Mentoring Toolkit
MENTORING TOOLKIT

Welcome to PRIM&R’s Mentoring Program! This is a unique opportunity available exclusively to PRIM&R members. The program exists to allow research ethics professionals at various stages in their careers to connect and learn from one another. We hope that both mentors and mentees see their participation as an opportunity for learning and growth.

This toolkit contains resources to help you make the most of your mentoring relationship. Take a few minutes to review the toolkit before your first conversation, and feel free to refer back to these resources throughout your time in the program.

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HOW IT WORKS

You have been matched with your mentor or mentee based on criteria such as areas of interest, institution type, and the goals you submitted in your application to the program. Now that the match has been made, **it is your responsibility** to structure your relationship based on your needs and capabilities. We encourage mentors and mentees to develop a regular schedule of communication, whether that involves meeting in person, or connecting over email, phone calls, or video chat using Skype, Google Hangouts, or another tool. If you do not live near your mentor or mentee, we also encourage you to connect at PRIM&R conferences and events you will both be attending. Keep each other posted if you register for an event that may be of interest.

Throughout the beginning of your mentoring relationship, PRIM&R staff will check in periodically to gain feedback and to ensure your conversations are valuable and you have access to the tools and resources you need.

For your reference, these are the expectations for your participation in the program:

**MENTORS**

PRIM&R seeks out mentors who can provide advice and guidance by sharing knowledge within their field of expertise.

Mentors, at a minimum, should be willing to:

- Communicate with mentees regularly on a schedule agreed upon by both parties
- Share relevant knowledge and experience

In addition, mentors can also volunteer to:

- Provide referrals and networking opportunities
- Assist or advise in other aspects of a mentee’s professional development

**MENTEES**

PRIM&R seeks mentees who are open to guidance from an experienced professional in their field.

Mentees should use this program to:

- Learn from a PRIM&R member who has a wealth of knowledge
- Use the experiences of your mentor to inform your decision-making
- Explore networking and professional development opportunities
- Connect with a fellow member and colleague
- Learn how to make the most of your PRIM&R membership

**Questions?** Don’t hesitate to reach out to the membership team either via email (membership@primr.org) or by calling 617.423.4112.

*Advice is like snow; the softer is falls, the longer it dwells upon, and the deeper it sinks into the mind.*  
**Samuel Taylor Coleridge**
FROM THE FIELD: 
FEEDBACK ON PRIM&R’S MENTORING PROGRAM

“This has proven to be an excellent resource and I am very appreciative of my mentor taking the time out of her busy schedule to answer my questions. She is always upbeat and willing to share information.”

Jean Winter, mentee

“Thank you for giving me the opportunity to connect with someone in a similar career while I worked in the IRB. PRIM&R did a great job ensuring that I learned my job easily and with comfort!”

Mentoring Program participant

“It is a pleasure to be a part of this program... I have learned from my Mentee and very much appreciated her input and fresh insight into this field. It has been a worthwhile investment of my time and I am glad to have done it.”

Elizabeth Cothran, mentor

“I just started the mentoring program last year and I find it to be a great resource. Even though I wear the ‘mentor hat,’ I have developed a great working relationship that is an invaluable resource to us both... having someone to talk to on the challenging days, in addition to our regular meetings and discussions, is such a great benefit.”

Mentoring Program participant

“[M]y mentor has been exceptional in providing well-grounded advice and knowledgeable support on a variety of issues. Additionally, it has been most helpful to have a person with whom to discuss the stressful issues of our field. The mental burden is lifted somewhat by talking with someone who has a personal understanding of the emotional and professional trials that are common to our field - trials which others could not understand had they not experienced such for themselves.”

Melanie Morris, mentee

"The Mentoring Program is one of the best benefits of being a PRIM&R member. I have worked with my mentor through thick and through thin, and his guidance has helped me navigate both regulatory and professional quagmires."

Mentoring Program participant
A STEP-BY-STEP GUIDE

This guide will help you understand the process of becoming a mentor or a mentee, as well as provide suggestions for establishing and maintaining your relationship with your mentor/mentee. If you have any questions about the Mentoring Program, contact us by emailing membership@primr.org or calling 617.423.4112.

