

Recommended Practices for Mentees/Coachees

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- 1) **Perform a self-assessment to clarify your goals and needs:** including your values, preferences, passions, strengths and weaknesses, constraints (personal and professional). Do you need a mentor, advisor, or coach? *# Do you need a sponsor[§] or assistance in networking? ^{1,6,8,12,13,14}
- 2) **Take initiative to find the right mentors/coaches:** Most mentees should seek several mentors. Identify characteristics you need/value in mentors/coaches and choose your mentors/coaches thoughtfully. Be deliberate in *building a mentoring team*.^{2,3,4,8,10,14} (See also “Recommended Advising/Mentoring and Coaching Practices”, “Coaching: Definition and Best Practices”, and “Tips for Finding a Mentor/Coach...” developed for Johns Hopkins health professional faculty and trainees.^{5,6,7})
- 3) **Clarify expectations with mentor/coach (for both you and them):** e.g. *for the relationship* (includes “managing up”): respective roles, commitment to regular meetings, preparation for meetings including an agenda, availability, accessibility, confidentiality, limitations. *For assignments / responsibilities:* clarifying that they are realistic and aligned with goals. ^{1,3,4,8,10,11,12,13,14}
- 4) **Make the most out of meetings:** Prepare and share agenda, keep and refer to notes, clarify next steps for you and mentor. ^{1,3,4,12,14}
- 5) **Meet expectations:** e.g. attendance at meetings, agendas for meetings, meeting deadlines, communicate and explain when you cannot meet an expectation and negotiate a new one. ^{9,10}
- 6) **Strive to be an excellent communicator:** Communicate passions, aspirations, goals, needs, challenges to your mentor through open and honest dialogue. Ask thoughtful questions. Listen well and respectfully. ^{1,4,8,19,12,13,14}
- 7) **Be open and flexible:**^{1,3,4,8,9,12,13,14}
 - Be reflective
 - Be responsive, both to mentor’s perspectives/advice and needs
 - Pivot to a new course when appropriate
- 8) **Nurture and cultivate the relationship:**^{1,2,3,4,8,10,12,13,14}
 - Show/communicate respect and *appreciation* for the time commitment and other contributions your mentor makes to your development
 - Have the courage to bring up difficult topics.
 - Acknowledge, *clarify and resolve disagreements*; respectfully acknowledge mentor’s before explaining your viewpoint.
 - Expect, share and deliver *bi-directional positive and constructive feedback* that is factual (e.g. description of observations), honest, transparent, non-judgmental. This includes periodic evaluation of the mentoring relationship), including mutual assessment of whether expectations are being met or need to change.
- 9) **Periodically reassess relationship:** Discuss changes in relationship when appropriate or determine when mentoring/coaching relationship is no longer needed. ^{10,12,13,14}
- 10) **For coaching:**^{2,4,12,14}
 - State objectives
 - Identify opportunities for observation
 - Determine method of observation (real life, recorded, description of experience or challenge)
 - Debrief (starting with self-assessment and reflection, before eliciting feedback)

* Definitions of mentoring, advising and coaching: <https://www.hopkinsmedicine.org/the-academy/about-us/committees.html#mentoring> .

For the remainder of this document, use of word mentor/mentee also includes advisor/advisee and coach/coachee.

§ A sponsor advocates for a mentee, recommends the mentee to others for activities or positions that might advance their career.

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