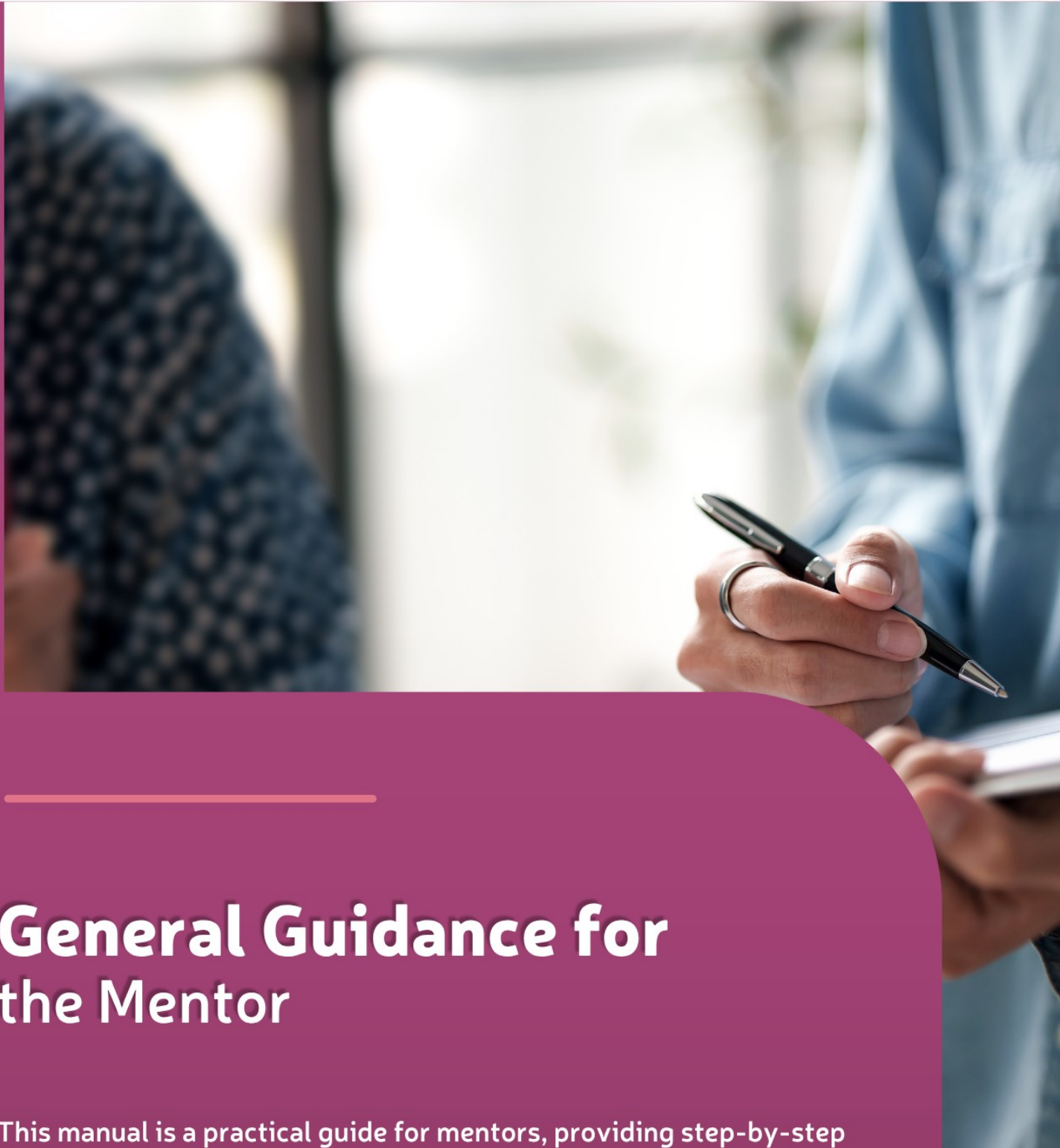




PROMOTING PROFESSIONAL EDUCATION
AND STUDENTS ENGAGEMENT
THROUGH COMPREHENSIVE MENTORING
AND TUTORING SYSTEM AT HEIS



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General Guidance for the Mentor

This manual is a practical guide for mentors, providing step-by-step assistance in building effective relationships with mentees and ensuring their professional and personal growth.

Key sections include:

- Key concepts, mentor roles, and ethical aspects of interaction.
- Analysis of specific discussion topics — from time management and self-presentation to emotional intelligence.
- Psychological exercises, methodologies (e.g., the Wheel of Life Balance), and tips for preparing a CV (Europass).
- Strategies to help students with professional self-determination and adaptation to the requirements of the modern labor market.

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Preface

*Professionals
for Professionals of the Future*

Dear mentors!

You hold in your hands General Guidance for mentors, the main purpose of which is to help you organize the mentoring process in the most effective and favorable way for all participants of the mentorship. We appreciate and thank you for choosing this difficult, but very interesting and fruitful way of creating a space of professionals for future professionals!

The General Guidance for mentors were developed within the framework of the implementation of the PROMENT project, which aimed at strengthening the capacity of targeted HEIs and fostering students' employability and civic engagement through implementing the comprehensive tutoring & mentoring system as a response to the contemporary labor market demands.

You as mentors are engaged in providing high-quality professional development and civic engagement of students along with increasing the compliance of educational content with the needs of the labor market and civil society.

The innovative tutoring & mentoring system (T&M system) the basic element of which you are will help join experience of the academic and business environments to improve youth employment and foster cooperation and exchanges between HEIs and wider social and economic environments. Your participation in mentoring process will provide new/modernized services to the students, enhance collaboration between business and education and, as a result increase sustainability for both.

We are really hope that the harmonized combination of your business experience and practical teaching of the partner HEIs will outcomes both on increase in employment possibilities and civic engagement of the students and your personal professional development. You will be engaged in the process of creation ready-to-job graduates, closer interactions of the business sector with academic environment in delivering quality education for further employability of the youth.

During mentoring process, you will face with students, which were defined as a target group. The target group is university students - future graduates who are looking for their first job, improving their professional skills, trying to implement business, social or civic ideas, or just going to do this in the nearest future. Their primary needs are related to the development of professional competencies for the contemporary labor market demands (both hard and soft skills) as well as quick adaptation to the regional economic environment.

Also you will be in contact with university teaching staff, because students' performance of individual development and growth requires extended pedagogical support. The teachers are looking for innovative methods to increase students' interest in their subject. They understand the importance of involving potential employers to increase such an interest and will be your partner and support in mentoring process.

You can also always count on the support of the mentoring program coordinators, who can help you establish contact with your mentees, provide consulting support on improving the mentoring process, and support in solving problem situations.

The content of the General Guidance for mentors aligns with the overall objectives of the tutoring and mentoring program. We were trying to make the content relevant to the current educational and institutional contexts as well as to the needs of mentors.

The Guide is structured in to two parts:

Part 1 – What specific topics should be discussed with mentee?

Part 2 – How to create with a mentee a trusting atmosphere and achieve goals?

In the Part 1 you will find the practical advices on **HOW TO help your mentee**: share practical insights, set and review goals, build network and connections, encourage mentee's professional development, build resume and be prepared to the interview, maintain work-life balance and well-being, encourage continuous learning, provide post mentoring support.

In the Part 2 you will find the practical advices on **HOW YOU CAN CREATE** a trusting atmosphere with a mentee and achieve goals by providing mentee with effective feedback and constructive criticism, achieving ethical mentoring and professional behavior, deal with diversity and inclusion, implement correct exit strategy, build adaptability and resilience, resolute conflicts and solve problems in

communications, get feedback from mentee and achieve improvement in your mentoring.

We really hope that information presented in the Guide is easy to navigate and understand due to the defined structured recommendations. Additionally at the end of each Chapter you can find **FIVE TIPS** which will help you to keep in mind basic recommendations and follow them in easy way.

PROMENT Team

Part I

**What specific topics
should be discussed
with mentee?**

Chapter 1.1.

HOW TO SHARE PRACTICAL INSIGHTS?

Mentorship serves as a powerful tool for individual growth and development. A crucial element of this dynamic relationship lies in the mentor's ability to share practical insights that guide the mentee's journey. These insights, grounded in real-world experience and informed by concrete examples, are the cornerstones of effective mentorship, fostering tangible progress and empowering the mentee to navigate their chosen path.

Often, mentees possess theoretical knowledge acquired through formal education or training. However, translating this knowledge into practical application within their field can be challenging. Mentors, with their rich tapestry of experience, bridge this gap by offering practical insights that illuminate the nuances of real-world situations. They share valuable lessons learned through successes and failures, providing the mentee with a deeper understanding of how theoretical concepts translate into actionable strategies.

Life's journey is rarely smooth, and mentees often encounter unforeseen challenges and obstacles that can derail their progress. In such circumstances, a mentor's practical insights become invaluable tools for overcoming adversity. By sharing their own experiences in navigating similar challenges, mentors can offer guidance and support, enabling the mentee to develop resilience and problem-solving skills. Additionally, mentors can provide practical advice on specific situations, helping the mentee develop effective strategies for overcoming roadblocks and reaching their goals.

Beyond academic knowledge, success often hinges on the development of essential skills and competencies. Mentors, through their practical insights, can provide invaluable guidance in this area. By sharing their expertise in specific areas, mentors can help the mentee develop critical skills such as communication, negotiation, leadership, and teamwork. Additionally, mentors can offer practical tips and strategies for enhancing these skills, allowing the mentee to hone their abilities and become more effective in their chosen field.

Uncertainty and self-doubt can often hinder the mentee's progress. However, a mentor's practical insights can serve as a powerful confidence booster. By sharing their own experiences and highlighting the mentee's potential, mentors can instill a sense of self-belief and empower the mentee to take calculated risks and make informed decisions. Additionally, practical insights can help the mentee develop critical thinking skills, enabling them to analyze situations objectively and make sound choices throughout their journey.

The world is constantly evolving, and new challenges and opportunities emerge daily. Mentors, with their diverse experiences and perspectives, can serve as catalysts for innovation and creative problem solving. By sharing their practical insights, mentors can encourage the mentee to think outside the box and develop innovative solutions to complex problems. This exchange of ideas can spark creativity, leading to new and improved approaches in the mentee's field.

Sharing of practical insights is not simply an element of an effective mentorship; it is the very foundation upon which the relationship thrives. By offering real-world guidance, mentors empower their mentees to bridge the gap between theory and practice, navigate challenges effectively, and develop essential skills for success. Ultimately, practical insights serve as the bridge to a fulfilling and productive mentorship journey, paving the way for the mentee's growth and accomplishment.

Each mentor should attract attention of mentee using **both personal and professional skills**.

1.1.1. HOW TO SHARE PERSONAL SKILLS

The *personal skills* might be used in the following directions:

- ✓ **Be specific and actionable.** When sharing insights, make sure they are specific to the mentee's situation and that they can be put into action.
- ✓ **Use examples and stories.** People learn best by example, so try to illustrate your points with stories from your own experiences or the experiences of others. This will help the mentee to see how the insights can be applied in the real world.

✓ **Ask questions.** To ensure that the mentee understands and can apply your insights, ask them questions about what you have shared. This will also help you to tailor your guidance to their specific needs.

✓ **Be a good listener.** One of the best ways to share insights is to simply listen to the mentee and ask them about their challenges and goals. Once you understand their situation, you can begin to share insights that are relevant and helpful.

✓ **Be patient and supportive.** It takes time for people to learn and grow. Be patient with the mentee and offer support along the way.

1.1.2. HOW TO SHARE PROFESSIONAL SKILLS

Otherwise, the *professional skills* are best discovered by the following issues:

✓ **real-world experiences** – mentors should be able to share their knowledge and expertise with their mentees, helping them to learn new skills and develop their existing skills;

✓ **industry trends** – mentors are need to be able to provide their mentees with up-to-date information and advice on how to succeed in their careers;

✓ **practical knowledge** – mentors should be ready to help to improve the skills that are in demand by employers and that will help mentees to achieve their professional goals;

✓ **career development advice** – mentor can provide their mentee with specific advice based on their individual career goals and situation;

✓ **understanding of potential career paths** – is essential for mentors who want to provide effective guidance and support. By understanding their mentees' strengths, weaknesses, interests, and values, mentors can help them to identify career paths that are a good fit for them.

1.1.3. HOW TO SHARE REAL-WORLD EXPERIENCES

If personal skills are very important to provide better atmosphere, the professional ones is the key to development of hard skills of mentee. Below the path to implement professional skills for the mentee is suggested. To share **real-world experiences** the mentor could follow the best practices below:

✓ **A mentor helped a mentee to land their dream job.** The mentee was struggling to get interviews for the type of job they wanted. Their mentor helped them to revise their resume, practice their interviewing skills, and network with people in their field. As a result, the mentee was able to land their dream job.

✓ **A mentor helped a mentee to overcome a professional challenge.** The mentee was having difficulty managing their workload and meeting deadlines. Their mentor helped them to develop a time management system and prioritize their tasks. As a result, the mentee was able to become more productive and less stressed.

✓ **A mentor helped a mentee to develop their leadership skills.** The mentee was interested in moving into a leadership role at their company. Their mentor helped them to develop their leadership skills by giving them opportunities to lead projects and teams. As a result, the mentee was promoted to a leadership role.

✓ **A mentor helped a mentee to start their own business.** The mentee was passionate about an idea and wanted to start their own business. Their mentor helped them to develop a business plan, secure funding, and launch their business. As a result, the mentee was able to achieve their dream of starting their own business.

1.1.4. HOW TO SHARE INDUSTRY TRENDS

To share **industry trends** the mentor could follow the best practices below:

✓ **Stay up-to-date on the latest trends.** It is important for you to stay informed about the latest trends in your industry so that you can share this information with your mentees. You can do this by reading industry publications, attending industry events, and networking with other professionals in your field.

✓ **Tailor your sharing to your mentee's interests and goals.** When sharing industrial trends with your mentee, keep their interests and goals in mind. This will help you to share the information in a way that is relevant and helpful to them.

✓ **Provide context and examples.** When you share an industrial trend with your mentee, provide some context and examples of how it is being applied in the real world. This will help them to understand the trend and how it could impact their career.

✓ **Encourage your mentee to think critically about the trends.** Encourage your mentee to think critically about the industrial trends that you share with them. This will help them to develop their own insights and perspectives on the future of the industry.

✓ **Discuss the implications of the trends for your mentee's career.** Discuss with your mentee the implications of the industrial trends for their career. This will help them to develop a plan for how they can prepare for the future and achieve their goals.

1.1.5. HOW TO SHARE PRACTICAL KNOWLEDGE

To share *practical knowledge* the mentor should be able to identify the needs of mentee, act according to existing situation and of course use specific methodology of studying. All mentioned peculiarities are systematized below:

✓ **Identify your mentee's needs.** What do they want to learn? What are their career goals? Once you have a good understanding of their needs, you can tailor your knowledge sharing accordingly.

✓ **Be specific and actionable.** When sharing your knowledge, be as specific and actionable as possible. Don't just tell your mentee what to do, show them how to do it. Provide concrete examples and case studies to illustrate your points.

✓ **Use a variety of teaching methods.** People learn in different ways, so it's important to use a variety of teaching methods when sharing your knowledge. You can give lectures, lead discussions, provide hands-on training, or simply have informal conversations with your mentee.

✓ **Encourage feedback.** Encourage your mentee to ask questions and provide feedback. This will help you to ensure that they are understanding and retaining the information that you are sharing.

✓ **Be patient and supportive.** Learning takes time. Be patient with your mentee and offer support along the way. Celebrate their successes and encourage them to keep learning.

1.1.6. HOW TO HELP MENTEE DEVELOP CAREER USING OWN EXPERIENCE

Of course, the key reason for mentee to start the mentorship program is to focus on the career development. Mentor should offer advice on *how to develop career using own experience*. The following steps will make this process easier for the mentor:

✓ **Get to know your mentee.** Before you can offer career development advice, you need to get to know your mentee. This means understanding their career goals, their strengths and weaknesses, and their interests. You can learn about your mentee by talking to them, observing them, and giving them feedback.

✓ **Be specific and actionable.** When you offer career development advice, be as specific and actionable as possible. Avoid giving general advice such as "work hard" or "be yourself." Instead, focus on specific things that your mentee can do to improve their chances of success. For example, you could suggest that they take a certain class, network with certain people, or apply for a certain job.

✓ **Be realistic and supportive.** When offering career development advice, be realistic and supportive. Don't give your mentee unrealistic expectations. Instead, help them to develop a plan to achieve their goals that is achievable and realistic.

✓ **Be honest and direct.** Don't be afraid to give mentee tough feedback. However, be sure to deliver your feedback in a constructive and supportive way.

✓ **Be a role model.** One of the best ways to offer career development advice is to be a role model for your mentee. Show them what it takes to be successful in your career. Share your experiences and insights with them.

1.1.7. HOW TO HELP MENTEE SET CLEAR POTENTIAL CAREER PATH

Above there were specific aspects of mentors behavior mentioned. But to increase capabilities of mentee, it is very important to ***set clear potential career path***. To do this, every mentor should follow the key points:

✓ **help mentees to identify their strengths, weaknesses, interests, and values.** This will help them to narrow down their options and choose a career path that is a good fit for them.

✓ **introduce mentees to different career options.** There are many different career paths available, and mentees may not be aware of all of them. Mentors can introduce them to different options and help them to learn more about each one.

✓ **connect mentees with people who work in different fields.** Talking to people who work in different fields can help mentees to learn more about the day-to-day work, the challenges and rewards, and the opportunities for advancement.

✓ **encourage mentees to explore their options.** It's important for mentees to explore their options and try different things before they commit to a particular career path. Mentors can encourage them to take internships, volunteer opportunities, and shadow people in different fields.

✓ **help mentees to develop a career plan.** Once a mentee has a better understanding of their strengths, weaknesses, interests, values, and career options, they can start to develop a career plan. Mentors can help them to identify their goals, develop a timeline, and create a plan to achieve their goals.

To summarize the overall topic, do not hesitate to use **5 TIPS on HOW TO SHARE PRACTICAL INSIGHTS:**

5 TIPS on HOW TO SHARE PRACTICAL INSIGHTS

1

Tailor your insights to the mentee's personality

Some people learn best by listening, while others prefer to read or do hands-on activities. Find what works best for your mentee and tailor your delivery accordingly

2

Share insights in a way that is encouraging and motivating

Avoid being critical or judgmental. Instead, focus on helping the mentee to see their strengths and potential

3

Industry trends Vs Career

Encourage mentees to develop own insights and perspectives on the future of the industry

4

Personal point of view

The precise feedback on mentee's questions and suggestions plays significant role

5

Celebrate the mentee's successes

When the mentee applies your insights and achieves a goal, be sure to acknowledge and celebrate their success. This will help them to feel more confident and motivated to continue learning and growing

Chapter 1.2. HOW TO SET AND REVIEW GOALS

A clear goal is the key for achieving the proper results. Setting and reviewing goals in mentoring relationships not only provide a roadmap for achieving objectives but also create a structured framework for learning, growth, and effective communication between the mentor and mentee. Setting goals provides clarity and direction for both the mentor and the mentee. Clear goals help define what the mentee wants to achieve and how the mentor can assist in that process. Goals serve as a focal point, guiding the efforts and energy of both mentor and mentee. They create motivation by outlining specific targets to work towards.

Having defined goals enables the tracking of progress not only for mentee, but also for mentor and coordinator of mentorship program. Regular goals review helps in assessing how far the mentee has come and what adjustments might be necessary to achieve the desired outcomes. Goals create a sense of accountability for both parties. Goals establish a framework against which progress can be measured, fostering responsibility and commitment to achieving those objectives.

Regularly reviewing goals allows for adjustments and adaptations as circumstances change. It helps in identifying if the set goals are realistic, or if they need modification due to changing priorities or unforeseen challenges. Achieving smaller milestones on the way to larger goals can be celebrated, providing encouragement and reinforcing the mentee's progress and accomplishments. Milestones in mentoring act as pivotal markers that not only measure progress but also serve as learning opportunities, motivation boosters, and facilitators of effective communication between the mentor and mentee throughout their journey together.

Through setting and reviewing goals, both mentor and mentee can learn from the process. They can identify what strategies work best, what challenges were encountered, and how they were overcome, contributing to ongoing learning and development. Regular discussions about goals promote open communication between the mentor and mentee. This dialogue helps in understanding each other's perspectives, concerns, and strategies to reach the desired outcomes.

Here is the **7 Steps Guide for set and review goals**.

A guide provides a clear roadmap for both the mentor and the mentee to follow. It outlines the steps and procedures involved in setting and reviewing goals, ensuring a structured approach towards achieving objectives.

Step 1. Establish Clear Objectives: Begin by understanding what your mentee wants to achieve in the short term. Encourage them to articulate their aspirations clearly. Ask open-ended questions to grasp their motivations and desired outcomes.

Step 2. Introduce the SMART Criteria: Specific, Measurable, Achievable, Relevant, Time-bound.

Step 3. Break down the overarching objective into smaller, manageable components that align with SMART criteria.

Step 4. Prioritize Goals: Encourage your mentee to prioritize their goals based on urgency, importance, and feasibility. This will help them focus on what needs immediate attention while keeping the bigger picture in mind.

Step 5. Break Goals into Actionable Steps: Assist your mentee in breaking down each goal into smaller, actionable steps. These steps should be specific, manageable, and contribute directly to achieving the larger goal. Creating a roadmap or action plan can help visualize this process.

Step 6. Support and Encourage: Offer support and encouragement throughout the goal-setting process. Acknowledge their progress, provide guidance when needed, and celebrate their achievements, even the small milestones.

Step 7. Make a Regular Review and Adjustment: Schedule regular check-ins to review progress and discuss any challenges or adjustments required. Help your mentee reflect on what's working well and what might need modification to stay on track.

STEP 1. How to Help your Mentee to Establish Clear Objectives?

