



Characteristics of Effective Mentors and Mentees

Effective Mentors

- Take responsibility to facilitate the success of their mentee(s) by listening with care and providing information, advice, encouragement, support, honest feedback, and access to networks to assist them
- Are themselves respected scholars
- Are knowledgeable and skilled in navigating academic systems and the institutional culture
- Are eager to understand the needs and goals of the mentee
- Communicate well and have strong interpersonal skills
- Are respectful
- Are open-minded and non-judgmental
- Are patient, empathetic, caring and supportive
- Will invest the time it takes to mentor effectively
- Are willing and available to provide input, advice and constructive criticism and engage in difficult conversations when needed
- Are willing to learn what they do not know about the mentoring program, expectations for success, relevant policies, and resources to assist their mentee
- Are self-aware and know when they do not know the answer and need more information or need to refer the mentee to others
- Are honest and trustworthy and keep confidential that which the mentor and mentee agree is private
- Are enthusiastic, positive, optimistic, and encouraging
- Are willing to take the time needed to navigate relationships across gender, race, ethnicity and sexual orientation, as needed
- Do not over-rely on their own success and trajectory when giving advice but respond to the expressed needs and interests of their mentee

Effective Mentees

- Are committed to do their best to succeed and meet expectations
- Are willing to work hard
- Are prepared to engage in a mentoring relationship with their mentors
- Are willing to organize themselves and spend the time necessary to build a productive relationship
- Accept responsibility for their career success
- Are proactive in asking questions and seeking feedback and help when needed
- Are persistent
- Will listen with care and assess suggestions that are made
- Are willing to change and follow through on suggestions
- Are flexible
- Are honest with their mentors about what is going well and what is not going well or needs attention

Phases in a Mentoring Relationship (Kram 1986)

- Initiation Phase
- Cultivation Phase
- Separation Phase
- Redefinition Phase