

MENTORSHIP SUPPORT GUIDE

Context

Agrotecnio wants to offer a mentorship guide for those researchers that will need a person to trust when they begin to work for them or begin their studies in the Center. The mentor will take an interest in their mentee's well-being and their career. The mentor and mentee may have both a personal and professional relationship. A good mentor should be able to adapt their mentoring style, depending on the personal goals, culture, and background of their mentee. So at the end the mentor decides when a trainee becomes a researcher. At this point, mentors must be willing to let go of their assistants, and trainees should be ready to pursue independent research utilizing the knowledge and skills imparted by their mentor.

Because like John Crosby said: "Mentoring is a brain to pick, an ear to listen, and a push in the right direction."

What is mentoring?

Mentoring is a personal development practice structured around the relationship between a mentee and a mentor. Mentoring most often takes the form of a one-on-one relationship (the mentee learns by engaging with a mentor of greater experience), but may also involve peer-to-peer mentoring (sharing experiences with colleagues at a similar career level) and group mentoring (involving multiple mentees and/or multiple mentors). Over the course of her career, a researcher's need and opportunities for mentorship are likely to change many times—at times having one or several mentors, or having none at certain periods—and those mentoring relationships are likely to change in accordance with distinct career stages.

The core values of effective mentoring relationships are:

–Acknowledging and building relationships.

–A shared understanding of the purpose and/or vision for the mentoring arrangement and a commitment to learning together.

In authentic mentoring relationships, learning and mentoring interactions should be transformative, assisting in the development and maturation of the individual or group.

In addition, mentoring should distinct customs, practices, and ways of being and values including:

- Reciprocity – a relationship based on mutual exchange.
- Service – working for the benefit of others.
- Respect – holding others in high esteem and accepting them for who they are.
- Relationships – establishing and valuing interactions with others.

In practice, these values are manifested in different ways.

Mentoring is:

- Intended for the personal benefit of the mentee in that its purpose is to improve the confidence and competence of the mentee, most typically in areas of career development and in dealing with inter-personal issues in the work place. However, there are also clear benefits for the mentor including the personal satisfaction of supporting the development of others and increased opportunities to reflect on one's own practice.
- Voluntary – the mentee or mentor are able to withdraw at any time.

Determining the need for a mentoring relationship

The mentee should have a genuine commitment to learning and growing for mentoring to succeed.

A mentee needs to carefully identify, as well as they can, their needs when thinking of entering a mentoring relationship. Such needs may include the following:

- Independent career planning advice from someone who has relevant experience.
- A significant change in role, producing new and complex situations that are very demanding.
- Wishing to develop new personal skills or wider perspectives on their role and its possibilities.
- Better understanding the interpersonal dynamics of the workplace.
- Discussing professional issues with someone who is independent of their organization and who brings a significantly different perspective.

Identifying a mentor

There is no single way to initiate discussions about whether to seek a mentor. Some common examples are:

- A researcher is advised by their supervisor or manager that there are benefits from having a mentor, and encourages him or her to seek one.
- The organization employing the researcher actively encourages opt-in to a mentoring scheme within the organization.
- A researcher suggests to another researcher that he or she might benefit from mentoring.
- A researcher realizes there are benefits and decides to seek a mentor.

A potential mentor can be identified in a variety of ways, such as:

- Through the mentee own support community.
- A personal approach by the mentee to someone they consider might be suitable.
- A manager or senior colleague offering suggestions, and if requested arranging an introduction.
- By invitation or asking to join an existing mentoring group.
- Introduction services run by the mentee professional body or a learned society.

Selecting a mentor

The success of a mentoring relationship depends on establishing a level of trust, where both parties feel able to disclose and discuss matters openly and frankly. The mentee must perceive their potential mentor to have empathy with their needs and to be able to listen to them with an open mind. In selecting a mentor the mentee should generally prioritize interpersonal qualities – such as trust, empathy, and general life skills and experience – above particular professional attributes such as specific types of research experience or technical knowledge.