Clear objectives refer to specific, well-defined, and easily understandable goals or targets that a person or a team aims to achieve within a certain timeframe.

Identify What's Important

Encourage the individual to reflect on their values, passions, and long-term aspirations. What areas of their life or career are most significant to them? This introspection helps in determining where they want to focus their efforts.

Specificity is Key

Goals should be specific rather than vague. Help the individual articulate precisely what they want to achieve. Use the SMART criteria (see **STEP 2**) to guide them in making objectives clearer and more defined.

Quantify When Possible

Wherever applicable, quantify the objectives. For example, rather than setting a goal to "increase sales," specify it as "increase monthly sales by 10% within first quarter."

Break Down Larger Goals into Smaller

If an objective seems too broad or overwhelming, assist in breaking it down into smaller, more manageable components. This makes it easier to track progress and maintain motivation.

Ensure Alignment

Objectives should align with the individual's overarching goals and values. Discuss how each goal contributes to their long-term vision and personal or professional growth.

Consider Time Frames

Set realistic time frames for achieving each objective. This helps create a sense of urgency and keeps the individual accountable. It's essential to strike a balance between being achievable and challenging within the given time.

Write Down the Objectives: Encourage the individual to write down their objectives. This act solidifies commitment and provides a reference point for monitoring progress.

Clarify Importance and Impact: Discuss the significance of each objective. How will achieving this goal impact their life or career? Understanding the "why" behind each goal can provide added motivation during challenging times.

Review and Refine: Regularly review and refine objectives as circumstances change. Flexibility is a key, and sometimes adjustments are necessary to ensure goals remain relevant and achievable

Seek Feedback and Guidance: Encourage seeking feedback from mentors, peers, or experts to validate the clarity and feasibility of the set objectives. External perspectives can offer valuable insights.

STEP 2. How to Make Your Mentee's Goals being SMART?

The SMART approach to goal setting offers a systematic framework that enhances goal achievement by making objectives clear, attainable, and actionable. Setting goals is an integral part of personal and professional development. Goals provide direction, purpose, and motivation, guiding individuals toward their desired objectives. However, merely setting goals is not enough; they need to be well-defined and structured to maximize their effectiveness.

The SMART approach to goal setting provides a structured and effective method to turn aspirations into reality. By making goals Specific, Measurable, Achievable, Relevant, and Time-bound (Fig 1.1), mentee can enhance their focus, motivation, and likelihood of success. Embracing this method empowers mentee to set meaningful objectives and take deliberate actions toward achieving them, unlocking their full potential in various aspects of life.

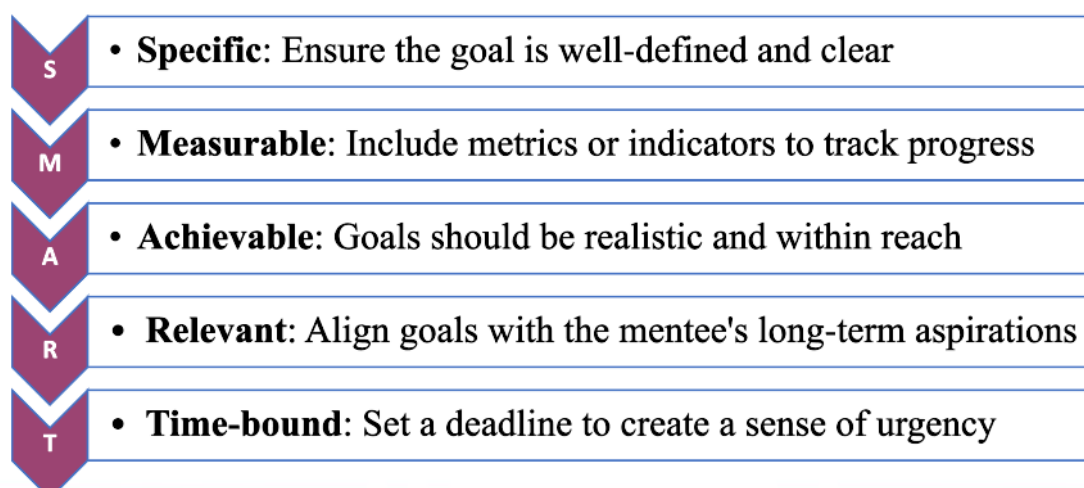


Fig 1.1 - The SMART approach

Specific

- ✓ Encourage mentee to define their goals with clarity and precision.
- ✓ Ask mentee to articulate what they want to accomplish and why it's important.
- ✓ Guide mentee to focus on a particular aspect they want to improve or achieve. For instance, instead of a vague goal like "*improve communication skills*" it could be "*enhance presentation skills by practicing public speaking twice a week*".

Measurable

- ✓ Assist mentee in establishing measurable indicators to track progress.
- ✓ Encourage quantifiable elements that help assess mentee's advancement.
- ✓ Help mentee set milestones or metrics that demonstrate progress. For example, "*Increase customer satisfaction ratings by 15% within three months through better handling of customer queries.*"

Achievable

- ✓ Support mentee in setting realistic goals that are within their capabilities and resources.
- ✓ Guide mentee to assess what's feasible given their current situation.

- ✓ Discuss potential obstacles and help mentee create strategies to overcome challenges.
- ✓ Ensure the goal stretches mentee's abilities without being overwhelming.

Relevant

- ✓ Help mentee ensure that their goals align with their personal or professional aspirations.
- ✓ Discuss the significance of the goal in relation to mentee's overall development.
- ✓ Guide mentee to understand how achieving this specific goal contributes to their growth and long-term plans.

Time-bound

- ✓ Guide mentee in setting a timeframe or deadline for their goals.
- ✓ Emphasize on the importance of having a specific endpoint to create urgency and focus.
- ✓ Encourage mentee to break down the goal into smaller (**STEP 3**), time-bound milestones to track progress effectively. For example, "*Complete the first draft of the research paper within two months and finalize it within four months.*"

To remember!

- ✓ Provide guidance and ongoing support throughout the goal-setting process.
- ✓ Regular check-ins and discussions about progress and potential adjustments can be immensely helpful.
- ✓ Encourage reflection on achieved milestones and setbacks, fostering a growth-oriented mindset.
- ✓ Celebrate their successes and help them learn from setbacks to maintain motivation and momentum in pursuing their goals.

STEP 3. How to Help a Mentee to Break Down the Overarching Objective into Smaller?

Breaking down overarching objectives into smaller, manageable tasks is an effective tool in achieving success. It not only provides clarity, focus, and achievability but also facilitates effective tracking, resource management, problem-solving, collaboration, adaptability, and momentum. This approach empowers mentee to tackle complex objectives systematically, enhancing their likelihood of success while fostering a sense of accomplishment along the way.

The following steps will help you to guide your mentee through breaking down overarching objectives into smaller tasks.

Understand the Overarching Objective

- ✓ Begin by thoroughly understanding the larger goal or objective your mentee wants to achieve.
- ✓ Discuss its significance and the specific outcomes desired.
- ✓ Be constructive in your critics (For more see “Chapter 2.1. HOW TO PROVIDE EFFECTIVE FEEDBACK AND CONSTRUCTIVE CRITICISM”).
- ✓ Avoid empty criticism and devaluation of mentee’s goals (For more see “Chapter 2.1. HOW TO PROVIDE EFFECTIVE FEEDBACK AND CONSTRUCTIVE CRITICISM”)

Identify Sub-Goals or Milestones

- ✓ Work with your mentee to identify key sub-goals or milestones that, when achieved, contribute to the larger objective.
- ✓ Define that sub-goals should represent significant progress points for mentee.
- ✓ Don’t split mentee’s goals too much.

Brainstorm Actionable Steps

- ✓ Encourage your mentee to brainstorm specific actions necessary to reach each sub-goal.
- ✓ Focus on what needs to be done, who can help, available resources.
- ✓ Consider any potential challenges and mentee's response for them.

Organize Sequential Steps

- ✓ Help your mentee organize these actionable steps in a logical sequence.
- ✓ Determine the order in which tasks need to be completed, considering dependencies and priorities (see STEP 4)

Create a Timeline

- ✓ Assist in establishing **timelines** for completing each of the smaller components.
- ✓ Break down the tasks into **smaller time-bound** segments, setting **deadlines** for achieving each step.

Allocate Resources and Responsibilities

- ✓ Discuss and identify the **resources required** for each step.
- ✓ Take into account such resources as **time, materials, expertise, or assistance from others**.
- ✓ Help to **test the necessity for delegation** of responsibilities if it is possible.
- ✓ **Set the check-points** for delegated responsibilities if present.

Set Progress Checkpoints

- ✓ **Establish checkpoints or milestones** within the timeline to assess progress.
- ✓ **Establish the system for regular review and evaluation** of the progress made towards achieving each smaller component (documents and reports).

To remember!

A lot of sub-goals may confuse the mentee
and make a simple goal look like complicated!

STEP 4. How to Help a Mentee to Prioritize Goals?

Prioritizing goals is crucial as it enables individuals and teams to focus on what's most important, allocate resources wisely, manage time effectively, and adapt to changes while maintaining progress towards achieving desired objectives. When multiple goals are set, prioritization helps in focusing attention and resources on the most critical and impactful objectives. It guides efforts toward what matters most, preventing dilution of energy across less important tasks. Focusing on high-priority goals creates a sense of purpose and motivation. Achieving these goals provides a sense of accomplishment, boosting morale and driving momentum toward accomplishing other objectives. Prioritization also assists in allocating time, energy, and resources efficiently. It ensures that the limited resources available are directed toward achieving the most significant and urgent goals.

By determining which goals are most crucial, mentee can manage their time more effectively. Prioritizing helps in organizing tasks in a way that maximizes productivity and minimizes wasted effort. Identifying and prioritizing goals helps in recognizing potential risks and challenges. This enables proactive planning to mitigate risks associated with high-priority goals, ensuring a more strategic approach to problem-solving. Prioritization allows for flexibility in adapting to changing circumstances and helps in reevaluating goals based on evolving situations, allowing individuals to adjust their focus when necessary.

As a result, prioritizing goals contributes to overall effectiveness and efficiency in achieving desired outcomes. It ensures that efforts are directed toward what truly matters, leading to more successful results.

How to Help a Mentee to Prioritize Goals?

- ✓ **Discuss and understand** the overarching goals and aspirations of your mentee.
- ✓ **Gain insight** into what they want to achieve both in the short term and the long term.

List Out All Mentee's Goals

- ✓ Ask your mentee to make a **comprehensive list** of all their goals.
- ✓ **Encourage** mentee to include personal, professional, educational, and any other areas they want to focus on.
- ✓ **Use Mind-Map** technique for goals' listing.
- ✓ Use the **Life Balance Wheel** (For more see. Chapter 1.6. HOW TO MAINTAIN WORK-LIFE BALANCE AND WELL-BEING?) for goals' balancing.

Categorize Goals

- ✓ **Explain the concepts of urgency, importance, and relevance** to your mentee. Break down what each criterion means in the context of their goals
- ✓ Help your mentee **categorize goals** based on urgency, importance, and relevance.
- ✓ Ask your mentee to **assess the urgency** of each goal.
- ✓ Encourage mentee to consider **deadlines, time sensitivity, or immediate impact**.
- ✓ Guide your mentee in **evaluating the importance** of each goal. Importance refers to how significantly a goal contributes to their overall objectives, values, or long-term aspirations.
- ✓ Discuss the **relevance of each goal** to their current situation, interests, and larger plans. Relevance ensures that pursuing a goal aligns with their overall direction or priorities.

Assess Impact and Feasibility

- ✓ **Discuss** with your mentee the purpose behind each goal.
- ✓ **Understand** why mentee want to achieve it and what impact it could have on his/her life, career, or personal development.
- ✓ **Encourage** your mentee to consider the potential outcomes and benefits of achieving the goal.
- ✓ **Discuss** the positive impact it could have on their life, work, or desired area of improvement.
- ✓ **Help** your mentee evaluate the resources needed to achieve the goal, such as time, finances, skills, and support. Discuss potential constraints or limitations they might face in pursuing the goal.
- ✓ **Discuss** potential obstacles or challenges that might arise while pursuing the goal. Help your mentee brainstorm strategies to overcome these challenges.
- ✓ **Help** your mentee **evaluate** which goals align best with their overall objectives and are achievable given their resources and capabilities.
- ✓ **Reflect** on past experiences or similar goals your mentee has pursued. Assess what worked well previously and what difficulties were faced. Use these insights to gauge the feasibility of the current goals.
- ✓ **Encourage** your mentee to seek advice or feedback from others, such as mentors, colleagues, or subject matter experts.
- ✓ **Help** your mentee **prioritize** goals based on their potential impact and feasibility. Goals that align with their strengths, available resources, and have a significant positive impact may be higher priorities.

Apply the Eisenhower Matrix

The Eisenhower Matrix (Table 1-1), also known as the Eisenhower Box or Urgent-Important Matrix, is a productivity tool that helps individuals prioritize tasks based on their urgency and importance. This method is named after Dwight D. Eisenhower, the 34th President of the United States, who was known for his exceptional time management skills.

Eisenhower Matrix

	Urgent	Not Urgent
Important	Quadrant 1 Urgent and Important: Tasks or goals both urgent and important. These require immediate attention and should be done as a priority.	Quadrant 2 Important but Not Urgent Tasks or goals important but not time-sensitive. These should be planned and worked on to prevent them from becoming urgent later
Not Important	Quadrant 3 Urgent but Not Important Tasks or goals which are urgent but not necessarily important. Consider delegating or minimizing time spent on these tasks	Quadrant 4 Not Urgent and Not Important Tasks or goals which are neither urgent nor important. These can be distractions and should be minimized or eliminated

Suggest other prioritization techniques you think will work

- ✓ RICE scoring system
- ✓ ABCDE-method
- ✓ ICE score model for agile
- ✓ Etc.

RICE scoring system

The RICE scoring system is a popular framework used for prioritizing projects or tasks based on their potential impact. RICE stands for **Reach, Impact, Confidence, and Effort**, and it is commonly used in product and project management to determine the order in which initiatives should be addressed or implemented.

Reach – An estimate of how many people or events will be affected by the activity.

Impact – Quantify the contribution of the activity to the end goal.

- ✓ 3 for massive impact
- ✓ 2 for high
- ✓ 1 for medium
- ✓ 0.5 for low
- ✓ 0.25 for minimal

Confidence – Estimate how confident you are about the impact.

- ✓ 100 for high confidence
- ✓ 80 for medium
- ✓ 50 for low

Effort – An estimate of time and workforce (N people) needed to complete the task.

The higher the effort, the higher the number we assign to it:

- ✓ Months: 5 x N of people involved
- ✓ Few weeks: 4 x N of people
- ✓ One week: 3 x N of people
- ✓ Few days: 2 x N of people
- ✓ One workday or less: 1 x N of people

After assigning the scores to each of the categories, apply this formula (1.1):

$$RICE = (Reach \times Impact \times Confidence) \times Effort \quad (1.1)$$

After calculations rate the goals from maximum to minimum level of RICE

ABCDE-method

The ABCDE method is a technique used for prioritization and time management, particularly when dealing with multiple tasks or activities. Each letter represents a criterion to help individuals determine the order of importance or urgency for completing tasks:

- ✓ **A - “Very important tasks”**: it’s imperative that mentee take care of these, or mentee will suffer consequences;
- ✓ **B - “Less important tasks”**: mentee need to take care of these tasks but not in an urgent manner;
- ✓ **C - “Nice tasks to do”**: tasks that should give mentee pleasure to do;
- ✓ **D - “Tasks to delegate”**: tasks that can be passed to someone else, so mentee shouldn’t get overwhelmed;

- ✓ **E- “Tasks can be eliminated”**: tasks that should make part of mentee’s list, and mentee can eliminate them.

ICE score model for agile

The ICE scoring model is perfect for prioritizing features and ideas by multiplying three values that belong to each task (1.2):

$$ICE = Impact \times Confidence \times Ease \quad (1.2)$$

- ✓ **Impact**: how much will the task move to achieve the overall mentee’s goal;
- ✓ **Confidence**: the certainty that the task will have the desired result;
- ✓ **Ease**: level of effort to complete the task.

Encourage Mentee to Focus on High-impact Goals

- ✓ Guide your mentee to prioritize goals that will have the most significant positive impact on their life or career.
- ✓ Build the forecasted Life Balance Wheel (For more see Chapter 1.6. HOW TO MAINTAIN WORK-LIFE BALANCE AND WELL-BEING?) when the goals will be achieved.
- ✓ Emphasize mentee’s attention on that sometimes focusing on fewer goals can lead to more meaningful progress.

Rank and Order Goals

- ✓ Assist your mentee in ranking their goals based on the assessment of urgency, importance, and feasibility.
- ✓ Help mentee create a structured order or sequence for tackling these goals.

To remember!

A lot of very important and urgent **goals may** confuse **the mentee** **and** demotivate **over the** fear of importance and urgency!

A lot of very important but not urgent **goals may** lead a mentee **to procrastination pass!**

STEP 5. How to Help a Mentee to Break Goals into Actionable Steps?

Breaking goals into actionable steps is crucial for a mentee to effectively achieve their objectives. Breaking goals into actionable steps provides clarity about what needs to be done, making the process less overwhelming and more manageable. It allows for better tracking and measurement of progress, helping the mentee stay motivated by seeing tangible results. Also it helps in identifying the resources, skills, and support needed for each step, enabling better planning and allocation of resources. Breaking goals down makes it easier to adapt to changes, pivot strategies if needed, and address potential obstacles along the way.

Conducting the following steps will help guide your mentee in this valuable process.

1. Use the Ranked and Ordered Goals (See STEP 4)

2. Discuss and assign responsibilities for each task

- ✓ **Clarify** who will be responsible for completing each action item, whether it's your mentee or others involved in the process. Especially important for the group projects.
- ✓ **Emphasis** mentee's attention on that responsibility for personal development is on them.
- ✓ For the group projects **check the balance** of distribution between responsibilities and results!

3. Set Deadlines and Timelines

- ✓ **Establish** deadlines or timelines for each task.
- ✓ **Ensure** that deadlines are realistic and align with the overall timeframe set for achieving the goal.
- ✓ **Pay attention** for necessity being flexible and adaptable (STEP 9).

4. Allocate Resources

- ✓ **Discuss** the resources needed for each task, whether it's time, finances, expertise, tools, or support from others.
- ✓ **Ensure** your mentee has access to the necessary resources.
- ✓ **Help** the mentee to generate solutions for attraction additional resources if needed

5. Create a Step-by-Step Plan

- ✓ **Organize** the tasks in a logical sequence.
- ✓ **Create** a step-by-step plan outlining the order of tasks, deadlines, responsible parties, and required resources.
- ✓ **Check** the time-points overloaded with tasks, deadlines, required resources, etc.
- ✓ **Review** and **harmonize** the action plan by rational distribution of the tasks, deadlines, required resources, etc.

6. Detail Actionable Steps

- ✓ **Ensure** each task is broken down into actionable steps.
- ✓ **Specify** what needs to be done, how it will be done.
- ✓ **Check** that any specific actions required to complete the task.
- ✓ **Define** the expected results, formulated based on the SMART approach (see STEP 2).

To remember!

The Best Action Plan can be ruined because of

Lack of Commitment	Inaccurate Assumptions
Unforeseen Circumstances	Poor Information
Poor Communication	Leadership Issues
Inadequate Resources	Burnout or Demotivation
Resistance to Change	Lack of Accountability
Lack of Flexibility	Scope Creep
Procrastination	Overambitious Goals
Lack of Prioritization.	

STEP 6. How to Support and Encourage the Mentee to Stay on Track?

Mentor's role goes beyond just offering advice and guidance. Encouraging the mentee to stay on track is crucial for their growth, development, and overall success. It helps them navigate challenges with confidence and determination, ultimately leading to a more fulfilling journey toward their goals.

1. Regular Check-Ins (see STEP 7)

Schedule regular meetings or check-ins to discuss:

- ✓ progress,
- ✓ challenges,
- ✓ next steps.

Maintain accountability by consistency in communication (see STEP 8).

2. Provide Guidance and Resources

- ✓ Offer advice, share resources, and provide guidance when needed (For more see Chapter 1.1. HOW TO SHARE PRACTICAL INSIGHTS?).
- ✓ Make a list / interactive page with recommended books and articles (For more see Chapter 1.7. HOW TO ENCOURAGE CONTINUOUS LEARNING?).

- ✓ Help the mentee to select the proper workshops, online courses (For more see Chapter 1.7. HOW TO ENCOURAGE CONTINUOUS LEARNING?)
- ✓ Connect mentee with relevant contacts (For more see Chapter 1.3. HOW TO BUILD NETWORK AND CONNECTIONS?).

3. Listen Actively

Give Your Full Attention:

- ✓ Focus entirely on the speaker.
- ✓ Minimize distractions.
- ✓ Put away electronic devices.
- ✓ Maintain eye contact
- ✓ Show non-verbal cues

Be Present:

- ✓ Be mentally present and engaged in the conversation.
- ✓ Avoid interrupting or formulating your response while the speaker is still talking.
- ✓ Let mentee express fully before you respond.

Show Interest:

- ✓ Use verbal and non-verbal cues to show interest in what the speaker is saying.
- ✓ Encourage mentee with affirmations like "I see," "Yes," or "Go on," to indicate your engagement.

Use Reflective Listening – reflect or paraphrase what the speaker has said to ensure you've understood correctly.

Ask Open-Ended Questions: Encourage the speaker to elaborate by asking open-ended questions that require more than a yes/no answer.

Avoid Judgment:

- ✓ Suspend judgment and refrain from jumping to conclusions or forming opinions prematurely.

- ✓ Create a safe and open environment for the speaker to express themselves freely.

Empathize:

- ✓ Try to understand the speaker's emotions and feelings by putting yourself in their shoes.
- ✓ Empathetic responses validate their feelings and experiences, fostering trust and connection

Provide Feedback: Summarize or clarify what you've understood periodically during the conversation.