THE FOUR STEPS TO SUCCESSFUL MENTORING PARTNERSHIPS

1) Think about your goals for the mentoring relationship
If you haven’t already, spend time thinking about what you want from your mentoring relationship prior to connecting with your mentor or mentee. For a mentoring relationship to succeed, it must be voluntary, desired, and proactive on the part of both mentor and mentee. By applying to the program, you have demonstrated that you meet the first two criteria, so your level of proactivity will determine the success of the relationship. An effective relationship will build mutual trust, understanding, and empathy.

Qualities of a Good Mentor
- Relevant knowledge and experience
- Strong interpersonal skills
- Empathy for the learner and what the learner is trying to achieve
- Enthusiasm for new energy and ideas
- Time and desire to help the mentee

Qualities of a Good Mentee
- Enthusiasm for learning and sharing
- Openness to feedback and guidance
- Desire to set and meet clear goals
- Willingness to be proactive and to take ownership of professional development
- Willingness to try new things

Please review the Tips for Successful Mentoring for both mentees and mentors on pages 6-7 for additional questions and suggestions.

2) Connect for the first time
Your first meeting may be in person, by phone, video chat, or email. Discuss one another’s expectations and how often you would like to meet. Set ground rules for the relationship (i.e., maintaining confidentiality, setting limits on contact). You should also get to know one another personally! Please review the Tips for Successful Mentoring and the First Meeting Worksheets on pages 6-9 for further suggestions for the first meeting.

Learning is finding out that you already know. Doing is demonstrating that you know it. Teaching is reminding others that they know just as well as you. You are all learners, doers, and teachers.

Richard Bach
3) Maintain the partnership
Have periodic check-ins about how the program is working for both of you. If your professional needs or goals change, it is important to determine if this mentoring relationship can still meet them. PRIM&R will check in periodically as well. We welcome your feedback at any point throughout the process if there is any way we can improve the program. You can send suggestions and recommendations to membership@primr.org.

4) Continue professional and personal growth
Mentoring can contribute to the long-term development of both partners by enhancing communication skills and developing positive, collegial working relationships.

Benefits to the Mentor
- Pass on successes and wisdom
- Develop interpersonal and leadership skills
- Recognition of accomplishments
- Exposure to fresh insight

Benefits to the Mentee
- Sounding board for new ideas
- Direction and guidance in solving problems
- Opportunities for connection and networking
- Different perspectives

You will learn and grow according to the nature and consequences of your actions.

Robert Anthony
TIPS FOR SUCCESSFUL MENTORING: MENTEES

ESTABLISHING YOUR MENTORING RELATIONSHIP

• Consider the following questions at your first meeting with your mentor:
  o What should your mentor know about you in order to work most successfully with you?
  o In which areas are your skills strong? In which areas do you wish to grow?
  o What are your desired outcomes for the mentoring relationship?
  o What career goals do you have in the short-term and the long-term?
  o What do you expect from your mentor?
  o How will you know if the relationship is working?

• Questions to ask your mentor initially:
  o What do you hope to gain from this relationship?
  o Have you mentored anyone else before?
  o If so, what did or did not work previously?
  o How much interaction and time commitment can I expect?
  o What would make this an excellent mentoring relationship for you?

CONTINUING YOUR MENTORING RELATIONSHIP

• Allow time and regular contact to build a strong relationship.
• Be spontaneous by calling or sending an email to say hello or share good news.
• Clearly articulate your career needs and goals to your mentor to foster a beneficial relationship.
• While a mentor is there to guide you in your professional development, a good mentee assumes responsibility for his or her own professional growth.
• Provide regular, honest status reports so that your mentor can determine your current objectives and the difficulties you are facing.
• Involve your mentor when you are reflecting on the achievement of your goals.
• Be receptive to constructive feedback even if you do not agree with all of your mentor’s advice.
• Share with your mentor how s/he contributed to your work to encourage further mentor involvement.

Mentoring is a brain to pick, an ear to listen, and a push in the right direction.

