing of experiences and knowledge.

Benefits to being a Mentor:

- Providing a sense of satisfaction derived from the mentee's progress
- Providing a sense of pride in developing the next generation through guidance, motivation and/or support.
- Providing the opportunity to disseminate expertise and skills i.e. leadership skills
- Gaining exposure to new ideas and theories (questions from mentees can spur personal research and self-generated learning opportunities)
- Enabling personal development through supporting the development of another
- Reflecting on own personal goals
- Expanding your network outside of immediate work colleagues

Role and Responsibilities

Mentor is to encourage, support and contribute to the development of the mentee through thoughtful conversation, consultation and guidance. A mentor must be willing to share their experiences and support the creation of space for reflection.

Act as a Role Model - demonstrate the behaviours that have made you successful.

Listen Actively - allow mentees to lead the process, give time and space for them to ask questions and convey their desired outcomes. Ask questions to find out information.

Be a Sounding Board – provide a place where mentees can bounce off ideas and try out solutions. Mentees should be encouraged to make their own decisions. Advice is not always needed or desired.

Provide Guidance – Provide information and knowledge; career development, support and encouragement. Offer different perspectives, be a critical friend and encourage self reflection. When a mentee seeks advice, provide suggestions. To advise effectively, understand the qualities, skills and experience of mentee.

Assist with Skill Development – for example, assist with practice for important meetings and/or invite them to some yours to share good practices.

Create a Safe Learning Environment – assure mentees of open, honest, mutual respect and confidentiality in all communications.

Understand Objectives – ask a lot of questions to ensure you understand what mentees hope to achieve.

Encourage and Inspire – encourage and support mentee to achieve their own objectives.

Confidentiality – maintain confidentiality regarding shared information.

Diversity in Mentorship – careful considerations of issues that may arise with mentorship across boundaries of gender, race, ethnicity, sexual orientation, or religion etc.

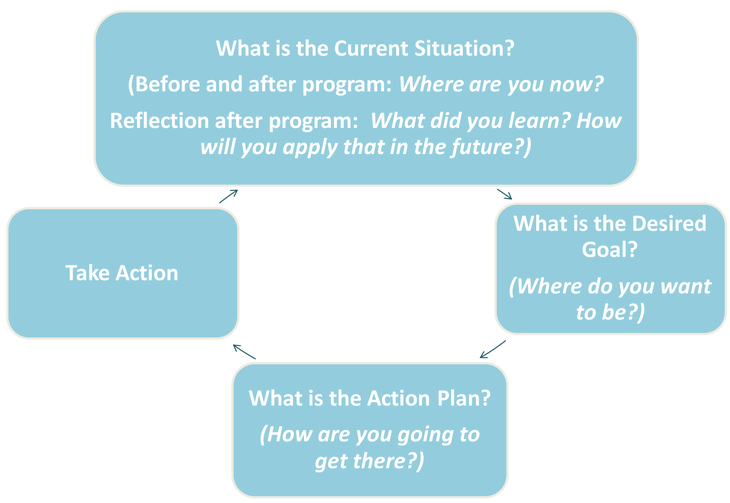
Reflection Questions before Meeting Mentee

- What is my purpose for mentoring this person?
- What do I need to know about my mentee?
- What does my mentee need to know about me?
- Are there any barriers to me being and effective mentor? If so, what can I do to overcome these?

In your first meeting:

Establish Mentoring Agreement – establish mutually agreed upon ground rules, boundaries, expectations, agenda and goals for discussions, and rules of engagement

Conversation model:



ORGANIZATION

Our goal is to cultivate a respectful, inclusive and discrimination-free organizational culture with systems that support everyone in achieving their fullest potential.

Establish Supportive Environment and Build Rapport

- Location of discussions – private, neutral space
- Time – sufficient time, without interruptions
- Approach – actively listen, empathetic

Ask Good Effective Questions

- Appropriate phrased questions can unlock new ideas, challenge limiting assumptions and bring new insights.
- Use open ended questions: **WHO WHAT WHEN WHY HOW**

Questions are can be used to:

- Gather information
- Deepen understanding
- Clarify facts
- Explore different perspectives
- Highlight/Reflect on important points
- Demonstrate interest
- Move discussion forward
- Identify ideas or solutions
- Build commitment and motivation

Core Mentoring Skills

- Offer constructive feedback
- Share experiences
- Provide advice – best practices

What If It Is Not Working?

Hopefully you will find yourself in a productive mentoring relationship that is rewards for both mentee and mentor. However, mentoring arrangements can and do break down for a variety of reasons. If you find yourself in a mentoring relationship that is not working, these are some ideas to address and/or resolve the issues:

Ask for feedback. Ask your mentee how they are finding the mentoring arrangement. By doing so, you have more information to help you decide how to proceed.

Acknowledge the issue openly. Be honest and jointly explore ways to get the relationship working more effectively.

End mentoring relationship constructively. Have a constructive discussion about how you can progress beyond this mentoring arrangement. Seek for suggestions of other support or information that might be useful to you. Thank them for the support they have provided during the mentoring arrangement.

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