Listen for Non-Verbal Cues and pay attention to the speaker's body language, tone of voice, and other non-verbal cues.

Be Patient and give mentee the necessary space to express them fully.

Stay Neutral and avoid imposing your opinions or experiences onto the speaker's narrative.

Remember What's Been Said and make an effort to remember key points or important details shared by the speaker.

To remember!

Your role is to understand their perspective,
not necessarily to provide solutions or advice unless requested!

4. Offer Encouragement (Table 1-2)

Table 1-2

How to Offer Encouragement

To Do	How to Do
Acknowledge and Express Appreciation	Start by simply acknowledging mentee’s achievement. Express your genuine appreciation for mentee’s effort and hard work.

	"Congratulations" or "Well done" can go a long way
Give Positive Feedback	<p>Provide specific feedback about what mentee did well.</p> <p>Highlight the strengths or positive aspects of mentee's achievement.</p> <p>Be detailed in your praise to show that you recognize mentee's efforts</p>
Personalized Recognition	<p>Tailor your recognition to mentee's preferences.</p> <p>Some mentees might prefer public acknowledgment, some mentees might appreciate a private word of praise – choose the proper one.</p>
Celebrate Milestones	<p>Create milestones for mentee's goals and celebrate each one mentee's reach.</p> <p>Use both simple verbal acknowledgment and a small token of appreciation.</p>
Throw a Mini Celebration	Organize a small celebration, such as coffee outing, team gathering etc. to acknowledge mentee's accomplishment
Write a Note or Send a Message	<p>Craft a thoughtful note or send a congratulatory message.</p> <p>Choose the proper channel of communication to deliver the message</p>
Share Mentee's Success	<p>With mentees' permission, share their success story with others to inspire others and showcase their hard work</p> <ul style="list-style-type: none"> ✓ within your professional network, ✓ on social media, ✓ during team meetings
Offer Opportunities for Growth	<p>Acknowledge mentee's achievements by offering opportunities for further growth:</p> <ul style="list-style-type: none"> ✓ additional responsibilities, ✓ leadership roles, ✓ professional development opportunities
Create a Recognition Program	<p>Establish a formal/informal recognition program to acknowledge achievements regularly.</p> <p>Define the PRIZES</p> <p>Create the "Achievements Board"</p>
Encourage Self-Celebration	<p>Teach mentees to recognize and celebrate their own achievements.</p> <p>Encourage self-reflection and self-reward for mentees' accomplishments</p>
Do it regularly	Acknowledge mentees' efforts and progress regularly

To remember!

Positive reinforcement encourages repeated behavior. By celebrating mentees' achievements, you reinforce the importance of their efforts and motivate them to continue. Encouragement helps boost confidence and motivation.

5. Offer Constructive Feedback (For more see Chapter 2.1. HOW TO PROVIDE EFFECTIVE FEEDBACK AND CONSTRUCTIVE CRITICISM)

6. Help in Problem Solving (For more see Chapter 2.5. HOW TO RESOLVE CONFLICTS AND HELP IN PROBLEM SOLVING?)

7. Share Personal Experiences:

- ✓ Choose experiences that are **relevant** to the mentee's current situation or the challenges they're facing.
- ✓ Share stories that offer **valuable lessons or insights** applicable to their circumstances.
- ✓ Provide **context** when sharing your experiences.
- ✓ Explain the situation, the decisions you made, and the outcomes or lessons learned.
- ✓ Be **authentic and honest** when sharing your experiences.
- ✓ Avoid **embellishing or sugar-coating** your stories.
- ✓ Authenticity builds **trust and credibility**.
- ✓ **Highlight the lessons or insights** gained from your experiences. Discuss what worked well, what didn't, and what you learned from both successes and failures.
- ✓ Encourage your mentee to **reflect** on your story and **draw parallels** to their own situation.

- ✓ Respect your mentee's **boundaries and privacy**. Avoid sharing overly personal or sensitive information unless it's relevant to the mentoring relationship and beneficial for their growth.
- ✓ Instead of directly telling your mentee what to do basing on your experiences, **offer perspective**, help them see different angles or options they might not have considered.
- ✓ Connect with your mentee **emotionally** by showing **empathy and understanding**.
- ✓ Acknowledge mentee **feelings and concerns**, drawing from your experiences to illustrate that you understand their position.
- ✓ Use your experiences to encourage **open communication**.
- ✓ Let your mentees know that **they can approach you with questions** or concerns based on the shared experiences.
- ✓ **Be mindful of cultural, social, or personal differences** when sharing experiences.
- ✓ **Avoid assumptions** and ensure your stories are **inclusive** and **respectful** of diversity.
- ✓ Share experiences that showcase your own growth, resilience, and how you navigated challenges.

8. Encourage Self-Reflection (see STEP 10)

- ✓ Foster an **open and non-judgmental space** where your mentee feels comfortable discussing their thoughts, feelings, and experiences without fear of criticism.
- ✓ **Ask Thought-Provoking Questions** that encourage deep thinking and introspection:
 - "What did you learn from this experience?"
 - "How do you feel about your progress?"
 - "What could you have done differently?"
 - "What strengths did you demonstrate in this situation?"

- ✓ Encourage your mentee to **allocate specific time for self-reflection regularly**: daily, weekly, or after significant events or milestones.
- ✓ Suggest maintaining a **reflective journal** where your mentee can write down their thoughts, experiences, and insights.
- ✓ **Refer to past experiences** or challenges your mentees have faced. Ask them to reflect on how those experiences shaped their growth and what lessons they learned.
- ✓ Encourage your mentee to **question their assumptions, beliefs, and motivations**. Challenge them to dig deeper into their thoughts and behaviors.
- ✓ Regularly **review progress toward established goals** and encourage your mentees to reflect on their achievements, setbacks, and the strategies that worked best for them.
- ✓ Encourage your mentee to **seek feedback** from others, fostering a culture of learning and self-improvement.
- ✓ **Demonstrate self-reflection yourself** by sharing your own experiences and insights gained through introspection.
- ✓ **Celebrate and acknowledge your mentee's growth** and self-awareness.
- ✓ Encourage your mentee to reflect not only on thoughts and feelings but also on **actionable steps they can take based on their reflections**.

9. Be Flexible and Supportive (For more see Chapter 2.2. HOW TO ACHIEVE ETHICAL MENTORING AND PROFESSIONAL BEHAVIOR?)

- ✓ Prepare the mentee to **expect changes (the unexpected)** as a natural way for being mentally prepared for unforeseen events or shifts in plans.
- ✓ Teach the mentee to **cultivate resilience** by building the ability to bounce back from setbacks.
- ✓ **Encourage a positive attitude** and the belief that challenges can be opportunities for growth.
- ✓ **Cultivate flexibility and adaptability** in mentee's mindset and openness for adjusting plans, strategies, and perspectives when situations change unexpectedly.
- ✓ **Focus mentee on what they can control**: their responses, attitudes, and actions in challenging situations.

- ✓ **Cultivate building a strong support network** of friends, family, mentors, or colleagues who can offer guidance, advice, and emotional support during uncertain times.
- ✓ Recommend the mentee to be engaged in **mindfulness techniques** (meditation, deep breathing, etc.) to stay centered and calm amidst uncertainty.
- ✓ Turn the mentee's view for setbacks or unexpected events as **opportunities** for learning and growth, make them to reflect on the lessons learned find the way to apply them to future situations.
- ✓ **Focus mentee on what they can control:** they responses, attitudes, and actions in challenging situations.
- ✓ **Cultivate building a strong support network** of friends, family, mentors, or colleagues who can offer guidance, advice, and emotional support during uncertain times.
- ✓ **Recommend** the mentee to be engaged in **mindfulness techniques** (meditation, deep breathing, etc.) to stay centered and calm amidst uncertainty.
- ✓ **Turn** the mentee's view for setbacks or unexpected events as **opportunities** for learning and growth, make them to reflect on the lessons learned find the way to apply them to future situations.

10. Provide Motivation

Help mentee stay motivated by **reminding them of their:**

- ✓ goals,
- ✓ the reasons behind their aspirations,
- ✓ the potential benefits of achieving them.

Visualize Success with visualization techniques where they imagine achieving their goals.

11. Respect Autonomy

- ✓ **Support your mentee in making their own decisions** and taking ownership of their actions. **Encourage them to think critically** and come up with their solutions.

- ✓ **Respect right to choose** their path by offering guidance, advice, and insights based on your experience and expertise, but refrain from imposing your opinions or decisions on them.
- ✓ **Recognize and value your mentee's skills**, knowledge, and unique experiences. Acknowledge that they have valuable insights and strengths of their own.
- ✓ **Respect their boundaries** and seek consent before offering advice or sharing personal experiences. Ensure they feel comfortable discussing certain topics or receiving guidance.
- ✓ **Empower your mentee to make decisions** by weighing options and considering consequences. Offer support in evaluating choices rather than making decisions for them.
- ✓ **Honor confidentiality** regarding personal information shared by your mentee unless there are concerns about their safety or well-being.
- ✓ **Be flexible and adaptable in your mentoring approach**, adjust your guidance and support based on your mentee's preferences, needs, and evolving goals.
- ✓ **Celebrate moments** when your mentee demonstrates autonomy, makes independent decisions, or takes steps toward self-directed growth.

To remember!

Each mentee is unique, so it's essential to **adapt your approach** based on their personality, learning style, and individual needs.

By consistently **offering support, guidance, and encouragement**, you can effectively help your mentee stay on track towards their goals

Be a Role Model - Lead by example.

Demonstrate resilience, perseverance, and dedication in your own actions.

STEP 7. How to Make a Regular Review and Adjustment for Mentee's Goals?

Regular review and adjustment of mentee goals are critical for maintaining relevance, ensuring progress, adapting to changes, and fostering a healthy mentor-mentee relationship. It's an ongoing process that supports the mentee's development in a dynamic and evolving environment.

1. Establish a Schedule

Set a **regular cadence for goal reviews**: Monthly, Quarterly, Biannually, According to the study plan or curriculum, Etc.

If a mentee consistently fails to attend meetings with their mentor, the mentor can take several steps to address this situation. Ultimately, open communication, understanding, flexibility, and a willingness to address challenges collaboratively are key to resolving issues related to a mentee's absence from meetings with their mentor.

Communicate and Understand

Reach out to the mentee by any available communication channel to understand the reasons behind their absence. There might be underlying issues such as scheduling conflicts, personal challenges, lack of interest, or misunderstanding about the importance of the meetings. **Try to be encouraging in the contact not a persecutor.**

Identify Barriers.

Explore any barriers or obstacles preventing the mentee from attending meetings. Offer support or guidance in overcoming these challenges, whether they are related to time management, personal issues, or other commitments.

Reinforce Importance

Emphasize the value and significance of the mentoring relationship and regular meetings. Explain how consistent attendance and active participation can significantly contribute to the mentee's growth, learning, and goal achievement.

Set Clear Expectations.

Reinforce the importance of commitment and reliability in the mentoring relationship. Clarify the expectations regarding meeting attendance, participation, and communication beforehand to avoid misunderstandings. **Do not expect neither too much not too little.**

Reschedule or Adjust Meetings

Discuss with the mentee a possibility to find a more suitable meeting time that accommodates their schedule. Flexibility in scheduling might help in ensuring the mentee's commitment to attending meetings. **Don't forget as well about your life balance.**

Offer Support and Encouragement.

Show understanding and support for the mentee's situation while encouraging them to prioritize the mentoring sessions. Offer assistance in addressing any concerns or difficulties they may have. **Don't try to solve all mentee's problem!** (For more see Chapter 2.5. HOW TO RESOLVE CONFLICTS AND HELP IN PROBLEM SOLVING?).

Reevaluate the Relationship.

If the mentee consistently shows disinterest or a lack of commitment despite efforts to resolve the issue, consider discussing the mentee's commitment to the mentoring relationship. Reevaluate whether the mentoring arrangement is meeting the needs of both parties. Ask the coordinator of mentoring program about help and advice. **Do not hesitate to contact with the relevant academic staff for help.**

Follow Up

After addressing the issue, follow up to ensure that the mentee understands the importance of attending meetings and to confirm their commitment to future sessions. Inform the coordinator of mentoring program about further development of the situation. **Stay in touch with coordinator.**

If the problem persists despite efforts to address it, both mentor and mentee may need to reassess the viability of the mentoring relationship with the coordinator of mentoring program.

2. Document Goals

- ✓ **Ensure all goals** are clearly documented.
- ✓ **Put the goals** in a shared document or system that both you and your mentee can access easily.
- ✓ **Documentation** should include the specifics of each goal: purpose, timeframe, and measurable KPI.

3. Assess Progress

- ✓ **Assess the progress** made toward each goal.
- ✓ **Check the milestones** achieved, setbacks encountered.

- ✓ **Define any changes** in circumstances that might affect the goals.

4. Discuss Achievements and Challenges

- ✓ **Celebrate achievements** even small one.
- ✓ **Discuss the challenges** faced in pursuing the goals.
- ✓ **Encourage open communication** about what worked well and what didn't.

5. Reevaluate Relevance

- ✓ **Consider** whether the goals are still relevant to your mentee's aspirations and current circumstances.
- ✓ **Adjust** the goals when needed to remain their meaningful.

6. Ensure Realistic Expectations

- ✓ **Evaluate** whether the goals set initially were realistic and attainable.
- ✓ **Adjust** the goals if they seem overly ambitious or too easily achievable.

7. Refine Action Plans

- ✓ **Add new goals** that align with the mentee's evolving interests, skills, or career aspirations
- ✓ **Review the action plans** associated with each goal.
- ✓ **Refine plans** by adding new strategies or adjusting existing ones to improve effectiveness.

8. Seek Feedback and Input

- ✓ **Encourage** your mentee to **provide feedback** on the goals and their progress.
- ✓ **Ask questions** to understand their perspective and any changes they believe are needed.

9. Create an Action Plan for Adjustments

- ✓ **Develop a plan** outlining the adjustments agreed upon during the review.
- ✓ **Specify the steps needed** to implement these changes effectively

To summarize the overall topic, do not hesitate to use **5 TIPS on HOW TO SET AND REVIEW GOALS:**

5 TIPS on HOW TO SET AND REVIEW GOALS

1

Be Specific and Clear

Make sure that mentee's goals are clear and specific. Specific goals are easier to measure and track progress

2

Use SMART Criteria

Ensure goals are specific, measurable (with clear milestones or metrics), achievable (within your capacity), relevant to overall objectives, and have a set timeframe for completion.

3

Make Regular Reviews and Adjustments

Set aside time regularly to review mentee's progress (daily, weekly, or monthly) depending on the nature of the goal. Assess what's working, what isn't, and make adjustments as needed.

4

Break Down Goals into Smaller Tasks

Large goals can be overwhelming. Break them down into smaller, manageable tasks or sub-goals. This helps mentee focus on one step at a time

5

Celebrate Achievements and Learn from Setbacks

Celebrate mentee's successes, regardless of how small they may seem. Acknowledging achievements helps maintain motivation. View setbacks or challenges as opportunities for learning rather than failures. Understand what went wrong, learn from it, and adjust your approach accordingly

Chapter 1.3. HOW TO BUILD NETWORK AND CONNECTIONS?

Networking is becoming a strategic tool in education, where interaction and information exchange remain as important as knowledge itself. One of the unique opportunities that networks offer is the potential for mutual learning, exchange of ideas, and collaboration of different professional groups. Mentees with effective networking skills retain the ability to adapt quickly to changes in the professional environment and realize their potential by translating ideas into the real world.

In today's world, where intense competition and rapid technological change have become the norm, the ability to build effective professional relationships has become a critical factor in career success.

Networking skills not only lead to opportunities but also become the foundation for personal and professional growth. By making the right network connections, the uniqueness of the mentee and his or her educational and professional achievements become more apparent. The importance of networks for mentees goes beyond just increasing acquaintances, it can also lay the foundation for a successful start in their careers and help build lasting relationships in their open fields.

One of the main elements of the mentee's professional development is connecting mentees to relevant professional contacts through networking. This opens new opportunities for career growth, allows mentees to expand their professional horizons and become part of a wider community in the industry. Interaction with highly qualified specialists improves learning on real examples, promotes joint projects and cooperation, and provides self-confidence and career growth opportunities for mentees.

In this topic, we will consider how to introduce a mentee to relevant professional contacts, events, and opportunities in the industry and how to build an effective networking strategy.

1.3.1 INTRODUCE THE MENTEE TO RELEVANT PROFESSIONAL CONTACTS

It is a valuable way to help mentees expand their network, gain insights, and to find new career opportunities. Using your network to help your mentee is a great way to add value to your mentoring relationship. You can also strengthen your own network by building trust, goodwill, and reciprocity.

Identify your mentee's goals

Before you introduce your mentee to anyone in your network, you need to understand their career goals, areas of interest, and specific needs regarding professional contacts. This will help you pinpoint the right people to introduce them to and tailor your recommendations and introductions to match their aspirations and expectations.

Select relevant contacts

Once you have a clear picture of your mentee's goals, you can start thinking about who in your network can help them. Look for contacts who have relevant expertise, experience, or influence in your mentee's field or industry. Consider the quality and strength of your relationships with them, and how willing and able they are to assist your mentee. Consider people in your industry, former colleagues, friends, or acquaintances who may have expertise or connections related to your mentee's goals.

Ask for permission and consent

Before you make any introductions, you need to ask for permission and consent from both parties. Contact your network contact first and explain why you want to introduce them to your mentee. Be clear about your mentee's goals and how the contact's expertise or network can be of value. Ask them if they are interested and available to meet your mentee, and if they have any preferences or conditions for the introduction. Then, contact your mentee and tell them about your network contact. Give them some information about their role, achievements, and personality, and why you think they can help them.

Make a warm introduction

Once you have the permission and consent from both parties, you can make a warm introduction. You can use email, phone, or social media to make the introduction, depending on the preferences and availability of both parties. The key elements of a warm introduction should include addressing both parties by name, explaining why you are making the introduction and how you know both parties, highlighting any commonalities, interests, or goals that both parties share, requesting that they follow up with each other. Be sure to convey your confidence in your mentee's potential and expressing your gratitude and enthusiasm for the introduction with a sign-off.

Encourage your mentee

After the introduction, encourage your mentee to take the lead in fostering the connection. Advise them to be proactive, prepare relevant questions, and express their gratitude for the contact's time and expertise.

Follow up and provide feedback

Stay engaged and informed about how the relationship with the professional contact is progressing. Encourage your mentee to provide updates and seek advice on maintaining and nurturing these connections. Ask them if they found it useful, enjoyable, or valuable, and if they have any feedback or suggestions for you or each other. Thank them for their time and effort, and encourage them to keep in touch with each other and with you. You can also provide feedback to your mentee on how they handled the introduction and the meeting or conversation, and what they can do to improve their networking skills.

The participation of mentees in networking events is important from the point of view of their professional development and career success. First, it gives them the opportunity to make valuable professional connections with colleagues, experts and leaders in their field. Interaction at such events creates a favorable platform for exchanging ideas, experiences and expanding the professional circle. In addition, participation in networking events allows mentees to follow industry trends, learn from successful professionals, and find new opportunities for career development. All this

contributes to their professional growth and opens the door to promising opportunities in the future.

1.3.2. INTRODUCE THE MENTEE TO RELEVANT PROFESSIONAL EVENTS.

Events are also a great way for networking, so mentors can help introduce mentees, as well as build connections for themselves. Networking events are organized gatherings for people to engage with one another and build valuable professional connections. Introducing your mentee to professional events can be a valuable aspect of your mentoring relationship. It provides them with opportunities to learn, network, and grow in their chosen field.

Understand your mentee's interests and goals

Begin by discussing your mentee's career interests, goals, and areas of expertise. Understanding their specific needs and objectives will help you identify the most relevant professional events.

Research upcoming events

Research upcoming professional events, such as conferences, seminars, workshops, webinars, networking meet-ups, and industry-specific expos. Look for events that align with your mentee's interests and career aspirations. You can find these events by following and/or subscribing to industry news outlets or experts in your field. You might also find them via the specific software programs you use at work.

Prioritize events

Find event that fits your mentee's personality and career goals. Consider factors such as location, cost, date, and the reputation of the event.

Provide guidance

Help your mentee register for the selected events or secure invitations, as necessary. Offer guidance on how to prepare for the event. This might include suggesting appropriate attire, preparing an pitch, and setting specific goals for what your mentee hopes to achieve at the event.

Attend events together

If you are both able to attend the same event, this can be a great opportunity for in-person mentoring. You can help your mentee navigate the event, introduce them to contacts, and provide guidance throughout the event.

Encourage networking.

Stress the importance of networking at the event. Advise your mentee to approach people, engage in meaningful conversations, and exchange contact information with professionals who can help them in their career journey. While it is good to have a plan, it is also important to be flexible and open-minded when attending a networking event. After the event, discuss your mentee's experiences and the connections they made. Offer advice on how to follow up with new contacts and maintain these relationships over time.

Suggest post-event actions

Encourage your mentee to share what they learned at the event with you and with their broader professional network, whether through social media, a blog, or direct communication. This can help solidify their presence in the industry.

Continue to monitor and recommend

Stay informed about upcoming events and recommend others that may be relevant to your mentee's career development. Continue to support their efforts to attend such events.

For effective networking, interaction strategy must be well thought out and designed to build strong professional connections. Don't forget the importance of support and helping each other when building a network.

1.3.3. GUIDE THE MENTEE ON EFFECTIVE NETWORKING STRATEGY.

Set clear networking goals

Begin by helping your mentee set clear and achievable networking goals. Ask them what they want to achieve through networking, whether it's making new connections, finding job opportunities, seeking advice, or expanding their knowledge. Ask to write mentee's goals on road map and view them as critical markers of progress.

Craft these goals to be SMART: specific, measurable, achievable, relevant and time-bound (for more see Chapter 1.2. HOW TO SET AND REVIEW GOALS).