The potential for establishing a mentoring relationship is normally best explored by meeting face to face, but on the clear understanding that to do so does not place an obligation on either party to continue.

Establishing and managing a mentoring relationship

While the circumstances of each mentoring relationship will be unique, in accordance with the personal needs of the mentee, each party should have a clear understanding of their mutual expectations. Some measures and actions that may help ensure a productive mentoring relationship are:

- Agreeing to an initial trial of the mentoring relationship.
- Establishing a common understanding around the need to maintain complete confidentiality
- Agreeing to review the mentoring relationship after a fixed time, while they write a review form (*example behind*).
- Keeping a mentoring diary as a record of topics discussed and actions proposed or taken.
- Establishing a protocol around how often to meet, for how long, in what format, and whether or not to structure the meetings.
- Establishing boundaries for the scope of the mentoring relationship.
- Determining a mechanism for the mentee to contact the mentor if an emergency arises.

The lifespan of a mentoring relationship

Whilst some mentoring relationships will have a long life time, others will be for a shorter term; some relationships pause temporarily, and others run their course. Ending a mentoring relationship by mutual agreement (other than as the result of a specific event that destroyed trust, or a loss of reciprocity) should be viewed as a healthy progression in the career progression of the mentee, and not a failure or sign of weakness in the relationship. Thus, the mentor and mentee need to be able to openly discuss ending the relationship and be prepared to accede if the other wishes to end the relationship.



Mentoring Agreement Form

Mentor name _____

Mentee name _____

We are voluntarily entering into a mentoring partnership, which we expect to benefit the mentor, mentee and **Agrotecnio** _____

We want this to be a productive and rewarding experience, with most of our time spent in collaborative development activities. To minimize the possibility of confusion, we have agreed to the following: _____

Confidentiality _____

Duration of the mentoring partnership _____

Frequency of the meetings _____

Approximate amount of time to be invested by the mentor _____

Specific role of the mentor _____

Estimated ending date of partnership _____

Objectives and additional points _____

We have discussed the mentoring experience as a further developmental opportunity and its relationship to the policies of **Agrotecnio** _____

We have created a detailed individual development plan, to be maintained by the mentee. _____

We agree to a no-fault conclusion of this partnership if, for any reason, it seems appropriate. _____

Mentor signature _____ Date _____

Mentee signature _____ Date _____

This form is an agreement between the mentor and the mentee. It may be added to your performance appraisal.

Assessment Review Form

Date: _____

Mentor name _____
Mentee name _____

On a scale of 1 to 5, with 5 indicating “strongly agree” and 1 indicating “strongly disagree,” please indicate your degree of satisfaction with the following aspects of your mentoring relationship.

Description	Rating 1–5										
Mentoring partnership is working well	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Meetings have been held regularly and on schedule	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Appropriate amount of time has been devoted to program	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Personal and professional development issues have been established	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Clear goals and objectives have been set	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Trust and confidentiality have been established	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Mentor/mentee listens well and is responsive	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Progress has been observed in areas chosen for development	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Barriers encountered during mentoring process have been resolved	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Topics to be discussed over the next months have been defined	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Program is meeting expectations	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Mentoring relationship should continue	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Additional comments:



Final Review Form

Date: _____

Mentor name _____

Mentee name _____

On a scale of 1 to 5, with 5 indicating "strongly agree" and 1 indicating "strongly disagree," please indicate your degree of satisfaction with the following aspects of your mentoring relationship.

Description	Rating 1–5										
Program met my expectations	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Developmental goals and objectives were accomplished	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Meetings were held regularly throughout the year	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Topics defined for discussion were covered during the program	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Allowed to devote the time necessary to the program	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Learned a great deal from mentor/protégé	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Mentoring will continue on an informal basis at official end of program	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Program should be utilized by colleagues	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Program was worthwhile	<table border="0"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td><td><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Additional comments:
