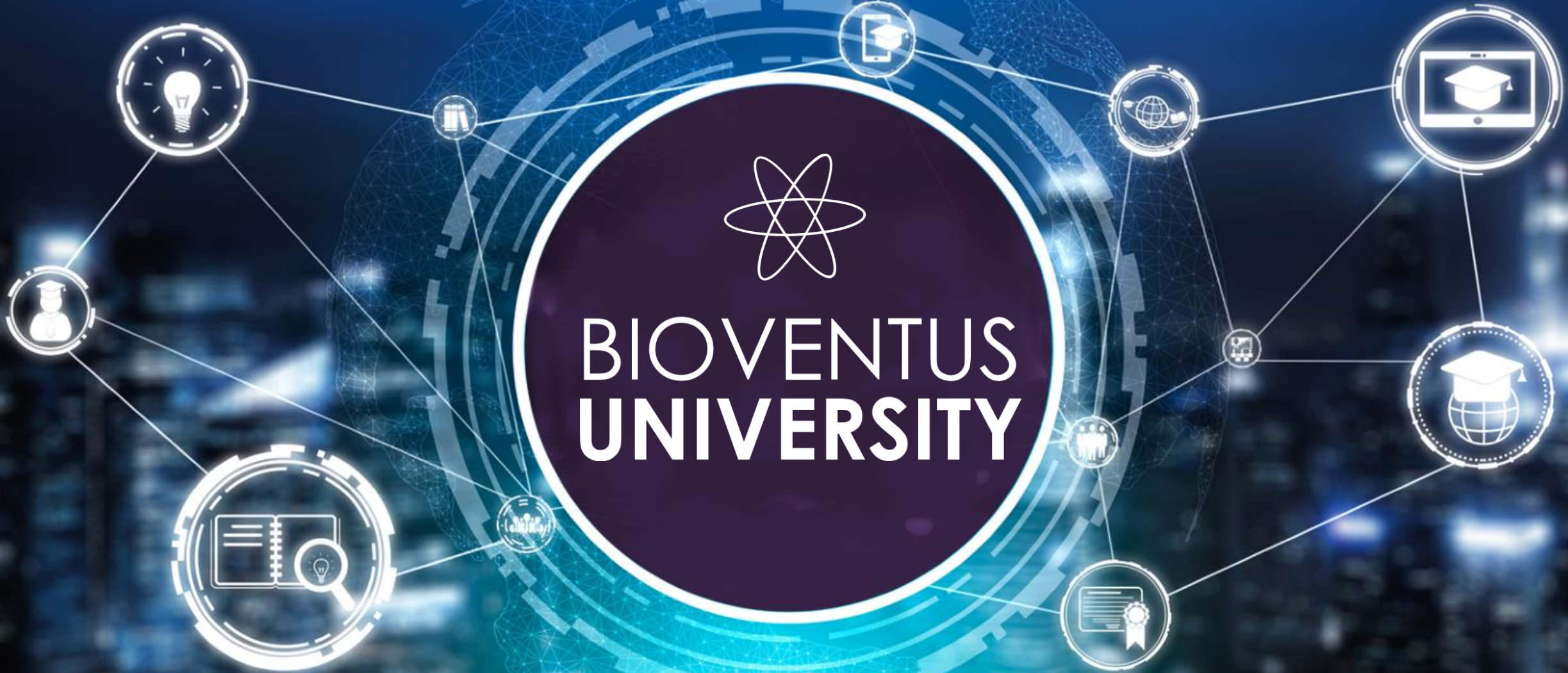


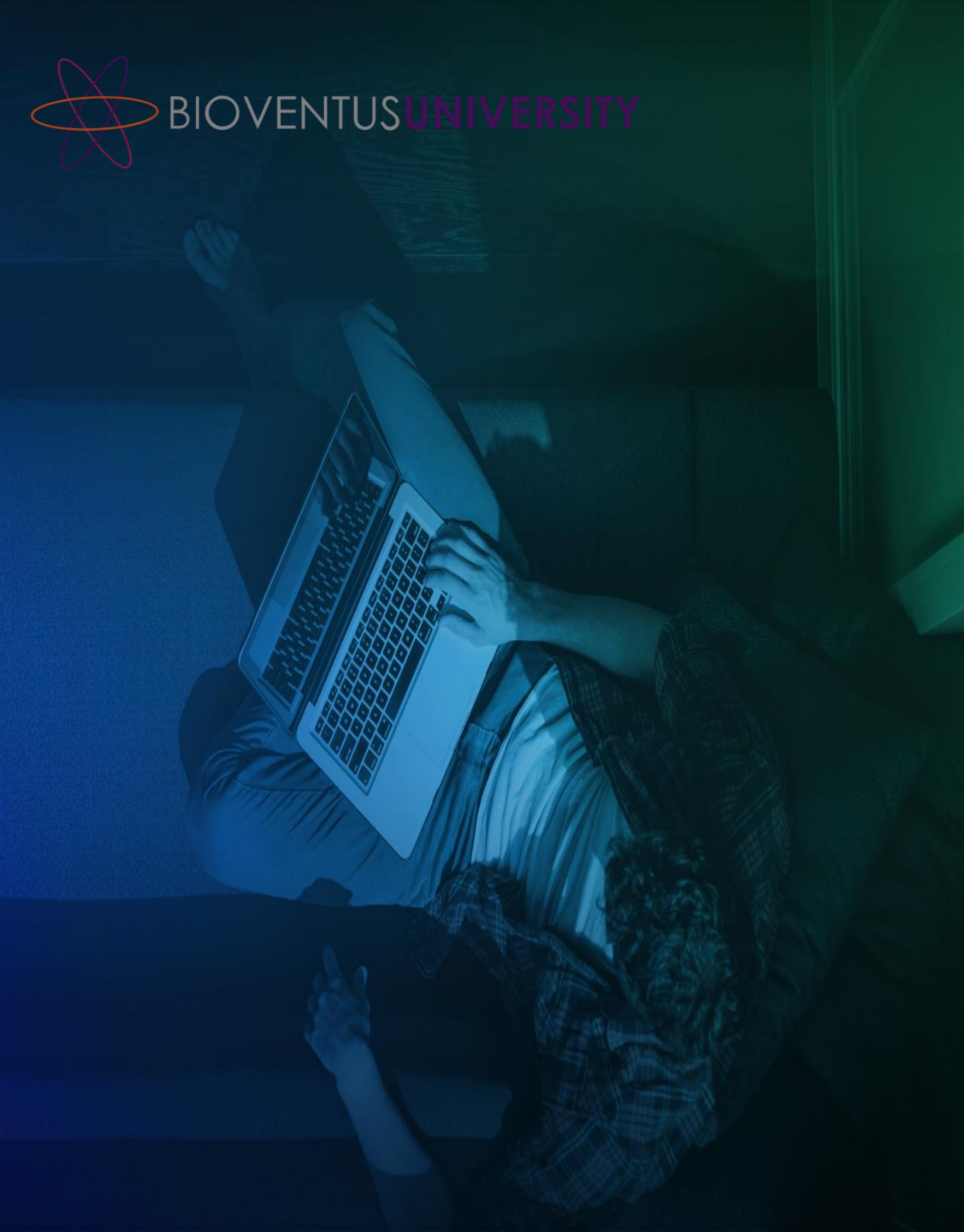
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Mentor Handbook

Establish a Productive Mentoring Relationship



Understand the Value

UNDERSTAND THE VALUE

➤ Derive Organizational and Personal Benefits from Mentoring

Effective mentoring programs benefit the mentor and the organization by promoting a development culture, increasing knowledge sharing, driving performance, and expanding networks, as detailed below:

Benefits of Mentoring to the Mentor, Mentee, and Organization

Benefits to the Mentor

- ✓ Drives self-awareness
- ✓ Expands the mentor's professional network
- ✓ Improves leadership skills
- ✓ Increases awareness of available talent throughout the organization
- ✓ Increases likelihood of receiving a promotion
- ✓ Increases visibility throughout the organization

Benefits to the Mentee

- ✓ Accelerates development
- ✓ Enhances self-esteem and confidence when interacting with senior leaders
- ✓ Expands the mentee's professional network
- ✓ Increases job satisfaction and effectiveness
- ✓ Increases likelihood of receiving a promotion
- ✓ Increases perspective and knowledge of different functions

Benefits to the Organization

- ✓ Builds bench strength
- ✓ Creates a culture of development
- ✓ Drives employee engagement and retention
- ✓ Fosters productivity and performance
- ✓ Increases cross-organizational communication
- ✓ Provides a low-cost development opportunity

UNDERSTAND THE VALUE

➤ Recognize What Mentoring Is and Is Not

It is important that both you and your mentor recognize what does and does not constitute a mentoring relationship, as detailed below:

Definition of Mentoring

Mentoring Is...	Mentoring Is Not...
✓ Development Tool — It is a development program that grows knowledge, networks, and careers. The process allows more experienced employees to support and develop other employees. ✓ Knowledge Sharing Opportunity — It is a process that improves cross-functional knowledge sharing and facilitates the flow of information and ideas throughout the organization. ✓ Organizational Culture Enhancer — It can help employees better understand the organization's operations, policies, and culture.	✗ Guarantee of Promotion — A mentoring relationship provides no assurance of promotion or increase in compensation. However, both parties may develop competencies and skills that improve overall job performance. ✗ Replacement for Formal Development —Mentoring cannot take the place of formal training, but rather should augment formal development activities. ✗ Management Replacement — The mentor should not take on the responsibilities of the mentee's manager. ✗ Employee Assistance Program — Mentoring is not an employee

UNDERSTAND THE VALUE

➤ Identify the Differences Between Mentoring and Coaching

Mentoring and coaching differ in their objectives, impacts, and durations, as detailed below:

Differences Between Mentoring and Coaching

Mentoring	Coaching
▪ Helps facilitate a culture of growth and development within the organization	▪ Assesses and improves an individual's performance in a particular area
▪ Concentrates on the individual's development needs and goals based on his/her career aspirations	▪ Concentrates on identified issues with clear goals to develop specific skills and behaviors
▪ Mutually benefits both the mentor and mentee	▪ Disproportionately benefits the person being coached
▪ Builds a long-term relationship dependent upon participants' performance through various career stages	▪ Sets a time-bound relationship defined to meet specific goals and objectives

Build the Relationship

BUILD THE RELATIONSHIP

➤ Establish the Relationship Timeline

To build an effective mentoring relationship, your Mentee must establish what (s)he and you as their mentor would like to get out of the relationship, build trust with your mentee, define an action plan, and then meet on a consistent basis. The initial meetings are critical in setting a strong foundation on which to build the relationship. Information that your Mentee should be cover before, during, and after these initial meetings is detailed below:

Relationship Project Plan

Action Items	Target Date	Completion Date
Receive Match and Establish Goals and Expectations	Prior to first meeting	
Identify your expectations for the mentoring relationship.		
Define your objectives and goals of the mentoring relationship (see page 14).		
Hold Introductory Meeting Face-to-Face	First meeting	
Clarify roles and responsibilities (see pages 12–13).		
Share each of your objectives, goals, and expectations of the mentoring relationship (see page 14).		
Discuss action items to be completed before the next meeting.		
Create an Action Plan	Second meeting	
Discuss your strengths and identify short- and long-term development needs.*		
Complete the Action Plan Template (see page 17).		
Discuss action items to be completed before the next meeting.		
Act on and Revise the Action Plan	Subsequent meetings	
Review progress on action items determined at the end of the last meeting.		
Discuss items of interest, current challenges, recent successes, etc. (see pages 18–19).		
Every four to six months, assess the effectiveness of the relationship (see page 22).		
Discuss action items to be completed before the next meeting.		

BUILD THE RELATIONSHIP

► Understand your Mentor's Role in the Relationship

The figure below provides an illustrative list of mentors' roles, effective behaviors, and detracting behaviors:

Key Roles	Effective Behaviors	Ineffective Behaviors
Advisor	✓ Acts as a sounding board and facilitator ✓ Maintains privacy/confidentiality	✗ Fixes problems ✗ Assumes responsibility for mentee
Protector	✓ Supports, is a safety net ✓ Ensures a safe environment to take risks	✗ Fights mentee's battles ✗ Overprotects
Developer	✓ Gives structure and direction ✓ Provides guidance based on observations during interactions with mentee ✓ Empowers mentee to handle his/her problems independently	✗ Dictates, controls learning ✗ Looks for quick-fixes ✗ Provides general criticism or judgment ✗ Tells mentee what to do
Broker	✓ Identifies skill or competency gaps through a "third party" lens ✓ Identifies and facilitates development opportunities	✗ Allows for personal biases ✗ Abdicates, does not follow up
Challenger	✓ Positively provokes, pushes toward highest standards ✓ Helps mentee explore potential career opportunities	✗ Pushes too far too soon ✗ Discounts mentee's thoughts and opinions
Clarifier	✓ Teaches organizational values and politics	✗ Removes obstacles so mentee does not have to deal with organizational politics
Affirmer	✓ Gives needed support, enhances self-esteem ✓ Exhibits empathy and understanding	✗ Gives too much feedback ✗ Discounts mentee's feelings or concerns
Sponsor	✓ Provides visibility and recognition of mentee	✗ Promotes mentee at the expense of others

BUILD THE RELATIONSHIP

► Understand the Role of your Mentee

Spending time at the beginning of the relationship clarifying what each party can legitimately expect to give and get through mentoring is essential. It is especially beneficial for the individuals involved to discuss, negotiate, and agree upon expectations. Your Mentee must be an active learner in this relationship. Your Mentee must be open to sharing your career goals, successes, and failures, and receiving feedback and advice, as detailed below:

Effective Mentee Behaviors

Core Performance Expectations

- ✓ Be willing to discuss failures and successes
- ✓ Demonstrate a genuine interest in being helped by mentor
- ✓ Demonstrate application of learning obtained through the relationship
- ✓ Exhibit a desire to improve in a certain area or learn a new skill
- ✓ Identify professional development goals, priorities, and career interests
- ✓ Listen actively
- ✓ Provide honest feedback to the mentor
- ✓ Seek ways to achieve objectives and contribute ideas for solving particular problems