Clarify needs

Ask mentee to pinpoint the necessary skills, training, expertise and guidance needed to achieve them. The required skills can vary depending on career stage, research focus and personal situation.

Build a professional online presence

Encourage your mentee to create or optimize their online presence, particularly on LinkedIn. Ensure their profile is complete, professional, and showcases their skills and achievements.

Assess strengths and weaknesses

Work with your mentee to identify to assess his strengths and weaknesses. Strategies to help mentee pinpoint strengths and weaknesses include soliciting feedback from peers or mentors, reflecting on past successes and challenges, using self-assessment tools, comparing capabilities against objective criteria and considering passions and motivations.

Find opportunities to network and attend networking events

Encourage your mentee to participate in relevant networking events, such as conferences, seminars, webinars, workshops, and industry-specific meetups. Attending conferences and workshops provides opportunities to meet potential mentors and collaborators. Make the most of them by engaging actively. Joining and participating in professional associations and online academic communities broadens connections and knowledge. Emphasize the importance of active listening during networking interactions. Encourage your mentee to ask open-ended questions, show genuine interest in others, and be attentive to what is being said.

Measure progress

Help your mentee assess the impact of their networking efforts by tracking their goals and the outcomes of their connections. This feedback will inform their networking strategy.

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO BUILD NETWORK AND CONNECTIONS:**

5 TIPS on HOW TO BUILD NETWORK AND CONNECTIONS

1

Setting clear expectations

Make sure to outline the type of guidance and support you are willing to offer, as well as any boundaries or limits that need to be respected

2

Give before you get

Teach mentees the principle of giving before receiving. Encourage them to offer help, support, or insights to their connections without immediate expectations of something in return

3

Recommending useful tools and resources

As a mentor, it's up to you as an expert in your field to share this knowledge with mentees and provide important insights which they would struggle to find on their own. This could include industry-specific articles, books etc.

4

Connecting mentees with valuable networks

As their mentor, you can help give mentees a leg-up by introducing them to people who are likely to be of value and offer guidance along their journey.

5

Offering constructive feedback

It's important for mentees to receive valuable guidance from you on their work as they progress through each stage of the journey

Chapter 1.4. HOW TO ENCOURAGE PROFESSIONAL DEVELOPMENT?

Encouraging a mentee's professional development is not just beneficial for their career growth but also contributes to their overall confidence, adaptability, and success. Encouraging a mentee's professional development is crucial for several reasons. First of all, encouraging professional development helps the mentee acquire new skills and knowledge essential for career growth, including technical skills, soft skills, industry-specific knowledge, or leadership capabilities. Investing in professional development enhances the mentee's qualifications and makes them more competitive in the job market. As a result it opens up opportunities for career advancement, promotions, or new job prospects. For both mentee and mentor professional development is about staying updated with industry trends and technological advancements. This helps the mentee adapt to changes within their field and remain relevant in a constantly evolving workplace. As the mentee develops new skills and knowledge, their confidence and competence levels grow. This confidence translates into better performance and a more positive attitude towards challenges.

Also, mentees are more likely to remain engaged and committed to their current role or organization if they see opportunities for growth and development. This can contribute to higher retention rates and increased job satisfaction as well as improve mentoring process in general. Encouraging professional development shows the mentor's investment in the mentee's success beyond the immediate scope of their current role. This strengthens the mentor-mentee relationship and builds trust.

Moreover, continuous professional development often involves personal growth as well. Mentees can improve their time management, communication, networking, and problem-solving abilities, which are beneficial both professionally and personally.

Mentors who advocate for professional development set an example for their mentees by demonstrating the importance of lifelong learning and personal growth, inspiring mentees to follow suit and continue developing their skills even after the mentoring relationship ends.

To encourage mentee's professional development follow the steps below:

- ✓ **STEP 1** Document Progress and Make a Portfolio
- ✓ **STEP 2** Update Resume, Profiles, Portfolios
- ✓ **STEP 3** Go into Networking
- ✓ **STEP 4** Seek Recommendations
- ✓ **STEP 5** Continuously Learn and Update
- ✓ **STEP 6** Join Professional Associations

STEP 1. Document Progress and Make a Portfolio

Documenting progress and creating a portfolio for a mentee provides a structured way to track growth, showcase achievements, and gather feedback for continuous improvement. It serves as a valuable tool for personal and professional development, aiding in career advancement and self-reflection. It also allows the mentee to track their development over time. It provides a tangible record of achievements, milestones reached, skills acquired, and projects completed. By having this documented history, the mentee can reflect on their growth, which can be motivating and encouraging, especially during challenging times.

A mentee's portfolio serves as a showcase of the mentee's skills, capabilities, and accomplishments. It provides a structured way to present their work, projects, certifications, and any other relevant achievements. A well-organized portfolio is a powerful tool during job interviews, performance evaluations, or when seeking new opportunities, as it demonstrates the mentee's capabilities and accomplishments effectively. Also a documented portfolio allows for easy access to past work and experiences, making it simpler to gather feedback. This feedback can be crucial for identifying areas of improvement and growth opportunities. By reviewing past projects and reflecting on feedback received, the mentee can continuously improve their skills and performance. Your mentee should keep the records about:

- ✓ Skill development activities
- ✓ Certifications earned

- ✓ Workshops attended
- ✓ Projects completed
- ✓ Any other relevant experience

STEP 2. Update Resume, Profiles, Portfolios

Resumes, profiles, and portfolios are distinct tools used for professional purposes, each serving a distinct purpose in presenting an individual's qualifications and experiences to potential employers, clients, or professional connections.

A resume is a concise summary of a person's education, work experience, skills, and achievements tailored for a specific job application. It typically includes sections such as contact information, a summary or objective, work experience, education, skills, and sometimes additional sections like certifications or awards. Resumes are usually limited to one or two pages and are highly structured, highlighting the most relevant information for a particular job or industry. For more information about resume preparation go to Chapter 1.5. HOW TO HELP MENTEE TO BUILD RELEVANT RESUME AND BE PREPARED TO THE INTERVIEW

Profiles, often associated with online platforms like LinkedIn, are more comprehensive than resumes. They provide a broader overview of a person's professional background, skills, experiences, and interests. Profiles are less formal than resumes and allow for a more narrative style. They can include recommendations, endorsements, publications, volunteer experiences, and a summary of skills and expertise. Profiles are generally not tailored for specific job applications but serve as an ongoing professional presence, facilitating networking and showcasing a person's professional identity and brand.

Portfolios are collections of work samples, projects, achievements, and other artifacts that demonstrate a person's skills, abilities, and accomplishments. They can include various types of materials, such as writing samples, design projects, presentations, artwork, case studies, or any tangible evidence of the individual's capabilities. Portfolios are more detailed and visual compared to resumes or profiles. They provide concrete examples of the person's work and can be used to demonstrate

expertise during interviews, presentations, or when showcasing skills to potential clients or employers.

Permanent update

- ✓ **Encourage** your mentee to maintain a portfolio or a document showcasing their growth, accomplishments.
- ✓ **Incorporate** newly acquired skills, certifications, and relevant experiences into mentee's resume, LinkedIn profile, and any other professional profiles.
- ✓ **Highlight** mentee's achievements in a way that aligns with mentee's career goals.

Feel free to recommend your mentee to use LinkedIn as a professional networking platform (Appendix I) or any other professional networking platforms according to your experience. Also it will be useful to keep resume updated with the help of Europass CV Creator (Appendix II).

Questions to be asked for constructing resume (Table 1-3)

Table 1-3

Questions to be asked for constructing resume

Focus on	Recommended questions
Purpose	<ul style="list-style-type: none"> ✓ Is this portfolio for job applications, freelance work, showcasing skills to clients, or personal development? What are your objectives to guide the content and format of mentee's portfolio?
Best works	<ul style="list-style-type: none"> ✓ What mentee's best work, achievements, projects, and experiences do align with mentee's goals? ✓ What examples of projects, reports, presentations, designs, writing samples, certifications, awards, etc. can be the best proof of mentee's professional level?
Format	<ul style="list-style-type: none"> ✓ What will be the best format of mentee's portfolio? ✓ Will it be a physical portfolio (a printed book or binder), a digital portfolio (a website, PDF, or online platform), or a combination of both? ✓ What kind of format will be the best to showcases work of mentee and suits their audience?

Structure		<ul style="list-style-type: none"> ✓ Does the portfolio have a clear and logical structure? ✓ How work will be categorizing (based on mentee's skills, projects, industries, or chronological order). ✓ Is it easy to navigate and understand the portfolio?
Content		<ul style="list-style-type: none"> ✓ What is work with context and detail? ✓ Does the portfolio include descriptions, explanations, and reflections on each piece to demonstrate mentee's role, skills used, challenges faced, and outcomes achieved?
Showcase Diverse Skills		<ul style="list-style-type: none"> ✓ Does the portfolio highlight a diverse range of skills, talents, and experiences? ✓ Is it really diverse? ✓ Does the portfolio show versatility by including different types of projects or accomplishments that illustrate mentee's capabilities across various domains?
Visual Presentation		<ul style="list-style-type: none"> ✓ Does the portfolio ensure a professional and visually appealing presentation? ✓ Does mentee use high-quality images, clear text, consistent formatting, and an easy-to-read layout? ✓ Do design elements really enhance visual appeal?
Testimonials Recommendations	or	<ul style="list-style-type: none"> ✓ How can mentee incorporate testimonials, recommendations, or reviews from supervisors, clients, or colleagues? ✓ What testimonials, recommendations, or reviews from supervisors, clients, or colleagues are relevant to the portfolio? ✓ Who else can give the recommendations to mentee?
Regular Update		<ul style="list-style-type: none"> ✓ Is the portfolio actual, consists on updated information and relevant to showcase mentee's most recent work and growth? ✓ Does mentee update portfolio just after gain new experiences, skills, or accomplishments?
Feedback		<ul style="list-style-type: none"> ✓ Does mentee regularly seek for feedback from mentors, peers, or professionals in their field? ✓ What valuable insights and suggestions for improving the content, presentation, or overall effectiveness of mentee's portfolio can be implemented?
Review and Polish		<ul style="list-style-type: none"> ✓ Did mentee check for errors, ensure consistency, and make any necessary revisions to create a polished final product? ✓ Is it grammarless or everything is OK?
Share and Promote		<ul style="list-style-type: none"> ✓ Where mentee's portfolio can be shared in order to achieve their target audience? ✓ What networking events, job applications, online profiles, or personal website can be used for active promotion and sharing of mentee's portfolio to showcase their skills and achievements?

STEP 3. Go into Networking

Networking is a powerful tool for mentees to expand their knowledge, connect with industry professionals, access opportunities, and foster personal and professional growth. It plays a vital role in building a successful and fulfilling career. In order to make the networking process more fruitful and comfortable set clear goals for networking:

- ✓ expanding mentee's professional circle,
- ✓ seeking career advice,
- ✓ finding mentors,
- ✓ exploring business opportunities,
- ✓ etc.

What should be recommended:

- ✓ **Encourage** mentee to share their achievements and learning experiences with you mentor, peers, and industry professionals.
- ✓ **Show** your mentee the advantages of being engaged in discussions, attending networking events, and participation in online forums to showcase their expertise and willingness to learn.
- ✓ **Emphasize** the attention of mentee on the fact that participation in industry-specific events, conferences, workshops, seminars, or meet-ups provide excellent opportunities to meet new people, learn, and engage with professionals in mentee's field.

For more information see Chapter 1.3. HOW TO BUILD NETWORK AND CONNECTIONS?

STEP 4. Seek Recommendations

Seeking recommendations aids in validating skills, building credibility, and expanding professional networks, ultimately contributing to a mentee's career growth and opportunities.

Recommendations from mentors, supervisors, or colleagues provide third-party validation of the mentee's skills, abilities, and work ethic. These endorsements can enhance credibility and provide evidence of the mentee's capabilities to potential employers or clients. Also recommendations serve as testimonials that help build credibility and trust. Positive recommendations from credible sources can influence others' perceptions of the mentee, strengthening their professional reputation.

Seeking recommendations allows mentees to strengthen their professional network. When mentors or colleagues provide recommendations, it not only validates the mentee's skills but also fosters stronger connections within the industry or professional community. These connections can lead to potential job opportunities, collaborations, or mentorship possibilities in the future.

To help your mentee get relevant recommendations drive the following way.

Right People

- ✓ **Identify individuals** who are familiar with mentee's work, skills, and contributions.
- ✓ **Select** those who can speak positively about mentee's abilities and professional attributes.

Positive Relationship

- ✓ **Build and maintain** a positive relationship with the persons, mentee plan to ask for recommendations.
- ✓ **Engage** with people professionally, offer assistance, and show appreciation for their guidance or support.

Personalized Manner

- ✓ **Reach out personally** to each individual mentee are requesting a recommendation from.

- ✓ Mentee should be able to **explain** why this endorsement is valuable to them and specify the purpose (e.g., job application, LinkedIn profile).

Provide Context and Guidance

- ✓ **Offer** context about the position or opportunity mentee applying for.
- ✓ **Explain** what specific skills or experiences mentee would like to highlight in the recommendation.

Specific and Concise

- ✓ Mentee should **provide** clear points or examples of their work, projects, or accomplishments that they would like the recommender to include.
- ✓ **Help** people tailor their recommendation to emphasize relevant aspects of mentee's capabilities.

Draft / Talking Points

- ✓ **If appropriate**, offer a draft of the recommendation or key talking points to guide the recommender.
- ✓ **Ensure** the content remains genuine and reflects people's own perspective

Timeframe

- ✓ **Be considerate** of people's time and schedule.
- ✓ **Request** recommendations well in advance of any deadlines,
- ✓ **Allow** sufficient time to craft a thoughtful endorsement

Follow Up

- ✓ **If people agree** to provide a recommendation, follow up politely closer to the deadline to remind them, **if necessary**.
- ✓ Underline mentee the need to **express gratitude** for willingness to support them

Gratitude

- ✓ Once people have provided the recommendation, mentee should **thank** them **promptly**.
- ✓ **Acknowledge** people's effort and time, regardless of the outcome

Outcomes

If possible, update the individuals, who provided recommendations about the outcome:

- ✓ if you secured the job,
- ✓ were accepted into a program,
- ✓ etc.

STEP 5. Continuously Learn and Update

Industries evolve rapidly due to technological advancements, changing market demands, and new trends. That's why continuous learning ensures that mentees stay updated with the latest developments in their field, enabling them to adapt to changes and remain relevant in their careers. Learning new skills, acquiring knowledge, and staying updated contribute to a mentee's personal and professional growth. It broadens their perspectives, enhances problem-solving abilities, and fosters creativity, making them more adaptable and capable in various situations. Continuous learning increases a mentee's skill set and expertise, making them more valuable to employers or clients. It opens doors to new opportunities, promotions, and career advancement. Employers often value employees who display a commitment to ongoing learning and development. Additionally, continuous learning can also boost job satisfaction, increase confidence, and foster a sense of fulfillment as the mentee continues to expand their knowledge and expertise throughout their career.

What to be recommended for mentee to organize continuous learning:

- ✓ **Continue seeking** new opportunities for skill enhancement and certifications.
- ✓ **Take advantage** of platforms like Coursera, Udemy, LinkedIn Learning, and others offering courses and certifications.
- ✓ **Add credibility** to mentee's skillset by completing courses and earning certifications.
- ✓ **Clarify Learning Goals** by defining what mentee wants to achieve through the course or platform: specific skill, gaining knowledge in a particular field, earning a certification, or exploring a new subject.

- ✓ **Explore multiple online learning platforms** such as Coursera, Udemy, LinkedIn Learning, Khan Academy, Skillshare, and others. Look into the courses they offer, their content, instructors, user reviews, and ratings. Review the course syllabus, curriculum, or outline. Assess whether the content aligns with mentee’s learning objectives. Look for details on the topics covered, teaching methodology, materials provided, and any prerequisites. Ask the mentor to check the course as well.
- ✓ **Investigate the qualifications and experience of the instructors** or course creators. Consider their background, expertise in the field, teaching style, and whether they are reputable within the industry.
- ✓ **Check reviews and ratings** from previous learners. Look for feedback on course content, instructor quality, course structure, and overall learning experience. Pay attention to both positive and negative reviews.
- ✓ **Take advantage of free trials**, preview lessons, or sample content offered by some platforms or courses.
- ✓ If certification is important to mentee, **ensure the course offers a recognized certificate upon completion**. Check if the certification holds value in mentee’s field or industry.
- ✓ **Compare the costs of different courses or platforms**. Consider the value mentee will receive in terms of the quality of instruction, access to resources, support, and how it aligns with their budget.
- ✓ **Assess the overall reputation and credibility** of the learning platform itself. Look into factors such as user-friendliness, customer support, platform stability, and the variety of courses offered.
- ✓ **Ask for recommendations** from colleagues, or other professionals who have taken online courses in this area of interest.

Do not hesitate to recommend mentee to choose the traditional way of learning:

- ✓ Read books, articles, blogs, research papers, or industry publications related to mentee’s interests or field.
- ✓ Consider both digital and physical sources for varied perspectives.
- ✓ “Go to the field” – keep an eye on professionals.

Additional ways for staying updated should be recommended for mentee

- ✓ **To keep an eye on professionals**, projects they undertake, presentations they give, or contributions they make to their field. Follow their work on platforms like LinkedIn, blogs, or industry-specific websites.
- ✓ **Attend professionals' talks or webinars**: look out for speaking engagements, webinars, workshops, or conferences where professionals share their expertise. Attend these events to learn from their insights and experiences.
- ✓ **Engage in online platforms**: join online communities, forums, or groups where these professionals actively participate. Engage in discussions, ask questions, and observe their contributions to gain knowledge from their interactions.
- ✓ **Subscribe to professionals' publications**: subscribe to newsletters, journals, or publications authored or recommended by these professionals. This allows you to access their thoughts, analyses, and recommendations regularly.
- ✓ Follow **professionals** on social media: follow professionals on social media platforms like LinkedIn, Twitter, or professional Facebook groups. Pay attention to the content they share, comments they make, and discussions they engage in.
- ✓ **Attend networking events, industry conferences, or meetups** where mentee can interact with professionals in person. Engage in conversations, ask thoughtful questions, and listen attentively to their experiences and insights.
- ✓ **Review professionals' profiles and portfolios**: examine their LinkedIn profiles, portfolios, or personal websites to understand their career trajectory, skills, achievements, and the projects they've been involved in.
- ✓ **Learn from professionals' behavior and actions**: observe their work ethic, problem-solving approaches, communication styles, and decision-making processes. Analyze how they handle challenges or opportunities.
- ✓ **Seek recommendations from professionals**: if appropriate, seek recommendations or endorsements from these professionals. A recommendation from a respected professional can add credibility to your profile (for more see Chapter 1.3. HOW TO BUILD NETWORK AND CONNECTIONS?)

STEP 6 Join Professional Associations

Professional associations offer a platform for networking with professionals who share similar interests, expertise, or career goals. Being a part of these associations provides mentee an access to industry-specific events, conferences, workshops, and forums where mentees can connect with peers, potential mentors, and leaders in their field. This networking can lead to valuable opportunities for mentee such as job openings, collaborations, mentorship possibilities, and staying updated on industry trends and best practices. Joining professional associations expands the mentee's professional network, fostering connections that can be beneficial for career growth and development.

To help your mentee to join professional associations recommend mentee to complete the follow.

Identify Relevant Associations

Research and identify professional associations or organizations that align with mentee's industry, career goals, or specific interests. Look for groups that cater to particular profession, sector, or niche within the industry.

Review Membership Criteria

Visit the association's website or contact them directly to understand their **membership requirements**. **Review criteria** such as qualifications, experience, industry affiliation, or geographic location.

Explore Membership Benefits

Assess the benefits offered by different associations. Look for networking events, professional development opportunities, access to industry publications, certification programs, job boards, mentorship opportunities, and discounts on workshops or conferences.

Membership Application

Locate the membership application on association's website. Fill out the application form accurately and **ensure that mentee meet the necessary requirements!**

Pay Membership Dues or Fees

Review the fee structure and payment methods. Choose the membership tier that best aligns with mentee's needs and budget. Be honest with mentee about fees and possible effect of joining the association.

Submit Application

Submit membership application along with any required documents or fees as per the association's guidelines. Ensure all necessary information is included and follow any additional instructions provided.

Stay Informed

After becoming a member, stay updated with the association's activities, events, and communications. Attend meetings, webinars, seminars, or networking events to maximize the benefits of your membership.

Participate Actively

Engage actively within the association by volunteering for committees, contributing articles or insights, joining discussion forums, or participating in events.

Build Relationships

Network and build relationships with fellow members, industry professionals, and leaders within the association.

Renew Membership

Ensure to renew membership annually or as required by the association. Stay updated with membership renewal dates to maintain active membership status and continue enjoying the benefits.

To remember!

Choosing an association solely for its prestige or size might not be as beneficial if it doesn't cater to mentee's specific career objectives or provide the resources need

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO ENCOURAGE PROFESSIONAL DEVELOPMENT:**

5 TIPS on HOW TO ENCOURAGE PROFESSIONAL DEVELOPMENT

1

Establish Boundaries

Define what mentee want to achieve in professional development. Whether it's improving a specific skill, gaining certifications, or broadening knowledge in a particular area, having clear goals will guide mentee's efforts

2

Embrace Life-long Learning

Keep mentee curious and open to learning new things by attending workshops, seminars, webinars, or enrolling in courses. Recommend reading industry-related books, articles, or research papers to stay updated on the latest trends and advancements

3

Networking and Collaboration

As a mentor, keep mentee engaged with peers, mentors, and industry experts. Networking helps your mentee exchange ideas, gain insights, and find new opportunities.

4

Seek Feedback and Reflect

Encourage to seek feedback on mentee's work and performance. Regularly reflect on mentees experiences, successes, and challenges.

