1. **Communicate to mentees the importance of mentoring to their development as researchers and professionals in their field.**

   Definition of *Mentoring*

   Mentoring is a collaborative learning relationship that proceeds through purposeful stages over time and has the primary goal of helping a mentee to acquire the essential competencies needed for success in a research (or other) career.

   Potential Benefits For Mentees Include Increases In:

   - Job satisfaction
   - Career self-efficacy
   - Research productivity
   - Career satisfaction and commitment
   - Socialization to the profession and local environment

2. **Mentoring can take many forms, each of which has its own benefits and challenges.**

   Examples of Mentoring Models

   - *Traditional mentoring*: An aspiring junior researcher is paired with a senior investigator (or team of senior investigators).

   - *Group mentoring:* A small number of experienced senior investigators collectively serve as mentors for a larger cohort of junior researchers.

   - *Peer mentoring:* A pair or small group of researchers, all at similar career stages, gather for the purpose of mutual career development and support.

3. **The roles and responsibilities of a mentor fall into two general domains: career-enhancing and psychosocial. Mentoring in both domains is critical to a mentee's development.**

   Career-enhancing Roles: Mentors are focused on the external performance of mentees, specifically their professional and intellectual development. Examples of mentor responsibilities in this domain:

   - Offering guidance in research (planning, execution, and dissemination stages of projects)
   - Enhancing teaching practices
   - Developing career management skills (applying for positions, advancing in a career)
   - Identifying opportunities for professional development
   - Fostering independence
   - Being an advocate
   - Brokering opportunities

   Psychosocial Roles: Mentors are focused on shaping mentees' internal values and attitudes that will contribute to their success in the profession. Examples of mentor responsibilities in this domain:

   - Clarify professional identity
   - Model the behaviors, attitudes, values of the profession
   - Provide encouragement
   - Enhance confidence

4. **Because mentoring is a "two-way street," it is important to discuss with mentees *their* roles and responsibilities for creating an effective mentoring relationship. Some examples follow.**

   Preparing for Mentoring

   - Clarify your, and your mentor's, values and preferred work style
   - Identify your short- and long-term career goals
   - Clarify your professional development needs
   - Identify specific objectives for the mentoring relationship

   Choosing a Mentor

   - Recognize that one mentor may not fit all of your needs
   - Assess the fit between you and the potential mentor

   Cultivating the Mentoring Relationship

   - Discuss and align your and your mentor's expectations for the relationship
   - Take initiative and follow through on commitments
   - Share and be receptive to constructive feedback
   - Communicate well
   - Respect your mentor's time

5. **A formal mentoring relationship generally consists of four phases:**

   1. Preparing: Self-reflect and determine the fit between mentor and mentee

   2. Negotiating: Set expectations for the relationship; outline a vision, goals, strategies, and a timeline for the mentee's career advancement and mentor's roles in supporting these; use this information to create an individual development plan (IDP)

   3. Enabling: Implement the mentoring plan, meet regularly, evaluate progress towards goals, address emergent challenges and opportunities

   4. Closing: Conclude or prepare for a next iteration of the mentoring relationship

6. **The ability to build healthy mentoring relationships requires a mentor to use a number of personal attributes and proactive strategies, such as the following:**

   - Appreciate individual differences in mentees, with an openness to adapting one's mentoring approaches
   - Increase awareness of cultural diversity and its impact on mentoring
   - Communicate openly and often
   - Use appropriate self-disclosure to share one's experiences, including failures
   - Establish trust
   - Create and respect boundaries with mentees in areas such as time, confidentiality, and respect.
   - Align expectations
   - Provide a mixture of support, challenge, and vision
   - Employ self-awareness and engage in self-reflection about one's mentoring practices