

Dear mentors, thank you very much for your interest in participating in the Mentoring Programme of the Biology Centre CAS, www.bc.cas.cz. The BC Mentoring Programme is designed to provide a framework for interaction between mentor and mentee with the aim of supporting, via mentoring, the mentee's professional and career development outside of the supervisor-employee relationship. Please, find below a brief summary of the BC Mentoring Programme and some inspiring examples of what to do and what is better to avoid. Please do not hesitate to contact the coordinator **Tina Vrabcová**, +420 38 777 5068, mentoring@bc.cas.cz for any support.

General principles of mentoring

Mentoring is defined as the patronage, influence, guidance, or direction provided by a mentor. A mentor is someone who teaches or gives help and advice to a less experienced and often younger person, a mentee, and influences his/her personal and professional development. The role of the mentor is highly variable and depends on the specific needs and goals of the mentee. Mentoring is characterised by mutual respect and is based on open and trusting communication.

Rules of the BC Mentoring Programme

- Your participation is voluntary.
- The number of mentees you have is up to you.
- You may request the termination of your mentoring of the mentee at any time.
- Your communication with the mentee should be respectful, considerate, honest, punctual, clear, polite, friendly, confidential, and constructive.
- The mentee is to initiate and arrange regular online and/or in-person meetings & consultations with you.
- The frequency of meetings and the way you communicate with the mentee is up to mutual agreement.
- The mentor-mentee in-person meeting is usually to take place once a year.
- BC is to reimburse the mentee with the travel costs of one visit to your workplace per year.
- You have no decision making or supervisory power over the mentee.
- You cannot execute any sort of disciplinary action.
- You undertake to keep all information provided by the mentee confidential, and not to disclose it to any third party. In cases where you would like to discuss a confidential issue regarding the mentee with a third party (BC management, institute management, supervisor, etc.) whereby the anonymity of the mentee cannot be guaranteed, you are to ask for the mentee's permission in order to maintain the relationship of trust. The only exception to this rule is to be when you deem there to be an imminent threat of serious harm to person or property.

A mentee is expected

- to be a **coach, role model, guide, and supporter**.
- to ask probing questions, to challenge the mentee's thinking, and to explore alternative perspectives.
- to identify the mentee's leadership style, attitudes, strengths, and weaknesses.
- to increase the mentee's awareness of the effect he/she has on others.
- to give and receive feedback, as needed.
- to develop strategies to address obstacles that the mentee is facing.
- to provide a good example from which the mentee can learn and can be guided.
- To share experiences of his/her own successes and failures and to show that making mistakes is an opportunity to learn.
- to help the mentee to develop the connection he/she needs to gain experience.
- to help the mentee to find information or other resources that might be useful in resolving their problem or achieving their objective.
- to provide support for and promote creation of the mentee's professional networks.
- to recognise achievements and to celebrate successes.
- to promote the self-esteem and self-confidence of the mentee, to provide emotional support.
- to empower the mentee as a leader, professional, and engaged citizen.

BC Mentoring Programme: HANDBOOK FOR MENTORS

2024-01-30 version 01, Biology Centre CAS

Your mentee is expected

- to be active, curious, and respectful.
- to clarify his/her goals.
- to initiate and arrange regular meetings and consultations with you.
- to show openness to your experience and advice.
- to allow you time to respond.
- to let you know how he/she is applying your advice.
- to respect the professional boundaries of the relationship.

ASA MENTOR YOU ARE WELCOME	PLEASE TRY TO AVOID
<ul style="list-style-type: none">• to share your mistakes, struggles, and successes.• to invest time in learning about the aspiration, attributes and preferences of your mentee – the better you know your mentee the more detailed the guidance you can provide.• to honour any commitments to and confidences of your mentee.• to periodically validate the value of the information and counsel you are providing.• to listen deeply to your mentee and to ask powerful questions.• to set targets for the mentee and to work towards them together.• to remember the 80/20 rule: the mentee should do 80% of the talking.	<ul style="list-style-type: none">• thinking that you are going to change the world overnight.• trying to solve all of the mentee's problems at one meeting.• promising what you are unable to deliver. o postponing or cancelling meetings unless absolutely necessary.• jumping to conclusions or resorting to simply given answers.• being judgmental; o forgetting how important you are to the mentee.• straying into management – stick to your mentoring role.• inflicting your beliefs on a mentee.

Thank you very much for your mentoring!