5

Apply Learning in Practice

Knowledge becomes valuable when applied. Encourage your mentee to seek for opportunities to apply what were learned in mentee's daily work, volunteer for projects, take on new responsibilities, or initiate projects that allow your mentee to practice and refine skills

Chapter 1.5. HOW TO HELP MENTEE TO BUILD RELEVANT RESUME AND BE PREPARED TO THE INTERVIEW

1.5.1. HOW TO HELP YOUR MENTEE TO BUILD RELEVANT RESUME

A well-crafted resume and preparation for interviews significantly enhance the mentee's chances of securing job opportunities and advancing in their career. A tailored resume showcasing relevant skills and experiences, coupled with interview preparation, increases their competitiveness in the job market.

A mentee's resume serves as a branding tool, representing their skills, qualifications, and professional background. By helping them build a relevant resume, mentors contribute to shaping the mentee's professional brand, which is crucial for making a positive first impression on potential employers.

Adequate preparation for interviews, including mock interviews and guidance on resume building, boosts the mentee's confidence. Feeling well-prepared and having a polished resume empowers them to articulate their skills and experiences more effectively during interviews.

Resume building and interview preparation hone the mentee's communication skills. Mentors can assist in framing accomplishments and experiences in a clear, concise, and compelling manner, ensuring the mentee effectively communicates their value to prospective employers.

Supporting mentees with resume building and interview preparation reinforces the mentor's role as a guide and mentor. It provides a practical avenue for mentorship, allowing mentors to offer valuable insights, feedback, and guidance tailored to the mentee's career aspirations.

By assisting mentees in these crucial areas, mentors not only contribute to their immediate job search efforts but also impart skills that are invaluable throughout the mentee's professional journey.

To land an interview, mentee need to write a resume that sails past the applicant tracking system, highlights mentee’s most essential skills, and differentiates from the other candidates in the pipeline.

Guide your mentee through the following process of resume preparations.

Step 1. Choose A Winning Format

Step 2. Build Contact Info Section

Step 3. Add Work Experience

Step 4. Include Education

Step 5. Add Hard And Soft Skills

Step 6. Don’t Forget The “Other” Sections

Step 7. Optimize Resume for Humans and Bots

STEP 1. CHOOSE A WINNING FORMAT

What type of resume is right for you? There are three main resume formats: chronological, functional, and combination. The best format for you will depend on the job description, your candidate profile, and your goals.

A **chronological resume** is effective for mentee with a consistent career path and a strong work history, as it presents a clear and organized overview of their professional background. However, it may not be the best choice for mentee with employment gaps or those changing careers, as it might highlight discontinuity or lack of relevant experience in their chosen field.

Chronological resumes are often preferred in more traditional industries such as finance, law, or academia, where a clear and straightforward presentation of work history is valued. So, if your mentee presents these areas – recommend it.

A **functional resume** is a type of resume format that focuses on highlighting the mentee's skills, abilities, and accomplishments rather than emphasizing the chronological work history. This format organizes the resume based on the mentee's skills and qualifications relevant to the job they are applying for. While functional resumes can effectively highlight a candidate's qualifications and skills, some recruiters and employers might find this format less preferable due to the absence of a clear

chronological work history. Some organizations prefer a traditional chronological format as it provides a straightforward overview of a candidate's employment history and career progression.

A **functional resume** format can be beneficial for mentee changing careers, re-entering the workforce after a gap, or those with diverse experiences but no consistent job history in a particular field. It allows mentee to emphasize transferable skills and relevant experiences.

A **combination resume**, also known as a hybrid resume, combines elements of both the chronological and functional resume formats. This type of resume focuses on showcasing the mentee's relevant skills and abilities as well as work history in a structured and comprehensive manner. Combinations resume aims to present a balanced view of the mentee's skills, qualifications, and work history. It's suitable for mentee looking to emphasize both relevant skills and work experience in a way that's tailored to the job applied for.

Feel free to recommend your mentee to use online tools to create resume. Also the Europass CV Creator (Appendix I) can be recommended.

STEP 2. BUILD CONTACT INFO SECTION

The contact information section is the most important part of mentee's resume (Table 1-4). Mentee should use it to provide HR managers with several ways to get in touch with mentee. The easier mentee make it, the better chances of getting an interview.

Table 1-4

The contact information section

Required Parts	Recommended Parts	Not Recommended
✓ Name	✓ LinkedIn profile URL	✓ Personal websites, blogs, or social media accounts that aren't related to your work
✓ Phone number	✓ Mailing address	✓ Date of birth
✓ Email address	✓ Title	✓ Second email or phone number
	✓ Blog or website	✓ Photo
	Social media links	

STEP 3. ADD WORK EXPERIENCE

The best way to display work experience in a resume depends on various factors, including the mentee's career stage, industry norms, and the specific job applied for. The goal of the work experience section is not just to list job responsibilities but to effectively communicate mentee's value as a professional and demonstrate how mentee's experience aligns with the requirements of the job applied for.

Your mentee should include the set of key facts about job experience:

- ✓ Job title
- ✓ Company name
- ✓ Company location
- ✓ Responsibilities
- ✓ Key achievements

Information about mentee's work experience may be presented in reverse chronological order. This is the most common and widely accepted format. Emphasize the mentee's attention on being focused on quantifiable achievements, specific skills utilized, and results achieved rather than providing generic job descriptions. Whenever possible, recommend your mentee to quantify achievements or responsibilities by using numbers, percentages, or statistics. For example, increases in sales revenue, successful project outcomes, cost savings, or any other measurable results.

STEP 4. INCLUDE MENTEE'S EDUCATION

By effectively presenting the mentee's education in the resume, you as a mentor can help to highlight their academic qualifications and align their educational background with the job requirements, showcasing their suitability for the position.

Generally, the education section is placed near the beginning of the resume, especially for recent graduates or those with limited work experience. However, if the mentee has significant work experience, the education section can be positioned after the work experience section.

Recommend your mentee to include the highest level of education achieved. Start with the most recent educational attainment and work backward. Include the following details:

- ✓ Degree Earned: Specify the type of degree (e.g., Bachelor of Arts, Master of Science).
- ✓ Major/Field of Study: Indicate the main area of focus or specialization.
- ✓ Institution Name: Provide the name of the university or college attended.
- ✓ Graduation Date: Mention the month and year of graduation or anticipated graduation.

It's often best to leave off your GPA unless you're a very recent graduate with stellar grades.

STEP 5. ADD HARD AND SOFT SKILLS

Include both hard skills and soft skills in this section. Effectively presenting both hard and soft skills in a mentee's resume involves strategic formatting and clear communication. Combining hard and soft skills effectively in a resume not only showcases the mentee's technical competencies but also demonstrates their interpersonal strengths and attributes. It's essential to tailor the skills section to the job description, ensuring that the highlighted skills directly match the requirements of the position they're applying for.

Hard skills

technical skills: programming, software, machine operation, engineering knowledge

Soft skills

Interpersonal skills that help mentee get along with co-workers and contribute to the team: teamwork, communication skills, empathy, etc.

In order help mentee to show hard skills recommend the follow:

- ✓ Create a dedicated section listing hard skills. Highlight technical skills, software proficiencies, certifications, languages, or specific tools relevant to the job. Use bullet points or a table format for easy readability.
- ✓ Tailor hard skills to match the job description. Include keywords from the job posting to ensure alignment and improve the resume's chances of passing through applicant tracking systems (ATS).
- ✓ Be specific about technical skills. Instead of listing general terms like "proficient in Microsoft Office," specify particular applications or software, such as Excel formulas, PowerPoint presentations, or proficiency in Adobe Photoshop.

In order help mentee to show soft skills recommend the follow:

- ✓ **Integrate soft skills into the experience section** by showcasing how these skills were utilized in previous roles. Use action-oriented language to describe achievements that demonstrate these skills.
- ✓ **Include a brief skills summary** or professional profile at the beginning of the resume highlighting soft skills. Use adjectives and phrases that showcase traits like leadership, communication, problem-solving, adaptability, teamwork, etc.
- ✓ **Provide specific examples** or achievements where soft skills were applied effectively. For instance, mention successful team collaborations, leadership roles, or instances where strong communication skills were crucial in achieving specific outcomes.
- ✓ Where applicable, **quantify soft skills**. For instance, instead of merely stating "strong communication skills," describe situations such as "effectively communicated with a team of 10 members resulting in a 20% increase in project efficiency."
- ✓ **Utilize action words or verbs** that align with soft skills. For instance, words like "*collaborated*," "*innovated*," "*mentored*," or "*negotiated*" highlight *teamwork, creativity, leadership, and interpersonal abilities*.

STEP 6. DON'T FORGET THE "OTHER" SECTIONS

Outside of the main sections of a resume, you can recommend a mentee to include some other skills, such as publications, certifications, portfolio, language skills, volunteer work, hobbies and interests.

The goal of including "Other" sections is to provide a more well-rounded view of the candidate while highlighting additional skills, experiences, or qualities that might differentiate them positively from other applicants.

The key factor for including the information into resume is relevance to the Job. Ensure that the information included in the "Other" sections is relevant to the job or industry. Highlight hobbies, interests, or activities that demonstrate skills or characteristics valued in the workplace. Be concise and selective about what to include. Choose the most impactful and relevant information. Relevant certifications or training programs related to the job should take precedence over less pertinent details. Also mentee should be focused on achievements, milestones, or significant contributions. Instead of merely listing activities, encourage mentee to emphasize the impact or outcomes of these experiences.

Additionally, keep your mentee's eye on writing descriptions in a positive and professional tone. Even when discussing personal interests or hobbies, frame them in a way that showcases positive attributes or skills that might be valuable in the workplace.

STEP 7. OPTIMIZE YOUR RESUME FOR HUMANS AND BOTS

Most companies use applicant tracking systems (ATS) to do the initial screening of job candidates during the hiring process. Adapting a mentee's resume to applicant tracking systems (ATS) involves optimizing the resume's content and formatting to increase the likelihood of getting past the initial screening process. To optimize this process recommend your mentee the following actions:

- ✓ Tailor the resume to **include relevant keywords** from the job description. Identify key phrases, skills, and qualifications mentioned in the job posting and incorporate them naturally throughout the resume.
- ✓ **Use a clean and straightforward resume format.** Avoid fancy fonts, images, or elaborate designs that ATS systems might have difficulty parsing. Stick to standard fonts like Arial, Calibri, or Times New Roman and standard section headers (e.g., Work Experience, Education, Skills).
- ✓ **Create a dedicated skills section listing hard skills and relevant soft skills.** Use exact keywords and phrases from the job description to describe the mentee's qualifications and competencies.
- ✓ **Submit the resume in a compatible file format** such as .docx or .pdf to ensure compatibility with ATS systems. Some ATS prefer Word documents (.docx) while others accept PDFs.
- ✓ **Keep section headings consistent and easily recognizable.** Use standard headings like "Work Experience," "Education," "Skills," etc., to help the ATS identify and categorize the information correctly.
- ✓ **Avoid graphics and tables** because ATS systems may have trouble reading graphics, charts, tables, or images and they could disrupt the parsing process, causing important information to be overlooked.
- ✓ **Spell out acronyms** at least once to ensure the system identifies the keywords correctly, because while a mentee and/or mentor may be familiar with industry-specific acronyms, ATS may not recognize them.
- ✓ **Customize the resume for each job application** by adjusting the keywords and highlighting experiences and skills most relevant to the specific job description.
- ✓ **Ensure the resume is free from spelling mistakes or formatting errors.** ATS systems can misinterpret misspelled words or irregular formatting, which might negatively impact the resume's ranking.

1.5.2. HOW TO HELP YOUR MENTEE TO BE PREPARED TO THE INTERVIEW

The interview is one of the most important parts of the process of finding a job. Notably, it's also a great opportunity to present your resume in a way that will make you stand out as an applicant and will emphasize the strongest aspects of your career experience. By following simple formatting techniques and assembling your resume in a professional way, you can make sure your resume is presented in a way that makes you a strong contender for the job you're applying for.

Encouraging your mentee to practice, research thoroughly, and refine their interviewing skills will significantly enhance their confidence and preparedness for the interview. Tailoring their preparation to the company and role specifics will also make a positive impression on the interviewer.

STEP 1. RESEARCH THE COMPANY:

Encourage your mentee to thoroughly research the company. This includes understanding its mission, values, products/services, company culture, recent news or achievements, and its position in the industry. Highlighting the importance of this research not only demonstrates genuine interest to the interviewer but also enables your mentee to tailor their responses during the interview, showcase their knowledge about the company, and ask informed questions. This preparation significantly improves their chances of standing out as a well-informed and enthusiastic candidate.

Encouraging your mentee to thoroughly research the company before an interview is essential and you can guide mentee as follow (Table 1-5).

Table 1-5

Features to be considered about company

Features	Details to be considered
Company's Mission and Values	Ask your mentee to explore the company's mission statement and core values. Understanding these aspects helps align their own values with the company's ethos

Products/Services and Market Position	Encourage them to familiarize themselves with the company's products, services, or solutions. Understanding the company's market position, competitors, and unique selling points is crucial
Recent News and Achievements	Advise your mentee to search for recent news articles, press releases, or announcements about the company. This information could include mergers, acquisitions, new product launches, or any notable achievements
Company Culture	Researching the company's culture is crucial. Your mentee should try to grasp the work environment, company policies, employee experiences, and any initiatives the company values
Leadership Team and Organizational Structure	Understanding the leadership team and the company's organizational structure can provide insight into its hierarchy and decision-making processes
Company's Social Media Presence	Explore the company's social media profiles (LinkedIn, Twitter, Facebook, etc.) to gain insights into their activities, engagements, and brand voice
Networking and Informational Interviews	Encourage your mentee to reach out to current or past employees for informational interviews. Networking with people in the company can offer firsthand insights that might not be available publicly

STEP 2. UNDERSTAND THE JOB DESCRIPTION:

Guiding your mentee through a structured analysis of the job description, you as a mentor can help mentee gain a clearer understanding of the role's expectations and be better equipped to tailor their application, resume, and interview responses to match the specific requirements of the position. This approach will enhance mentee's chances of successfully presenting themselves as a qualified candidate

Ensure your mentee comprehensively understands the job description and its requirements. Help them identify the key skills, experiences, and qualifications sought by the employer. Guide them to align their experiences, skills, and achievements with the job requirements, preparing specific examples to demonstrate their suitability. To

help your mentee understand a job description, follow the recommendations (Table 1-6).

Table 1-6

How to help your mentee understand a job description

Features	Recommendations
Read Carefully and Analyze	<ul style="list-style-type: none"> ✓ Encourage your mentee to thoroughly read the job description multiple times. ✓ Highlight key responsibilities, required skills, qualifications, and any specific details about the role ✓ Advise them to pay attention to keywords and phrases used in the description as these often indicate what the employer is seeking in a candidate
Break Down the Requirements	<ul style="list-style-type: none"> ✓ Help your mentee break down the job description into categories such as "Required Skills," "Preferred Qualifications," and "Responsibilities." ✓ Discuss each requirement to understand what the employer is prioritizing and identify which qualifications or experiences your mentee possesses.
Research Unfamiliar Terms or Skills	<ul style="list-style-type: none"> ✓ Encourage your mentee to research any unfamiliar terms, acronyms, or skills mentioned in the job description.
Match Skills and Experiences	<ul style="list-style-type: none"> ✓ Guide your mentee to match their own skills, experiences, and qualifications with the requirements listed in the job description. ✓ Discuss examples from mentee's past experiences that align with the job's expectations
Ask Questions for Clarification	<ul style="list-style-type: none"> ✓ Encourage your mentee to ask questions if any part of the job description is unclear.

STEP 3. PRACTICE INTERVIEW QUESTIONS:

Firstly, conduct mock interviews with your mentee. By conducting mock interviews and providing constructive feedback, you'll help your mentee feel more prepared and confident when facing actual job interviews (for more about constructive feedback see Chapter 2.1. HOW TO PROVIDE EFFECTIVE FEEDBACK AND CONSTRUCTIVE CRITICISM).

Practicing interview questions with a mentee is a great way to help them prepare for job interviews. Use the following recommendations on how to effectively practice interview questions (Table 1-7).

Table 1-7

How to practice interview questions

Step	Actions
Select Relevant Questions	<ul style="list-style-type: none"> ✓ Gather a list of common interview questions. ✓ Tailor all questions based on the job description and industry ✓ Include behavioral questions (e.g., "Tell me about a time when..."), situational questions, questions about skills and experiences
Conduct Mock Interviews	<ul style="list-style-type: none"> ✓ Set up a mock interview session with your mentee. ✓ Create a structured environment similar to a real interview, including dress code and a professional setting ✓ Use the selected interview questions to simulate the interview process. ✓ Encourage your mentee to respond as naturally and authentically as possible
Provide Constructive Feedback	<ul style="list-style-type: none"> ✓ After each question, offer constructive feedback on their responses. ✓ Focus on strengths, areas needing improvement, communication style, confidence level, and clarity of answers. ✓ Highlight positive aspects of their answers and provide suggestions for enhancing weaker areas
Focus on STAR Method	<ul style="list-style-type: none"> ✓ Encourage your mentee to use the STAR-method to structure their responses to behavioral questions. ✓ Guide mentee to provide specific examples and anecdotes to illustrate their skills and experiences
Practice Common Questions	<ul style="list-style-type: none"> ✓ Practice commonly asked interview questions such as "Tell me about yourself," "Why do you want to work here?" or "What are your strengths and weaknesses?" ✓ Provide guidance on framing compelling answers that highlight relevant skills and experiences.
Encourage Rehearsal and Adaptability	<ul style="list-style-type: none"> ✓ Encourage your mentee to rehearse their responses multiple times. ✓ Emphasize the importance of sounding natural and avoiding memorized answers. ✓ Encourage adaptability in responses to handle unexpected or challenging questions.

Offer Support and Encouragement

✓ Offer encouragement and positive reinforcement throughout the practice sessions.

The STAR – method (Situation, Task, Action, Result) is a structured technique used to answer behavioral interview questions. It can help mentee provide comprehensive and structured responses by breaking down their experiences into key components:

Situation

Recommend mentee to start with describing the specific situation or context mentee were in, then explaining the circumstances, setting, and any relevant background information. Mentee should set the stage by providing details about where and when the situation occurred.

Task

Recommend to describe the task or challenge mentee faced within that situation. Clarify what mentee's responsibility or goal was, highlighting the objectives mentee needed to accomplish or the problem needed to address.

Action

Let mentee detail the actions were taken to address the situation or task, explain the steps specifically taken, the decisions made, and the strategies implemented to tackle the challenge. Focus on mentee's role and the skills applied.

Result

Recommend to conclude by outlining the results or outcomes of mentee's actions and decisions, emphasize the impact of mentee's efforts, quantifying achievements whenever possible, discuss what mentee accomplished, what learned from the experience, and how it contributed to the overall situation.

The STAR method is particularly effective for answering behavioral interview questions that typically begin with phrases like:

"Tell me about a time when..."

"Describe a situation where you..."

"Give me an example of..."

Using the STAR method allows mentee to provide structured and detailed responses, showcasing their skills, problem-solving abilities, and past experiences in a manner that's easy for the interviewer to follow. It helps to provide a clear, concise, and compelling narrative that demonstrates the mentee's capabilities and accomplishments.

To remember!

Interview preparation can be nerve-wracking,
and reassurance can boost your mentee's confidence.

STEP 4. PREPARE QUESTIONS TO ASK:

Advise your mentee to prepare thoughtful questions to ask the interviewer. These questions can demonstrate genuine interest in the company and the role.

You can recommend using brainstorm technique for generating potential questions. These can cover various aspects such as company culture, the role's responsibilities, growth opportunities, team dynamics, challenges faced by the team, etc. After using brainstorm technique encourage mentee to prioritize questions that directly align with the mentee's career aspirations, demonstrate genuine interest in the role, or seek information crucial for decision-making (if offered the job).

If your mentee knows the name or background of the interviewer, suggest tailoring some questions to the interviewer's role or expertise within the company. This demonstrates preparation and interest.

Also encourage your mentee to ask open-ended questions that facilitate deeper discussions rather than simple yes/no queries. Open-ended questions allow interviewers to elaborate and provide more insights. Moreover, provide examples of thoughtful questions, such as:

"Can you describe the team's collaborative dynamics?"

"What are the company's priorities for the upcoming year?"

"How does this role contribute to the overall goals of the department?"

Also remind your mentee to ask questions that genuinely interest them. Authentic curiosity often leads to more engaging discussions during the interview.

STEP 5. SHARPEN INTERVIEW SKILLS:

Help your mentee focus on non-verbal communication. Discuss the importance of body language, maintaining eye contact, posture, and a confident handshake. For more information about communication skills see “Chapter 1.3. HOW TO BUILD NETWORK AND CONNECTIONS?”.

Stress the significance of being punctual, dressing appropriately, and being courteous to everyone encountered during the interview process, from receptionists to interviewers.

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO HELP MENTEE TO BUILD RELEVANT RESUME AND BE PREPARED TO THE INTERVIEW:**

5 TIPS on HOW TO HELP MENTEE TO BUILD RELEVANT RESUME AND BE PREPARED TO THE INTERVIEW

1

Understand Job Requirements

Guide your mentee to thoroughly analyze the job description. Highlight key skills, experiences, and qualifications sought by the employer. Emphasize the importance of tailoring the resume to match these requirements

2

Customize the Resume

Assist your mentee in customizing their resume for each job application. Encourage to emphasize relevant experiences, skills, and achievements that align with the specific job description.

3

Practice Interview Scenarios

Conduct mock interview sessions with your mentee. Create a list of potential interview questions based on the job description and industry. Help them practice responses that effectively showcase their skills and experiences.

4

Provide Feedback and Guidance

Offer constructive feedback on resume and interview performance. Point out strengths and areas needing improvement. Guide on how to refine their resume, craft impactful responses, and enhance their interview skills.