John C. Crosby
# First Meeting Worksheet: Mentees

This worksheet is a tool which can be used during your first meeting with your new mentor. You can print this sheet out and spend a few moments filling in the sections highlighted in grey before your first conversation, then fill out the rest based on your conversation with your new mentor.

<table>
<thead>
<tr>
<th>Expectations and Goals</th>
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<tbody>
<tr>
<td>Frequency of contact</td>
<td>(e.g. weekly, monthly):</td>
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<tr>
<td>Topics to be covered:</td>
<td></td>
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<tr>
<td>Expertise mentor can provide:</td>
<td></td>
</tr>
<tr>
<td>Other resources mentor can provide:</td>
<td>(e.g. introductions to colleagues, book or website recommendations, sample document templates, etc.)</td>
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<tr>
<td>Goals for the relationship:</td>
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<table>
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<tr>
<th>Mentor’s Contact Information</th>
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<tbody>
<tr>
<td>Phone:</td>
<td>Email:</td>
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<tr>
<th>Who is responsible for setting up times to meet?</th>
<th>(circle one)</th>
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<td>Mentor</td>
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<th>Follow up</th>
<th></th>
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<tbody>
<tr>
<td>Next conversation (date/time):</td>
<td>Resources your mentor will send you:</td>
</tr>
<tr>
<td>Preparation to do prior to next conversation:</td>
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TIPS FOR SUCCESSFUL MENTORING: MENTORS

ESTABLISHING YOUR MENTORING RELATIONSHIP

• Questions to consider at the first meeting with your mentee:
  o What do you expect from your mentee?
  o What aspect of professional growth do you think you will be able to help your mentee with the most?
  o How do you like to work with people you are teaching and developing?
  o What do you want to gain from this partnership?

• Questions to ask your mentee at the start of your relationship:
  o What is important to you?
  o What is your background and experience?
  o What gives you the most satisfaction? Frustration?
  o What skills do you have with which you are confident? Which do you wish to develop?
  o Six months from now, how would you like to have grown as a result of this mentoring relationship?
  o What is one thing I can do to ensure a positive experience for you in this relationship?

CONTINUING YOUR MENTORING RELATIONSHIP

• Allow time and regular contact to build a strong relationship.
• Be spontaneous by calling or sending an email to say hello or share good news.
• Pose questions rather than providing solutions.
• Focus on listening actively in order to build trust and to encourage your mentee.
• Help your mentee identify goals based on the mentee’s current situation.
• Blend instruction with the development of your mentee’s capabilities.
• Be sure your guidance is timely.
• Give corrective feedback and help your mentee manage risks.
• Try to open doors and inspire your mentee.
• Mentoring relationships are built on openness and trust, so revealing you own weaknesses, fears, and uncertainties can help you build a better relationship.
• If your mentee chooses to go against your advice, as his or her mentor, you should continue to advise your mentee on whatever path s/he does decide to pursue.
• Remember: mentoring is the chance to leave the world better than the way you found it.

The mind is not a vessel to be filled, but a fire to be kindled.

Plutarch
# First Meeting Worksheet: Mentors

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<tr>
<td>Phone:</td>
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<tr>
<td>Email:</td>
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<tr>
<td>Time Zone: (for scheduling calls)</td>
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RESOURCES

FOR MENTORS:


  [http://bit.ly/1PxBJGg](http://bit.ly/1PxBJGg)

- *7 Key Qualities of an Effective Mentor* (Inc.): An overview of the qualities and practices that differentiate good mentors from great ones.

FOR MENTEES

- *How to be a Mentee a Mentor Would Die For* (Levo League): Tips for new mentees who want to make their mentor’s time and energy count.


GENERAL RESOURCES

- *ASAE’s Mentoring Resource Library* (The Center for Association Leadership): A variety of articles and guides relevant to every stage of a mentoring relationship.


Find other mentoring resources you think we should include? Please send them to [membership@primr.org](mailto:membership@primr.org).

Updated February 2016.

*If you want to be listened to, you should put in time listening.*

*~Marge Piercy~*