Time Commitment Obligations

- ✓ Be accountable for scheduling meetings with mentor
- ✓ Be respectful of mentor's time and schedule
- ✓ Commit the requisite time and energy
- ✓ Do the necessary pre-work for mentoring conversations
- ✓ Follow up on action items identified during development conversations
- ✓ Informally communicate on a regular basis with mentor

Mentoring Citizenship

- ✓ Attend mentoring-related meetings and events
- ✓ Maintain privacy/confidentiality of development conversations
- ✓ Provide input to assess and improve the mentoring program
- ✓ Take advantage of organizational resources
- ✓ Track development and career progress

BUILD THE RELATIONSHIP

➤ Define Your Goals for the Mentoring Relationship

Check the questions below with your Mentee to understand the expectations of the relationship with your Mentee. Let your Mentee Bring this information with them to your initial meeting.

S	Specific	Does the goal of the mentorship clearly define expectations in terms of actions and outcomes? Does the goal avoid generalities and use action verbs?
M	Measurable	Is the goal of the mentorship results-based? What qualitative results might we see if metrics can't be gathered?
A	Achievable	Is the goal of the mentorship challenging but within reason? Does the mentee have the skills and experiences necessary to achieve the goal? Is achievement of the goal within the mentee and/or mentor's control? Can the mentee reasonably be expected to successfully complete the number of goals assigned?
R	Relevant	Is the scope of the goals appropriate given the mentee's job responsibilities and level? Does the goal clearly connect to career, departmental and/or organizational goals?
T	Time-Bound	Does the goal specify a date or elapsed amount of time by when each goal needs to be completed and/or reevaluated?



Maintain the Relationship

MAINTAIN THE RELATIONSHIP

► Identify Effective Discussion Topics

The topics you discuss during mentoring sessions should be centered around the specific goals you and your mentee agreed upon for the relationship. The illustrative questions below provide a good basis on which to begin your discussions:

Key Discussion Topics

Professional Development

- What successes have you had in your job recently? Why were they successful?
- When you need to persuade or motivate others, what is your strategy?
- Which relationships are particularly difficult for you at work?
- What tough decisions have you had to make in your job recently? What opportunities or challenges do you feel they created for you?
- What decisions are easiest for you to make and which ones are the most difficult? Why?
- How do you solicit feedback regarding your performance?

Career Guidance

- What prompted you to take your current job?
- What skills would you like to develop?
- What do you see as the next logical step for your career? What doubts do you have around being able to reach the next step?
- What is your long-term vision for your career?

Personal Development

- What are your current strength and development areas? What steps are you taking to improve these?
- What individuals, books, experiences, or events have most impacted who you are?
- About what are you passionate (work-related or not)?

MAINTAIN THE RELATIONSHIP



Foster an Effective Relationship

Prioritizing meeting with your mentee throughout the relationship is critical in order for you both to benefit fully from the relationship. Ensure a productive, successful relationship by implementing the following guidelines:

Checklist for an Effective Mentoring Relationship

10 Mentee Activities for an Effective Mentoring Relationship

1. If your Mentee hasn't scheduled a meeting with your mentor contact him/her to schedule it proactively.
2. Prior to each meeting, create an agenda summarizing the topics you would like to cover.
3. Offer to treat your mentor to a meal or coffee at your favorite place.
4. Set next steps at the end of each discussion and clarify who is responsible for each of them. If follow-up poses a challenge for either of you, use the opportunity to problem solve together.
5. After each meeting, send a note to your mentor describing how you benefitted from the conversation.
6. Set a reminder on your calendar to send an interesting article to your mentor each Friday.
7. Note important personal events in the life of your mentor, such as his/her birthday and anniversary date with the organization.
8. Attend educational events (internal and external) together, such as lectures, talks, and discussions.
9. Find opportunities to interact with your mentor outside work, such as volunteering together.
10. Suggest ideas to your mentor of how to develop his/her hobbies.

Evaluate the Relationship

EVALUATE THE RELATIONSHIP



Assess the Relationship's Success

To ensure that the mentoring relationship remains beneficial to both you and your mentor, use the form below to facilitate a conversation every four to six months regarding the effectiveness of the relationship:

Collaborative Relationship Evaluation

Questions to Ask Your Mentor	Notes
Are we meeting with the appropriate frequency and for the right length of time?	
Are you following-up on our action items coming out of each meeting? Am I doing a good job following-up on mine?	
What do you like most about our mentoring relationship? What do you like least?	
Are you learning from this relationship?	
What skills are you building as a result of this relationship?	
What could I do differently to help you get more out of this relationship?	
Are we meeting the goals and objectives you set at the beginning of the relationship?	
Are there any changes we should make to my Action Plan (see page 14)?	