5

Encourage Research and Preparation

Emphasize the importance of researching the company before the interview. Encourage your mentee to gather information about the company's culture, values, products/services, and recent achievements.

Chapter 1.6. HOW TO MAINTAIN WORK-LIFE BALANCE AND WELL-BEING?

For a mentee, understanding the importance of work-life balance and well-being is essential for personal growth, career success, and overall satisfaction. Maintaining a balance between work and personal life allows a mentee to sustain their career success. It prevents burnout, supports mental clarity, and enables them to perform better professionally over the long term. Prioritizing work-life balance and well-being contributes to better mental and physical health. This enables your mentee to stay focused, energized, and motivated, which positively impacts their performance and decision-making abilities. It also creates opportunities to cultivate meaningful relationships.

Building a strong support system outside of work can positively impact mentee's mental and emotional well-being. Having time for personal interests, hobbies, and self-care activities allows for personal growth. It provides opportunities to explore new skills, hobbies, or educational pursuits that contribute to a more fulfilling life.

Teaching the importance of work-life balance helps your mentee recognize the signs of stress and prevent burnout. This awareness encourages them to set boundaries, manage their workload effectively, and prioritize self-care. Striking a balance between work and personal life fosters long-term happiness and satisfaction. It helps individuals achieve a sense of fulfillment not only in their careers but also in their personal lives.

1.6.1. HOW TO ENCOURAGE MENTEE'S TO KEEP WORK-LIFE BALANCE AND WELL-BEING

As a mentor, guiding your mentee to prioritize work-life balance and well-being will not only benefit their current endeavors but also lay the foundation for a successful and fulfilling future. Balancing work commitments with personal needs is crucial for overall happiness, productivity, and career longevity.

Start by emphasizing **the positive outcomes of maintaining a healthy work-life balance**. Mention how it leads to increased productivity, better mental and physical health, improved relationships, reduced stress levels, and overall satisfaction in life. Also **explain the negative consequences of an unhealthy work-life balance**, such as burnout, decreased job satisfaction, strained relationships, health problems, and decreased overall well-being.

Incorporate relevant statistics and research findings that support the importance of work-life balance. Data showing increased productivity, lower rates of burnout, and better overall health due to a balanced lifestyle can be persuasive.

If comfortable, **share personal stories** or experiences where maintaining a work-life balance made a positive impact on your life. **Personal stories** often resonate more and can help others relate to the importance of balance. Offer **practical examples** or tips on how individuals can achieve a better balance. Suggestions might include time management techniques, setting boundaries, prioritizing tasks, and practicing self-care. Also you might address your **company's culture**. If discussing this in a workplace setting, highlight the importance of a supportive company culture that values work-life balance. Emphasize how **organizations benefit** from employees who are healthy, happy, and motivated.

Provide your mentee with **resources or support systems within the mentoring process**, such as flexible schedule, access to mental health programs available for your mentee, wellness initiatives, or workshops on managing stress and achieving balance. Feel free to direct your mentee to psychological support available in the framework of mentorship program if need.

You, as a mentor, are in a leadership position, so **demonstrate a healthy work-life balance yourself**. Show that you prioritize time off, maintain boundaries, and encourage others to do the same.

Encourage open dialogue. Create an environment where discussing work-life balance is encouraged and accepted. Be open to hearing concerns or challenges individuals might face in maintaining balance. Offer empathy and support while discussing ways to address these challenges collectively.

Feel free to use different coaching technique such as Life Balance Wheel to encourage your mentee to keep work-life balance and well-being.

1.6.2. HOW TO CREATE AND USE THE LIFE BALANCE WHEEL

The Life Balance Wheel is a visual tool used in coaching, self-improvement, and personal development to assess and represent various areas or dimensions of a person's life. It helps individuals evaluate and reflect on the balance or imbalance across different aspects of their lives.

The Life Balance Wheel typically consists of a circle divided into sections or segments, each representing a specific life domain or area. The number of sections and the categories they represent may vary (see Appendix III)

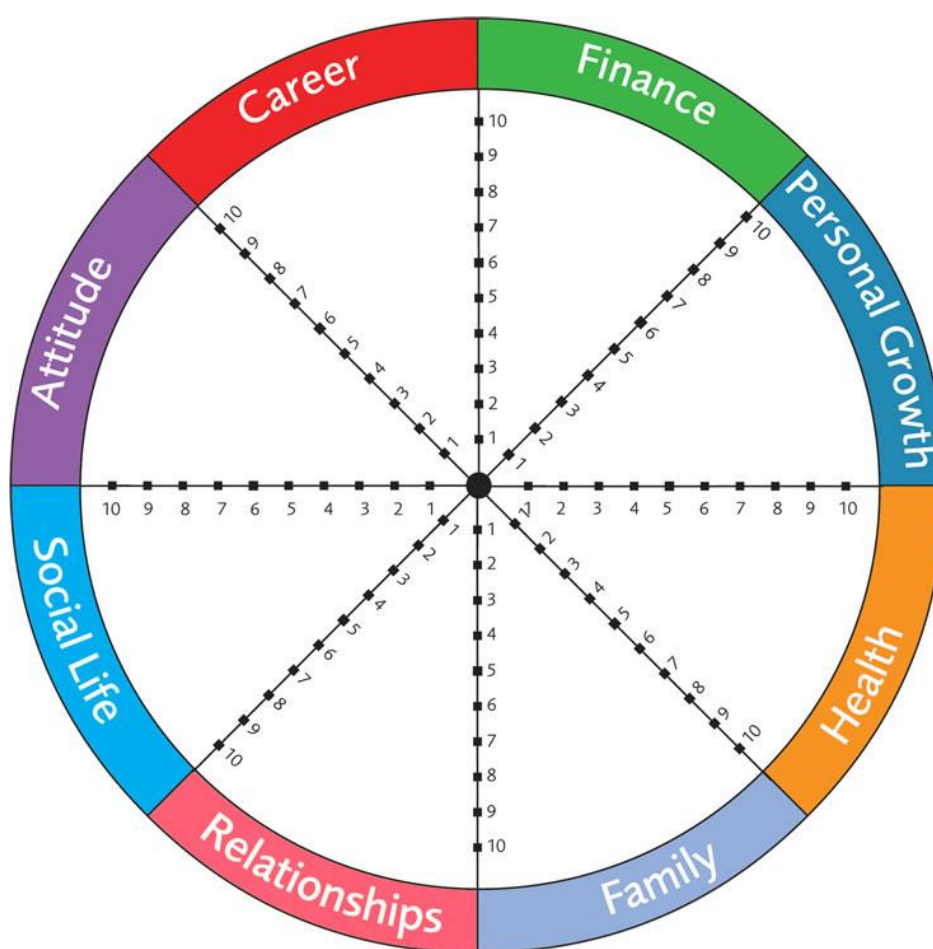


Fig. 1- The Life Balance Wheel

Common areas included in the wheel are

- ✓ **Career:** Satisfaction with your job, professional growth, and work-life balance.
- ✓ **Finance:** Management of finances, saving, budgeting, and financial security.

- ✓ **Personal Growth:** Self-improvement, learning new skills, hobbies, and personal development.
- ✓ **Health:** Physical health, fitness, nutrition, and overall well-being.
- ✓ **Family & Relationships:** Quality of relationships with family members, friends, and significant others.
- ✓ **Social Life:** Satisfaction with your physical surroundings, living conditions, and the impact of the environment on your well-being. Time spent on hobbies, relaxation, and activities that bring joy and fulfillment.
- ✓ **Attitude:** Connection with personal beliefs, values, purpose, or spiritual practices.

Feel free to use different configurations of the Life Balance Wheel (Appendix III).

To create the Life Balance Wheel:

- ✓ **Draw a circle and divide it into segments** that represent each area of life mentioned above. Feel free to use online or printed templates.
- ✓ **Put your chosen priorities** (see fig. 1-1) on the Wheel.
- ✓ **Rate your current state:**
 - 0 = Crisis,
 - 5 = Moderate,
 - 10 = Outstanding.
- ✓ **Look at the Whole:** Are there any areas that are “out of balance”?
 - Sustain: Where are you doing well and want to maintain?
 - Invest: Where do you want to invest, in order to create better balance?
 - Pull back: Are there any areas in which you are over-investing? Where you should pull back?
- ✓ **Develop an Action Plan** (see Chapter 1.2. HOW TO SET AND REVIEW GOALS):
 - What specific steps can you take to invest in a given area?
 - Who can help you or even partner with you along the way?
 - What barriers (mindset, relationships, logistics, etc.) are holding you back and how can you address them?

Who can hold you accountable to taking the steps you intend to take?

- ✓ **Re-assess Periodically:** More frequently at first to ensure a strong start (weekly or even daily). Regularly over time to ensure sustained momentum (monthly or quarterly)

1.6.3. HOW TO HELP MENTEE TO MANAGE STRESS

Guiding your mentee in stress management techniques, promoting self-care practices, and creating a supportive environment will not only benefit their current endeavors but also equip them with lifelong skills to handle stress and prevent burnout in their personal and professional lives. Excessive stress and chronic burnout can have severe consequences on both mental and physical health. Supporting your mentee in managing stress helps them maintain a healthier lifestyle, reducing the risk of anxiety, depression, and various stress-related illnesses.

Managing stress effectively allows mentee to perform better in their professional and personal lives. It enhances focus, productivity, and decision-making abilities, leading to higher-quality work and improved outcomes. As a result it improves mentoring process in general. Teaching stress management techniques fosters resilience in dealing with challenging situations. It equips your mentee with coping mechanisms to navigate stressful circumstances more effectively, reducing the impact on their overall well-being.

Burnout occurs when prolonged stress leads to emotional exhaustion, reduced performance, and a sense of detachment. Helping your mentee recognize burnout signs and implementing preventive measures ensures they maintain enthusiasm, motivation, and engagement in their work.

Managing stress enables mentee to strike a healthier work-life balance. It allows your mentee to set boundaries, prioritize self-care, and allocate time for personal interests, hobbies, and relationships outside of work. Stress management skills contribute to long-term success. By learning to handle stress effectively, your mentee can sustain their performance, prevent career stagnation, and improve their overall quality of life.

Encouraging mentees to adopt stress management strategies equips them with valuable skills to handle challenges effectively, fostering a healthier and more successful lifestyle both personally and professionally.

In order to help your mentee to manage stress and prevent burnout, go to in following steps:

- ✓ **Create a safe space for your mentee** to express their feelings and concerns without judgment. Actively listen to understand their stressors and challenges.
- ✓ **Let your mentee know that experiencing stress is common and normal.** Validate their feelings and reassure them that it's okay to seek help.
- ✓ **Help your mentee identify specific stressors** contributing to their stress and burnout. Understand what situations or tasks trigger your stress. This could be workload, time management, personal issues, or interpersonal conflicts. Once identified, work on managing these triggers proactively
- ✓ **Introduce and teach stress-relief strategies** such as mindfulness, deep breathing exercises, progressive muscle relaxation, or guided meditation. For getting more professional support suggest to address the psychological support available under mentorship program.
- ✓ Encourage your mentee to **prioritize**:
 - sleep,
 - exercise,
 - healthy eating,
 - engaging in activities they enjoy.
- ✓ Help your mentee **set achievable and manageable goals**, break larger tasks into smaller, more manageable steps to reduce feelings of being overwhelmed. For more information see “Chapter 1.2. HOW TO SET AND REVIEW GOALS”
- ✓ **Encourage boundaries between work and personal life** and emphasize the importance of taking breaks, unplugging from work, and engaging in leisure activities. Learn to say NO when you feel overwhelmed.
- ✓ **Teach effective time management techniques** such as prioritization, to-do lists, and scheduling to help your mentee better organize their tasks and workload. For more information see “Chapter 1.2. HOW TO SET AND REVIEW GOALS”.
- ✓ **Advise your mentee to seek support** from friends, family, or professional resources like counselors or therapists if needed.

- ✓ **Provide your mentee with relevant information and resources**, such as articles, books, or workshops on stress management and burnout prevention; recommend relevant apps or online resources that offer tools for managing stress.
- ✓ **Model healthy stress management behaviors yourself** and show how you manage stress and cope with challenging situations in a healthy way.
- ✓ **Check in regularly with your mentee to see how they are coping**. Offer guidance and support consistently to help them navigate through stressful periods.
- ✓ **Be flexible in your approach** and tailor your guidance to suit your mentee's specific needs and preferences.
- ✓ If possible, encourage your mentee to **discuss workload concerns** with you. Suggest how can mentee **delegate tasks** if necessary and seek ways to streamline processes.
- ✓ Encourage your mentee **to set boundaries with technology**, designating times to disconnect from work emails and messages to allow mentee's mental rest.
- ✓ Pursue **learning opportunities or projects** that challenge and inspire mentee.
- ✓ **Keep in mind your Life-Balance Wheel** and be persistent for maintaining balance in all fields of your life.

To remember!

You can't to solve all mentees' problems,
but you can really help them to take a glance on problem from outside of it.

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO MAINTAIN WORK-LIFE BALANCE AND WELL-BEING:**

5 TIPS on HOW TO MAINTAIN WORK-LIFE BALANCE AND WELL-BEING

1

Establish Boundaries

Encourage mentee to set clear boundaries between work and personal life, define specific working hours and stick to them as much as possible

2

Time Management & Prioritization

Assist your mentee to use time management techniques and allocate time for important activities both at work and in your personal life

3

Regular Breaks and Physical Activity

Encourage mentee to take regular breaks throughout workday to recharge mentee's mind. Emphasize on engagement in physical activities or regular exercises

4

Foster Supportive Relationships

Encourage mentee to cultivate a strong support system both at work and in mentee's personal life, to build healthy relationships with colleagues, friends, and family members

5

Mindfulness and Relaxation Techniques

Emphasize the importance of practicing mindfulness, meditation, or relaxation techniques to reduce stress and improve focus. Encourage to set aside time for activities that help you relax and unwind.

Chapter 1.7. HOW TO ENCOURAGE CONTINUOUS LEARNING?

In the dynamic landscape of mentorship, where knowledge and skills are constantly evolving, continuous learning emerges as a crucial element for mentees seeking to maximize their growth and development. By embracing a lifelong learning mindset and actively seeking out new knowledge and experiences, mentees can navigate the ever-changing world with confidence and adaptability. Today the continuous (lifelong learning) is the ongoing process of acquiring new knowledge, skills, and understanding throughout one's life. It is an essential part of personal and professional development, as it allows individuals to adapt to change, stay ahead of the curve, and reach their full potential.

Our world is characterized by rapid advancements in technology, changing industry landscapes, and evolving societal norms. To remain competitive and relevant in their chosen fields, mentees must continuously strive to stay ahead of the curve. Continuous learning equips mentees with the latest knowledge, skills, and insights necessary to adapt to these shifts and thrive in a dynamic environment. By actively seeking out new learning opportunities, mentees can stay abreast of current trends, develop innovative approaches, and maintain a competitive edge in their professional endeavors.

The professional landscape demands a diverse skillset. While mentors offer valuable guidance and support, continuous learning empowers mentees to acquire new skills and expand their capabilities beyond the scope of the mentorship relationship. By exploring different learning avenues, mentees can develop expertise in specific areas, broaden their horizons, and enhance their overall professional value. This continuous pursuit of knowledge and skill development fosters personal growth and empowers mentees to take on new challenges and responsibilities with greater confidence.

A fundamental benefit of continuous learning lies in the cultivation of a growth mindset. By embracing challenges, seeking feedback, and persisting in the face of obstacles, mentees develop a resilience and adaptability that fuels their overall success. This growth mindset allows mentees to approach new situations with curiosity

and openness to learning, transforming setbacks into opportunities for growth. Furthermore, continuous learning fosters a sense of intellectual curiosity and a passion for knowledge, propelling mentees toward lifelong learning and personal fulfillment.

One of the ultimate goals of effective mentorship is empowering mentees to navigate their professional journey with independence and self-reliance. Continuous learning plays a crucial role in achieving this goal. By actively seeking out knowledge and acquiring new skills, mentees develop the confidence and ability to tackle challenges independently. This self-reliance allows mentees to make informed decisions, solve problems effectively, and take ownership of their professional development, ultimately leading to greater autonomy and success.

Continuous learning not only benefits the mentee but also contributes to the overall strength and effectiveness of the mentorship relationship. By demonstrating a commitment to learning and growth, mentees inspire their mentors and foster a sense of mutual respect and admiration. This dynamic exchange of knowledge and perspectives strengthens the bond between mentor and mentee, leading to a more fulfilling and rewarding mentorship experience for both individuals.

By embracing a lifelong learning mindset and actively seeking out new knowledge and experiences, mentees equip themselves with the tools and perspectives necessary to thrive in a dynamic world. This continuous pursuit of learning not only enhances their skills and capabilities but also fosters a growth mindset, facilitates independence, and strengthens the overall mentorship relationship. Ultimately, continuous learning empowers mentees to become self-directed, confident individuals capable of achieving their full potential.

1.7.1. KEY BENEFITS AND BARRIERS IN CONTINUOUS LEARNING

As a process of gaining of new theoretical skill, continuous learning is rather beneficial for mentees. Key benefits are the following:

- ✓ **Increased knowledge and skills:** continuous learning allows you to acquire new knowledge and skills that can help you advance your career, improve your job performance, and expand your horizons.

- ✓ **Greater adaptability:** as the world around us changes, continuous learning allows you to adapt to new challenges and opportunities.
- ✓ **Enhanced problem-solving skills:** continuous learning helps you develop your problem-solving skills by exposing you to new ideas and perspectives.
- ✓ **Improved creativity:** continuous learning can spark your creativity by introducing you to new concepts and ways of thinking.
- ✓ **Increased confidence:** continuous learning can boost your confidence by giving you a sense of accomplishment and mastery.
- ✓ **Greater job satisfaction:** continuous learning can make you more engaged and satisfied with your work.
- ✓ **Increased earning potential:** continuous learning can lead to promotions, raises, and new job opportunities.

The pursuit of continuous learning is often hindered by personal awareness barriers that prevent individuals from fully embracing the transformative power of knowledge acquisition and skill development. These barriers, rooted in self-doubt, fear of failure, and comfort with the familiar, can act as roadblocks on the path to personal and professional growth.

One of the most prevalent barriers to continuous learning is self-doubt. This internal critic can paralyze individuals, preventing them from taking the first step towards new knowledge or skills. To overcome this barrier, it is crucial to shift the focus from self-doubt to self-belief. Acknowledge that everyone has the capacity to learn and grow, and that embracing new challenges is a path to personal growth and fulfillment.

Another significant barrier is the fear of failure. The prospect of making mistakes or not mastering a new skill can be daunting, leading individuals to avoid learning altogether. To overcome this fear, it is essential to reframe failure as a learning opportunity. Embrace setbacks as stepping stones on the road to mastery, rather than insurmountable obstacles. Recognize that failure is an inevitable part of the learning process, and that it is through mistakes that we truly grow and develop.

Comfort with the familiar is another formidable barrier to continuous learning. Individuals may become complacent in their current knowledge and skills, fearing that venturing into new territory will destabilize their sense of competence. To overcome this barrier, it is important to recognize that stagnation leads to obsolescence. Embrace

the discomfort of learning new things, knowing that it is the path to personal and professional advancement.

Overcoming personal awareness barriers to continuous learning requires a shift in mindset. Replace self-doubt with self-belief, embrace failure as a learning opportunity, and challenge your comfort zone to embrace the transformative power of knowledge acquisition and skill development. By overcoming these internal obstacles, individuals can unlock their full potential and thrive in a dynamic and ever-evolving world.

Mentor should encourage mentee to start the process of continuous learning using the following steps:

- ✓ **Identify goals and interests:** reflect on what you want to learn and why. Are you seeking to advance your career, develop a new hobby, or simply expand your knowledge? Understanding your motivations will help you stay focused and engaged throughout your learning journey.
- ✓ **Choose a learning style:** people learn in different ways. Some prefer formal instruction, while others learn best through hands-on experiences or self-directed learning. Experiment with different approaches to find what works best for you.
- ✓ **Set realistic expectations:** continuous learning is a marathon, not a sprint. Set achievable goals and break down larger tasks into smaller, manageable steps. Celebrate your accomplishments along the way, no matter how small they may seem.
- ✓ **Find learning resources:** there are countless resources available for continuous learning, from online courses and tutorials to books, podcasts, and documentaries. Explore different options to find resources that align with your learning style and interests.
- ✓ **Make time for learning:** dedicate a specific time each day or week to learning. Even if it's just for 15-30 minutes, making time for learning will help you make consistent progress.
- ✓ **Join a learning community:** surround yourself with like-minded individuals who share your passion for learning. Joining online forums, attending workshops, or participating in study groups can provide motivation, support, and opportunities for collaboration.

- ✓ **Practice what you learn:** put your newly acquired knowledge and skills into practice. Applying what you've learned will reinforce your understanding and help you identify areas for further improvement.
- ✓ **Embrace challenges and setbacks:** don't be discouraged by setbacks or obstacles along the way. Challenges are opportunities for growth and learning. Reflect on what went wrong, adjust your approach, and persevere.
- ✓ **Seek feedback and guidance:** seek feedback from mentors, peers, or instructors. Their insights can help you identify areas for improvement and refine your learning strategies.
- ✓ **Make continuous learning a habit:** continuous learning should not be a temporary phase but a lifelong commitment to personal and professional growth. Integrate learning into your daily routine and make it a regular part of your life

1.7.2. POSSIBILITIES TO BE ENGAGED IN CONTINUOUS LEARNING

During mentorship program mentor should be aware of different possibilities on how to suggest a mentee best way to be engaged in continuous learning:

- ✓ **Formal education:** taking classes, workshops, and seminars can provide individuals with structured learning opportunities.
- ✓ **Informal learning:** reading books, articles, and online resources can also be a great way to learn new things.
- ✓ **Mentorship:** working with a mentor can provide individuals with personalized guidance and support.
- ✓ **Networking:** connecting with other professionals can help individuals to learn about new trends and developments in their field.
- ✓ **Experiential learning:** learning by doing is a great way to gain practical skills and knowledge.

To provide complex mentoring support, some most appropriate and frequently used online resources for continuous learning were systematized (Tab. 1-8)

Table 1-8

Basic online resources for continuous learning

Platform	Description
Coursera	massive open online learning platform that offers courses from top universities and organizations around the world. Courses are available in a variety of subjects, including business, computer science, data science, arts and humanities, personal development, and more
edX	popular MOOC platform that offers courses from a variety of universities, including MIT, Harvard, and UC Berkeley. Courses are available in a variety of subjects, including business, computer science, data science, and more
Udemy	online learning platform that offers a wide variety of courses on a variety of subjects, including business, design, marketing, photography, web development, and more. Courses are taught by experts in their fields and are available at a variety of price points
Khan Academy	non-profit educational organization that offers free, world-class education for anyone, anywhere. Khan Academy offers courses in a variety of subjects, including math, science, history, and more.
LinkedIn Learning	online learning platform that offers courses on a variety of business-related topics, including leadership, communication, project management, and more. Courses are taught by experts in their fields and are available to LinkedIn members
Duolingo	free language learning app that offers courses in over 30 languages. Duolingo's gamified approach makes learning fun and engaging
Memrise	popular language learning app that uses spaced repetition and images to help you learn new vocabulary and grammar
Codecademy	online learning platform that offers courses on a variety of coding languages, including Python, JavaScript, and Ruby on Rails. Codecademy's courses are interactive and hands-on, making them a great way to learn how to code
Pluralsight	online learning platform that offers courses on a variety of technology-related topics, including cloud computing, cybersecurity, and artificial intelligence. Pluralsight's courses are taught by experts in their fields
Skillshare	online learning platform that offers courses on a variety of creative and entrepreneurial topics, including design, photography, marketing, and more. Skillshare's courses are taught by experts in their fields

Online continuous learning offers a convenient and accessible platform for individuals to pursue lifelong learning, unlocking a wealth of benefits that can

transform their lives. Firstly, online continuous learning provides a flexible learning environment that caters to busy schedules and individual learning preferences. Learners can access a vast array of courses, tutorials, and resources at their own pace, from the comfort of their homes or wherever they have an internet connection. This flexibility allows individuals to learn at their own pace, without the constraints of traditional classroom settings.

Secondly, online continuous learning offers a cost-effective solution for acquiring new knowledge and skills. Numerous online platforms provide affordable or even free courses, enabling individuals to invest in their personal and professional development without breaking the bank. This accessibility democratizes education, making it available to a wider range of learners regardless of their financial circumstances.

Moreover, online continuous learning provides access to a diverse range of learning opportunities, catering to a wide spectrum of interests and career paths. From technical skills to soft skills, from business management to creative pursuits, there is a wealth of knowledge available online to suit every need and aspiration. This diversity allows individuals to explore new fields and expand their expertise, enhancing their employability and career prospects.

Furthermore, online continuous learning fosters a global learning community, connecting learners from all corners of the world. This interconnectedness breaks down geographical barriers, allowing individuals to learn from diverse perspectives and engage in cross-cultural exchanges. This global engagement enriches the learning experience and promotes a deeper understanding of the world.

To apply for online continuous learning mentor should focus attention of mentee on the following steps:

- ✓ **Identify desired learning platform:** choose an online learning platform that aligns with your learning goals and interests. Consider factors such as the variety of courses offered, the teaching style, the cost of courses, and the availability of instructors.

- ✓ **Browse course offerings:** explore the available courses on the platform. Read course descriptions, reviews, and instructor profiles to ensure the courses align with your learning objectives and expectations.

- ✓ **Check eligibility criteria:** Review the eligibility criteria for the courses you're interested in. some courses may require specific prerequisites or qualifications.

✓ **Create an account:** if you don't already have an account, create one on the learning platform. Provide accurate and up-to-date information during the registration process.

✓ **Choose your preferred payment method:** select your preferred payment method for course fees. many platforms offer flexible payment options, such as installments or payment plans.

✓ **Enroll in your chosen courses:** once you've selected your courses, proceed to enroll in them. Some platforms may have enrollment deadlines or limited enrollment capacities.

✓ **Start learning:** upon enrollment, you'll gain access to the course materials and learning platform. Begin your learning journey by following the course structure and completing assignments as directed.

✓ **Engage with the learning community:** participate in online discussions, forums, and study groups to connect with fellow learners and instructors. This can enhance your learning experience and provide opportunities for collaboration.

✓ **Seek help when needed:** don't hesitate to reach out to instructors or teaching assistants if you encounter difficulties or have questions related to the course material.

✓ **Complete assessments and assignments:** Successfully complete all assessments and assignments to earn course credits or certifications.

✓ **Receive your certificate or diploma:** Upon successful completion of your chosen courses, you'll receive a certificate or diploma, depending on the program structure.

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO ENCOURAGE CONTINUOUS LEARNING:**

5 TIPS on HOW TO ENCOURAGE CONTINUOUS LEARNING

1

Promote a positive learning culture

Foster an environment that values learning and encourages exploration of new ideas. Celebrate successes and recognize achievements in learning to motivate mentees to continue their learning journey

2

Provide access to learning opportunities

Empower mentees to take ownership of their learning journey. Provide guidance and support, but also allow them to explore their own interests and to set their own learning goals and track their progress

3

Encourage self-directed learning

Encourage mentee to take regular breaks throughout workday to recharge mentee's mind. Emphasize on engagement in physical activities or regular exercises

4

Make learning relevant and engaging

Connect learning to real-world applications and challenges. Use case studies, simulations, and hands-on activities to make learning more engaging and relevant to the mentee's experience

5

Provide opportunities for reflection and feedback

Encourage mentees to reflect on their learning experiences and share their insights. Provide constructive feedback to help them identify areas for improvement and set new learning goals.

Chapter 1. 8. HOW TO PROVIDE POST MENTORING SUPPORT?

The mentorship relationship, a dynamic bond between mentor and mentee, fosters personal and professional growth, imparting valuable knowledge and guidance. While the formal mentorship program often concludes within a specified timeframe, the impact of mentorship extends far beyond the duration of the formal relationship. Post-mentoring support, an ongoing commitment to the mentee's development, plays a significant role in nurturing long-term growth and success.

Post-mentoring support bridges the gap between the structured environment of the formal mentorship program and the informal learning and growth opportunities that arise in the mentee's professional journey. As the mentee navigates new challenges and opportunities, they can rely on their mentor as a trusted advisor, providing ongoing support, encouragement, and guidance. This continuous connection fosters a sense of support and accountability, enabling the mentee to apply the lessons learned in the formal mentorship to real-world situations.

Post-mentoring support plays a crucial role in nurturing the mentee's resilience and self-reliance. As the mentee transitions from the guidance of the formal mentorship to independent decision-making, the mentor's continued support provides a safety net, allowing the mentee to take calculated risks and embrace new challenges with confidence. This ongoing support helps the mentee develop the self-belief and problem-solving skills necessary to navigate obstacles and achieve their goals independently.

Post-mentoring support extends beyond individual growth, fostering a network of connections that can benefit the mentee throughout their career. The mentor's willingness to connect the mentee to industry leaders, colleagues, and potential mentors expands the mentee's professional network, opening new doors to opportunities, collaborations, and career advancement. This continuous support provides the mentee with a valuable resource for navigating the professional landscape and building a strong network of support.

The ever-changing professional landscape demands a commitment to continuous learning and adaptation. Post-mentoring support encourages the mentee

to stay abreast of industry trends, explore new skills, and seek out opportunities for professional growth. The mentor's guidance and encouragement can motivate the mentee to embrace new challenges, expand their skillset, and adapt to the evolving demands of their field. This ongoing support fosters a culture of lifelong learning, empowering the mentee to thrive in a dynamic and competitive environment.

1.8.1. WHY POST-MENTORING SUPPORT SHOULD BY PROVIDED

Post-mentoring support plays a significant role in nurturing the mentee's long-term growth and development. By providing ongoing guidance, encouragement, and connection, mentors can help mentees bridge the gap between formal and informal learning, cultivate resilience and self-reliance, expand their professional network, and embrace continuous learning. This ongoing support ensures that the positive impact of mentorship extends far beyond the duration of the formal program, empowering mentees to achieve their full potential and navigate their professional journeys with confidence and success.

The general aspects of post mentoring support are the following:

- ✓ ***Continued networking opportunities:*** mentors can help mentees to connect with other professionals in their field and build their professional network.
- ✓ ***Advice and support on career development:*** advices on career planning, job search strategies, and professional development opportunities play significant role for strengthening possibilities of future career development of mentee.
- ✓ ***Feedback and guidance on performance:*** provision of mentees with honest and constructive feedback on their work and help them to identify areas for improvement is vital for progressive post-mentoring support.
- ✓ ***Support during difficult times:*** Mentors can provide mentees with emotional support and guidance during challenging times, such as job loss, relationship problems, or health issues.

To implement the post mentoring support, specific instruments are very important. Each relationship mentor-mentee is different, so the following instruments

and communication channels of post mentoring support could be selected or their combination might be used as well:

- ✓ Monthly one-on-one meetings to discuss career goals and progress.
- ✓ Email or phone support to answer questions and provide advice.
- ✓ Connections to other professionals in the mentee's field.
- ✓ Recommendations for professional development opportunities.
- ✓ Feedback on resumes, cover letters, and LinkedIn profiles.
- ✓ Mock interviews and preparation for job searches.
- ✓ Support during job transitions.
- ✓ Help with networking and relationship building.
- ✓ Advice and guidance on personal development.

To summarize positive cases of post mentoring support, it is necessary to provide some examples:

- ✓ **Career coaching:** mentors can connect mentees with career coaches who can help them develop their career goals, create a career plan, and identify and pursue job opportunities.
- ✓ **Resume and cover letter review:** resumes and cover letters are very important and mentor should be able to provide feedback on how to improve them.
- ✓ **Interview preparation:** mentees prepare for job interviews by practicing interview questions and answers and providing feedback on their interview skills.
- ✓ **Negotiation support:** mentors should be able to help mentees negotiate salary and benefits when they are offered a new job.
- ✓ **Networking assistance:** connection with other professionals in common field of mentor and mentee by introducing mentees to their own network or helping them to attend industry events.
- ✓ **Professional development guidance:** it is significant to advise mentees on professional development opportunities, such as courses, conferences, and workshops.

- ✓ **Personal development support:** provision mentees with support on personal development goals, such as improving communication skills, managing time effectively, and dealing with stress are very important for future career development.

1.8.2. HOW TO ESTABLISH CONTINUED NETWORKING OPPORTUNITIES

Continued networking opportunities are highly beneficial for a mentee's personal and professional growth. Let us describe more accurately some specific aspects of **continued networking opportunities**:

- ✓ **Encourage mentee to attend industry events and workshops.** Industry events and workshops are a great way for mentees to meet other professionals in their field, learn about new trends and developments, and build their network. Mentors can provide their mentees with information about upcoming events and workshops, and they can even offer to accompany them to some events.
- ✓ **Introduce mentee to your own network.** Mentors can introduce their mentees to other professionals in their network, such as colleagues, clients, and vendors. This can help mentees to expand their network and connect with people who can help them with their career development.
- ✓ **Encourage mentee to connect with other mentees and alumni of your mentoring program.** Mentors can connect their mentees with other mentees and alumni of their mentoring program. This can create a supportive community of mentees who can learn from and support each other.
- ✓ **Help mentee to create a strong online presence.** Mentees can use online platforms such as LinkedIn to connect with other professionals in their field and build their network. Mentors can help their mentees to create a strong online presence by providing feedback on their profile and helping them to write clear and concise bios.
- ✓ **Encourage mentee to reach out to people for informational interviews.** Informational interviews are a great way for mentees to learn more about

different career paths and to connect with professionals who can provide them with advice and guidance. Mentors can help their mentees to prepare for informational interviews by providing them with tips on how to approach people and how to ask questions.

- ✓ ***Offer to host networking events for your mentees and their peers.*** This is a great way to provide your mentees with a safe and supportive environment to network with other professionals in their field.

Specific elements on how to advice and support on career development are listed below:

- ✓ **Help mentee to identify their strengths, weaknesses, interests, and values.** This will help them to narrow down their career options and choose a career path that is a good fit for them. You can use tools like SWOT analysis and career interest inventories to help them with this process.
- ✓ **Encourage mentee to explore different career options.** There are many different career paths available, and mentees may not be aware of all of them. Help them to learn about different options and to consider their interests, skills, and values when making a decision.
- ✓ **Connect mentee with people who work in different fields.** Talking to people who work in different fields can help mentees to learn more about the day-to-day work, the challenges and rewards, and the opportunities for advancement. You can introduce them to people in your own network or help them to find informational interviews and other networking opportunities.
- ✓ **Help mentee to develop a career plan.** Once a mentee has a better understanding of their strengths, weaknesses, interests, and values, and they have explored different career options, you can help them to develop a career plan. This may involve setting goals, identifying short-term and long-term objectives, and developing a timeline for achieving their goals.

Next very important aspect is provision of feedback and guidance on performance. Effective feedback and guidance play a pivotal role in nurturing mentee growth and success. For more information on feedback see “Chapter 2.1. HOW TO PROVIDE EFFECTIVE FEEDBACK AND CONSTRUCTIVE CRITICISM”.

Mentorship is a journey, not a destination, and the relationship between mentor and mentee should extend beyond the formal program. During difficult times, mentees

may need additional guidance and support from their mentors. Even though the formal mentoring program may have ended, the mentee-mentor relationship can still continue to be beneficial for both parties.

To support mentee during difficult times, the following advices should be taken into account:

- ✓ ***Be patient and understanding.*** Everyone copes with difficult times differently. Be patient with your mentee and give them the time and space they need to heal.
- ✓ ***Be respectful of their boundaries.*** It is important to respect your mentee's boundaries and to allow them to choose how much they want to share with you.
- ✓ ***Be non-judgmental.*** Avoid judging your mentee for their feelings or experiences.
- ✓ ***Be a positive role model.*** Show your mentee how to cope with difficult times in a healthy and positive way.

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO PROVIDE POST MENTORING SUPPORT:**

5 TIPS on HOW TO PROVIDE POST MENTORING SUPPORT

1

Set clear expectations

Discuss how you will provide support and follow-up after the session, such as the frequency, format, and duration of the communication

2

Provide feedback and recognition

Provide specific, timely, and constructive feedback on the mentee's performance, strengths, and areas of improvement in various ways, such as face-to-face, email, phone, or online platforms

3

Monitor and evaluate the results

Track the indicators and outcomes that you agreed on with your mentees and review them regularly. Ask mentees to reflect on their learning and application of the new skills and insights. Identify the gaps and opportunities for further mentoring

4

Encourage peer support and collaboration

Encourage your mentees to share their learning and experiences and seek feedback and advice from them. Create join online communities or networks where mentees can interact with other professionals and experts in their field.

5

Adapt and adjust the plan

Review the plan and goals that you set with your mentees and adjust them as needed. Solicit feedback from your mentees on how they feel about the mentoring process. Be open to change and improvement and respond to the changing needs and expectations of your mentees

PART II

HOW TO CREATE A

TRUSTING

ATMOSPHERE AND

ACHIEVE GOALS?

Chapter 2.1. HOW TO PROVIDE EFFECTIVE FEEDBACK AND CONSTRUCTIVE CRITICISM

By providing constructive and actionable feedback, mentors can help mentees identify strengths, recognize areas for improvement, and develop strategies to achieve their goals. While acknowledging strengths is crucial, providing constructive feedback on areas for improvement is essential for mentee growth. Mentors should offer specific examples and actionable suggestions, helping mentees develop strategies to address their shortcomings and enhance their performance. Feedback and guidance should be delivered in an open and honest manner. Mentors should create a supportive environment where mentees feel comfortable sharing their concerns and asking questions. Open communication fosters trust and strengthens the mentorship bond.

2.1.1. STRATEGIES TO OFFER CONSTRUCTIVE FEEDBACK

To achieve efficiency in offering feedback the following recommendations are important.

Be Specific and Objective

Focus on specific behaviors or actions rather than making generalized or vague statements. Provide clear examples to illustrate your points objectively.

Use the Situation-Behavior-Impact (SBI) Model

The Situation-Behavior-Impact (SBI) model is a structured approach used in feedback conversations to deliver constructive feedback effectively. It helps communicate feedback in a clear, specific, and objective manner.

The SBI model consists of three components:

Situation - begin by describing the specific situation or context in which the observed behavior occurred. This sets the stage and provides a clear reference point for the feedback. It's important to be specific about the time, place, and circumstances surrounding the behavior.

Behavior - describe the behavior observed or the actions taken by the individual in that particular situation. Be objective and focus on the observable actions or words without making assumptions or interpretations.

Impact – explain the impact or consequences of the behavior on others or the situation. This component emphasizes the effect of the behavior and helps the recipient understand the outcomes resulting from their actions.

Example of using the SBI model:

Situation: "During our team meeting earlier today when we were discussing the project timeline..."

Behavior: "...I noticed that you were frequently checking your phone and appeared distracted during the presentation."

Impact: "...which made it seem like you might have been disengaged from the discussion. It could be perceived as lacking interest in the topic being discussed, and it might have affected your ability to fully contribute to the conversation."

This example illustrates how the SBI model can be applied to provide specific and objective feedback to your mentee. By referencing a particular situation, highlighting the observed behavior, and explaining its potential impact, you can offer constructive feedback that allows the mentee to understand the context and the consequences of their actions. This structured approach fosters clarity and helps the mentee recognize how their behavior might affect their participation and engagement into professional settings.

Start with Positive Aspects and Use "Sandwich" Technique

Begin with what the individual did well or the strengths you observed. This sets a positive tone for the conversation and shows appreciation for their efforts.

Use the "Sandwich" Technique: While some use the "sandwich" method (positive feedback - constructive criticism - positive feedback), it can feel disingenuous or dilute the impact of critical feedback. Use it sparingly and ensure sincerity in all aspects of feedback.



Fig 2-1 The "sandwich" Technique

Example of using the "Sandwich" Technique:

Positive Statement: "Hey, I wanted to talk about your recent presentation. I appreciated your thorough research and the effort you put into explaining the project's background. Your presentation slides were well-organized, and your enthusiasm for the topic was evident."

Constructive Criticism (Area for Improvement): "One area I think you could work on is the pacing of your presentation. At times, it felt a bit rushed, which might have made it challenging for the audience to absorb all the information. Taking a slightly slower pace could allow for better comprehension and engagement from the listeners."

Positive Reinforcement/Encouragement: "However, I want to emphasize that your content was strong, and your knowledge of the subject matter is impressive. With a bit of adjustment in pacing and perhaps adding more pauses to emphasize key points, your presentations will become even more impactful."

The Sandwich Technique is effective as it helps balance the feedback by beginning and ending on a positive note, which can make constructive criticism more palatable and easier to accept. It allows for a more well-rounded approach to feedback delivery while maintaining a supportive and encouraging tone. This method aims to ensure that the mentee doesn't feel discouraged but rather inspired to improve upon the highlighted areas.

Be Timely

Offer feedback promptly after observing the behavior or action. This ensures the information is fresh in their mind and makes it easier to address and discuss.

Timely feedback is essential for the mentee's growth and development. It helps in reinforcing positive behaviors, addressing areas needing improvement, and fostering a culture of continuous improvement and learning. It is more relevant and contextual and allows mentees to connect the feedback with the specific situations or actions they engaged in, making it more meaningful and actionable. Prompt feedback enables mentees to address issues or make improvements while the situation is still fresh in their minds. This can prevent recurring mistakes and help them adjust their behavior or actions more effectively

Focus on Improvement

Focusing a mentee on improvement involves guiding them to recognize areas for growth, setting / adjusting goals, and adopting strategies for continuous development. Emphasize the opportunity for growth and improvement rather than just pointing out mistakes or shortcomings. Offer suggestions or alternative approaches to consider. Encourage your mentee to assess their strengths and weaknesses objectively. Help them recognize areas where improvement is needed. This can involve self-reflection, feedback from others, or self-assessment tools.

Use a Growth Mindset:

Encourage a growth mindset by helping your mentee view challenges as opportunities for learning and development, highlighting that feedback is meant to facilitate learning and development, not to criticize or judge. Teach them to embrace failures as learning experiences rather than setbacks. For more see “2.1.2 Strategies to learn from failures and setbacks”.

Be Empathetic and Respectful:

Being empathetic and respectful toward your mentee is fundamental in establishing a supportive and trusting mentor-mentee relationship. Consider the individual's feelings and perspective.

Frame feedback in a respectful and empathetic manner, understanding that receiving feedback can be challenging.

By consistently demonstrating empathy and respect, you create a nurturing and supportive environment that allows your mentee to thrive, learn, and grow in a trusting mentor-mentee relationship.

Using empathetic language is about fostering a supportive and understanding environment, where mentee feel heard, valued, and supported. It's crucial in mentorship – the situation that involves offering guidance or support to others. Tailoring your language to show empathy can strengthen relationships, encourage open communication, and create a safe space for growth and development. The following messages will help you to use empathetic language (Tab. 2-1).

Table 2-1

Messages for empathetic language use

Type of Message	Example
Acknowledging Feelings	<p><i>"I understand that this situation might be difficult for you."</i></p> <p><i>"It seems like you're feeling frustrated about..."</i></p> <p><i>"I can see that you're passionate about this project."</i></p>
Expressing Support and Understanding	<p><i>"I'm here to listen and support you."</i></p> <p><i>"I appreciate your effort and dedication."</i></p> <p><i>"It's okay to feel this way, and I'm here to help."</i></p>
Validating Emotions	<p><i>"Your feelings about this issue are completely understandable."</i></p> <p><i>"It's normal to feel overwhelmed in such circumstances."</i></p> <p><i>"Your concerns are valid, and I appreciate you sharing them."</i></p>
Encouraging and Affirming	<p><i>You're doing a great job, and I believe in your abilities."</i></p> <p><i>"Your input is valuable and contributes significantly to the team."</i></p> <p><i>"I admire your perseverance and commitment."</i></p>
Offering Assistance and Collaboration	<p><i>"Let's work together to find a solution that works for you."</i></p> <p><i>"I'm here to support you in any way I can."</i></p> <p><i>"If there's anything I can do to help, please let me know."</i></p>
Respecting Boundaries	<p><i>"I understand if you're not comfortable discussing this further."</i></p> <p><i>"Please let me know if you need some time or space to process."</i></p>

Encourage Dialogue

Encouraging open dialogue with your mentee during feedback sessions is crucial for effective communication and mutual understanding. Create an open and safe environment for discussion. Encourage the individual to share their thoughts, concerns, and perspectives on the feedback.

Encourage dialogue by asking open-ended questions that prompt deeper reflection and discussion. For instance, "*How do you think we can approach this differently?*" or "*What are your thoughts on the feedback provided?*"

Refrain from making assumptions and instead express curiosity about their perspective. Use phrases like, "*I'm curious to know more about your approach*" or "*Could you share your thoughts on that?*"

Prompt your mentee to reflect on their experiences, actions, and behaviors. Ask questions that encourage introspection, such as "*How do you think this approach impacted the team dynamics?*"

By fostering open dialogue, you create an environment of trust and respect that promotes effective communication, collaboration, and growth between you and your mentee.

To remember!

Silence can sometimes encourage the mentee to continue talking or reflect on what's been discussed.

Allow for moments of silence during the conversation without rushing to fill the gaps.

Avoid Personal Attacks:

Engaging in personal attacks or any form of disrespectful behavior, whether intentional or unintentional, is highly inappropriate and counterproductive in a mentor-mentee relationship. Such behavior can damage trust, hinder communication, and negatively impact the mentee's confidence and growth.

When providing feedback or addressing issues, concentrate on specific behaviors or actions rather than attacking the individual's personality or traits. This helps keep the discussion objective and constructive.

Avoid using accusatory language or making personal judgments. Emphasize the importance of **mutual respect in the mentor-mentee relationship**. Discuss the boundaries of acceptable behavior and communication at the beginning of the mentorship.

Always prioritize professionalism in your interactions. Refrain from making personal comments, judgments, or criticisms about the mentee's character, appearance, or identity. If conflicts arise, handle them calmly and professionally. For more about conflict resolution see Chapter 2.5. HOW TO RESOLUTE CONFLICTS AND HELP IN PROBLEM SOLVING?

To remember!

The mentor-mentee relationship is built on trust, respect, and support. Personal attacks have no place in a constructive mentoring environment and can significantly hinder the mentee's growth and development.

Follow Up and Offer Support:

Following up after providing feedback to your mentee is crucial to ensure understanding, support their development, and reinforce the mentoring relationship. Check in with mentee later to see how they are doing with the feedback. Ask your mentee if they understood the feedback provided. Encourage them to summarize what was discussed to ensure clarity and comprehension. Invite your mentee to share their thoughts or feelings after receiving the feedback. Encourage open dialogue about their perceptions, concerns, or any additional questions they may have.

Reiterate your willingness to support mentee in their improvement efforts. Offer assistance, resources, or further discussions if needed to help them address the areas for improvement. Also offer words of encouragement and reinforcement to boost their confidence, acknowledge their efforts and commitment to improvement.

Feel free to use the following words of encouragement and reinforcement after giving feedback to your mentee (Table 2-2)

Words of encouragement and reinforcement

Type of Message	Example
Acknowledge Effort and Progress	<p><i>"I appreciate your receptiveness to feedback. It shows your commitment to growth."</i></p> <p><i>"I can see the effort you're putting in to improve, and it's commendable."</i></p> <p><i>"I'm impressed by how you've already started implementing the suggestions we discussed."</i></p>
Reinforce Belief in Their Potential	<p><i>"You have tremendous potential, and I believe in your ability to overcome challenges."</i></p> <p><i>"Your dedication to learning and growing will take you far in your journey."</i></p> <p><i>"Remember, every step you take towards improvement is a step closer to your goals."</i></p>
Highlight Their Strengths	<p><i>"Your strengths in [specific area] are valuable assets that will help you excel."</i></p> <p><i>"Your [specific skill or quality] is a great asset, and I encourage you to leverage it in your development."</i></p> <p><i>"You have a natural talent for [specific skill or trait], and it's wonderful to see it in action."</i></p>
Express Confidence and Support	<p><i>"I'm here to support you every step of the way as you work on these improvements."</i></p> <p><i>"You're on the right track, and I'm confident you'll continue to make significant strides."</i></p> <p><i>"Don't hesitate to reach out if you need further guidance or support. I'm here to help."</i></p>
Encourage Persistence and Resilience	<p><i>"Keep pushing forward, even when faced with challenges. Your persistence will pay off."</i></p> <p><i>"Resilience is key in this journey. Remember, setbacks are opportunities for growth."</i></p> <p><i>"Every obstacle you overcome is a chance to learn and become stronger."</i></p>
Celebrate Small Wins	<p><i>"Even small progress is worth celebrating. Take pride in your achievements."</i></p> <p><i>"The fact that you're actively working on these improvements is a significant win in itself."</i></p> <p><i>"Your commitment to growth is evident, and I encourage you to celebrate your successes along the way."</i></p>

Tailor these encouragements to suit your mentee's specific situation, and let them know that their efforts and dedication towards improvement are valued and supported. Providing positive reinforcement helps maintain their motivation and confidence as they navigate their developmental journey.

2.1.2. STRATEGIES TO LEARN FROM FAILURES AND SETBACKS

Failures and setbacks are an inevitable part of any learning process and professional journey. As a mentor, it's crucial to help your mentee navigate these experiences constructively.

Normalize Failure

The fear of failure can stem from various underlying causes, and understanding these reasons is crucial in addressing and supporting individuals dealing with this fear (Tabl.2-3)

Table 2-3

Common causes of the fear of failure

Cause	Meaning
Perfectionism	Striving for perfection and fearing that anything less than perfect will be a failure can be a significant cause of fear. The fear of not meeting exceedingly high standards can paralyze mentee from taking action
Low Self-Esteem	Mentee with low self-esteem may fear failure as they perceive it as validation of their lack of competence or worthiness. Failure might reinforce negative beliefs about themselves
Overwhelming Expectations	External pressures from society, family, or peers to succeed in specific ways or meet certain expectations can lead to a fear of failure. The fear of disappointing others or not living up to these expectations can be daunting
Previous Experiences	Negative Past failures or experiences where mentee faced harsh criticism or consequences due to failure can instill a fear of repeating those experiences
Risk Aversion	Some mentee are naturally risk-averse and fear failure because they perceive it as a significant risk. They may avoid taking risks to prevent failure

Lack of Resilience	Inadequate coping mechanisms to deal with setbacks or failures can intensify the fear of failing. Without resilience, mentee may see failure as catastrophic
Cultural and Social Factors	Societal norms that emphasize success and stigmatize failure can contribute to the fear of failure. Fear of judgment or shame from society can be a significant factor

Highlight that setbacks and failures are a part of everyone's journey toward success. Share your own experiences and how you've grown from failures. This normalization can reduce the fear of failure and create a more open environment for learning.

Emphasize the Learning Opportunity

Shift the focus from failure itself to the lessons it offers. Encourage your mentee to analyze what went wrong, what can be learned from the experience, and how they can improve for the future.

Encouraging your mentee to analyze what went wrong in a situation where they experienced failure or setbacks is a crucial part of the learning process. This analysis helps them understand the root causes of the issue and can lead to valuable insights for improvement. Urge your mentee to take time to reflect on the situation without self-blame. Emphasize that this analysis is about learning and growth, not assigning blame. Help mentee break down the situation into specific components. Discuss what aspects contributed to the outcome, such as actions taken, decisions made, external factors, or communication issues. Encourage your mentee to look at the situation from different angles. How might others perceive the situation? Are there alternative ways to approach it?

Guide them to dig deeper to find the underlying reasons for the failure. Are there systemic issues, lack of skills or resources, miscommunication, or external factors that played a role? Encourage a problem-solving mindset. Ask questions like, "*What could have been done differently?*" or "*What steps can be taken to avoid similar issues in the future?*"

Foster a Growth Mindset

Emphasize the concept of a growth mindset where abilities and intelligence can be developed through dedication and hard work. Reinforce the idea that setbacks are not indicative of fixed abilities but rather opportunities for growth.

The concept of a growth mindset refers to the belief that one's abilities, intelligence, and talents can be developed and improved over time through dedication, effort, and learning. Mentors and mentee with a growth mindset believe that intelligence and talents are not fixed traits but can be cultivated through perseverance and resilience.

Under the concept of a growth mindset mentee should see challenges as opportunities for growth rather than obstacles. Mentee should be encouraged of willing to take on new challenges and understand that overcoming difficulties leads to learning and development. Emphasize on exhibition of resilience when faced with setbacks or failures. Rather than being discouraged by failure, mentee should see it as a chance to learn and try again, viewing setbacks as temporary obstacles.

Direct your mentee to see that putting in effort and hard work leads to improvement and mastery, to understand that continuous effort and learning are essential for success. Make your mentee to value learning and be open to feedback, seeing it as an opportunity to improve.

To foster the growth mindset in your mentee, make them inspired by the success of others as sources of motivation and inspiration rather than feeling threatened or envious.

A growth mindset is contrasted with a fixed mindset, where individuals believe that their abilities and intelligence are innate traits that cannot be significantly developed. Developing a growth mindset is beneficial for personal and professional development as it fosters resilience, a love for learning, and the belief that skills and abilities can be cultivated over time with effort and dedication.

Provide Constructive Feedback

Offer specific and constructive feedback rather than just criticism. Guide your mentee on how they can improve or approach things differently next time. This helps

them see setbacks as learning opportunities rather than personal shortcomings. For more recommendations see “2.1.1. STRATEGIES TO OFFER CONSTRUCTIVE FEEDBACK”

Encourage Reflection

Encourage your mentee to reflect on their experiences regularly. This can be through journaling, discussions, or self-assessment exercises. Reflecting on setbacks helps in gaining insights and identifying patterns to avoid similar mistakes in the future. Reflection helps a mentee gain insights into their actions, decisions, and behaviors. It promotes self-discovery by allowing them to understand their strengths, weaknesses, values, and preferences. By analyzing past experiences, a mentee can identify areas for improvement. This process fosters a growth mindset, encouraging them to develop new skills and strategies to overcome challenges.

Reflective practices enable mentees to make informed decisions. By understanding the outcomes of past choices, they can make better decisions in similar situations in the future. Reflecting on experiences promotes self-awareness. Mentees become more conscious of their emotions, thoughts, and behaviors, which can lead to better self-regulation. It also aid in setting realistic and achievable goals. Mentees can align their goals with their values and aspirations based on their reflections. Through reflection, mentees learn to adapt and be more flexible in various situations. They gain a deeper understanding of how to respond to challenges and changes effectively. Reflecting on interactions and experiences with others can enhance interpersonal skills. It helps mentees understand different perspectives and communicate more effectively.

Feel free to use the following messages to encourage your mentee to reflect on their experiences:

"Every experience, whether good or challenging, shapes your growth."

"Take a moment to reflect on setbacks as stepping stones toward your success story. They offer valuable lessons."

"In moments of reflection, you'll discover the power to adapt and embrace change. Use these insights to navigate future challenges."

"Reflection is your pathway to wisdom. Take time to understand the lessons hidden within your experiences."

"Explore within yourself as you reflect. It's in these moments that you'll discover your strengths and unveil your potential."

"Reflection guides your future. Use your experiences as a compass to make informed decisions."

"Allow reflection to unveil your true self. Understanding yourself better empowers you to achieve your aspirations."

"Embrace reflection as a tool for positive change. Your reflections pave the way for a brighter tomorrow."

Set Realistic Expectations

Help your mentee understand that setbacks are a natural part of the learning process. Realistic expectations regarding the journey toward achieving goals refer to having a practical and balanced outlook on what it takes to reach those objectives. It involves understanding the challenges, effort, and time required while considering one's capabilities, resources, and the unpredictability of the path ahead.

Realistic expectations mean setting goals that are achievable within a reasonable timeframe and align with the available resources, skills, and circumstances. For more about goal setting see Chapter 1.2. HOW TO SET AND REVIEW GOALS.

Realistic expectations acknowledge that achieving significant goals often requires time, dedication, consistent effort, and perseverance. It's essential to understand that success doesn't happen overnight. Encourage your mentee to recognize the obstacles and challenges that might arise during the journey. This awareness prepares mentee to navigate difficulties rather than becoming discouraged by them. Emphasize that while optimism is valuable, realistic expectations balance optimism with a practical assessment of the effort and challenges needed to achieve the goal. Also make mentee to understand that external factors, such as market conditions, competition, or unforeseen events, can impact the journey and sometimes require adjusting expectations.

Celebrate Progress

Acknowledge and celebrate small successes and progress made after overcoming setbacks. This reinforces the idea that setbacks are temporary and can lead

to eventual success. Celebrating progress, no matter how small, serves as a powerful motivator and reinforces your mentee's resilience in overcoming setbacks.

You can suggest the following approaches to celebrate mentee's progress after overcoming setbacks.

- ✓ Personal Reward Ritual – to treat to a special reward or ritual that signifies mentee's accomplishment. (enjoying a spa day, buying something mentee has wanted, etc).
- ✓ Reflective Journaling – encourage your mentee to dedicate time to journal journey to reflect on how mentee navigated the setback, what they learned, and the personal growth achieved.
- ✓ Social Celebration – suggest mentee to share their success with friends, family, classmates or colleagues, host a small gathering or share their achievement over a meal.
- ✓ Create a Milestone Marker - mark the milestone visually by creating a vision board, a progress chart, or a collage representing mentee's journey and the achievements made.

Be Supportive

Provide emotional support and encouragement. Let your mentee know that setbacks do not define their abilities or worth. Offering reassurance during challenging times involves a delicate balance of empathy, support, and practical guidance. Tailor your approach based on the mentee's needs and preferences while providing a supportive and understanding environment.

Lead by Example

Model a positive attitude towards failures and setbacks. Show your mentee how you handle setbacks in a constructive manner, demonstrating resilience, learning, and growth.

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO PROVIDE EFFECTIVE FEEDBACK AND CONSTRUCTIVE CRITICISM:**

5 TIPS on HOW TO PROVIDE EFFECTIVE FEEDBACK AND CONSTRUCTIVE CRITICISM

1

Embrace a Growth Mindset

Approach feedback and failures with a growth mindset. Instead of viewing them as setbacks, consider them as opportunities for learning and improvement.

2

Seek Specific and Constructive Feedback

Ask for specific information rather than general opinions. Constructive feedback should be specific, actionable, and focused on behaviors or actions that can be improved.

3

Reflect and Analyze

Take time to reflect on feedback received and failures encountered. Analyze the situation objectively—identify what went wrong, what could have been done differently, and the lessons learned.

4

Implement Changes

Act on the feedback received and the lessons learned from failures. Use this knowledge to make tangible changes in your behavior, approach, or strategies. Implementing changes demonstrates willingness to improve.

5

Normalize Failure as a Learning Opportunity

Encourage a culture that views failure as a natural part of the learning process. Normalize discussing failures openly within the team or community. Share your experiences and insights gained from failures to foster a supportive environment that values continuous improvement.

Chapter 2.2. HOW TO ACHIEVE ETHICAL MENTORING AND PROFESSIONAL BEHAVIOR?

Achieving ethical mentoring and maintaining professional behavior is critical for many reasons. Mentors have a responsibility to treat their mentees with respect, care, affection, and commitment, which can be achieved through the practice of professional ethics. Respect is a crucial aspect of professional ethics in mentoring. Additionally, respect plays a role in raising the morality of mentees and encouraging ethical practices. Firstly, it builds a foundation of trust between mentor and mentee. Moral mentoring creates an environment where mentees feel safe, respected and valued, creating a conducive atmosphere for effective learning.

Secondly, ethical mentoring ensures that all mentees are treated equally, regardless of their background, abilities or personal characteristics. This commitment to equity helps create a positive and inclusive environment.

Additionally, ethics mentoring provides mentors and mentees with a sense of integrity and moral responsibility. It establishes standards of professional behavior and guides mentors in making decisions based on the principles of honesty, transparency, and accountability. Ethical mentoring prepares mentees to become responsible and ethical professionals in their future careers. Ethical standards prevents academic dishonesty, plagiarism, and other unethical practices that could compromise the integrity of education.

Achieving ethical mentoring and professional behavior is essential for building trust, promoting fairness, instilling integrity, preparing future professionals, and upholding the credibility of the educational system.

In this topic, we will consider aspects related to the formation of ethical behavior and professional integrity in the industry and share information on solving ethical dilemmas and the principles of making these decisions.

Ethical behavior and professional integrity in mentoring are critical aspects that determine effectiveness and trust in mentor-mentee relationship. A mentor who acts according to ethical standards creates a safe environment for the development and improvement of the skills of his mentee. Ethics in mentoring is about understanding

and respecting personal boundaries, confidentiality and objectivity. This approach promotes an open exchange of information and promotes a deeper understanding of professional situations.

2.2.1. HOW TO ACHIVE PROFESSIONAL INTEGRITY

Professional integrity is the practice of maintaining appropriate ethical behavior. It is the practice of showing strong adherence to moral and ethical principles and values such as honesty, honor, dependability and trustworthiness.

Provide confidentiality in mentoring relationship.

Maintain mutual trust by refraining from discussing conversations with others without express permission. Exceptions apply only in the context of supervision of a professional mentor with a supervisor or program director.

Create an environment of openness in mentor-mentee relationship.

Mentor and mentee will be always as open as possible with each other. This includes telling each other when they are uncomfortable about some aspect of the relationship. Creating an open environment in the mentor-mentee relationship is key to success and effectiveness. When both mentor and mentee commit to being as transparent as possible, it cultivates a culture of trust, communication, and mutual respect. Openness involves discussing challenges, uncertainties, and areas of discomfort within the mentorship dynamic.

Encouraging mentors and mentees to express their concerns, discomforts, or uncertainties promotes a healthy dialogue that allows both parties to address issues promptly. This transparency contributes to the mentorship evolving in a constructive manner, as it enables mentors to tailor their guidance to the specific needs and preferences of the mentee. Moreover, it empowers mentees to voice their expectations, ensuring that the mentorship is aligned with their developmental goals.

Have a duty of care to each other.

Mentor and mentee are jointly responsible for ensuring that their actions and decisions do not damage the reputation of each other, the university, or lead to negative consequences for others. The duty of care for one another in the context of ethical mentoring is defined not only by the concern for professional development, but also by the responsibility for ethical behavior and maintaining trust.

In this context, ethical mentoring involves the obligation to refrain from any actions that may violate ethical norms or harm the relationship between the mentor and the mentee. This includes avoiding conflicts of interest, communicating honestly and openly about any ethical aspects of the relationship, and generally aims to create an environment of trust where both parties feel protected and supported. This ethical principle also covers concern for the university's reputation and aims to maintain standards of professional activity.

Create a healthy work environment in mentoring.

Ethics and professional conduct contribute to a positive work culture that promotes respect, fairness, and equality. The creation of a healthy working environment in mentoring is determined by ethical principles that promote quality interaction between the mentor and the mentee. Ethics and professional conduct play a key role in creating a healthy work environment that promotes job satisfaction and high productivity.

In the context of mentoring, ethics defines the features of interaction that support respect, mutual support and open exchange of information. This fosters a positive work culture where every member feels important, equal and protected.

An ethical position in mentoring helps to create an atmosphere of trust and mutual understanding, promoting open communication and constructive problem solving. The mentor's professional behavior is important for conveying values that reinforce positive aspects of the work culture, such as fairness, equality and respect.

Preserve the values and ideals of the industry.

Ethical behavior in mentoring acts as an integral part of preserving and improving the values that define the professional field. Ethics help preserve the values and ideals

that define the industry, contributing to its sustainable development. Ethical behavior stimulates innovation and promotes trust in both individuals and the industry. Through ethics, mentoring refrains from violating norms and standards, which is important for maintaining trust and respect in the industry. By providing guidance and support, mentors help to impart values that are fundamental to the development of the industry.

Ethical behavior is also an incentive for innovation and improved practices. By upholding important values and adhering to ethical principles, mentoring becomes a catalyst for positive change, contributing to the development of innovative ideas and methods.

Therefore, ethics in mentoring is not only a means of ensuring mutual trust, but also a tool for preserving and strengthening the values and ideals that determine the successful development of the professional field.

Enhance decision-making.

The ability to make ethical decisions is of great importance, as it contributes to the improvement of the decision-making process and determines the influence of the mentor on the mentee's development. Ethical decision-making promotes fairness, transparency, and accountability, ensuring that actions align with the organization's values and principles.

Mentors with a strong ethical foundation face various situations and dilemmas, and their decisions are determined not only by professional knowledge, but also by high ethical standards.

During conflict situations or important decisions, ethically trained mentors are able to assess the potential consequences of each alternative and choose the most ethical and responsible course of action. This helps preserve the mentor's integrity, maintains trust between him and the mentee, and also affects the formation of the moral values.

Ethical decision-making contributes to the creation of a fair, transparent, and responsible environment. By ensuring that their actions are consistent with the values and principles of mentoring, mentors contribute to the development of ethically conscious leadership.

The mentor should help each mentee realize his or her potential as a worthy and effective member of society. The mentor therefore works to stimulate the spirit of inquiry, the acquisition of knowledge and understanding, and the thoughtful formulation of worthy goals.

There are **FIVE NOs** in fulfillment of the obligation to the mentee for the mentor:

NO Imposing Solutions: Avoid imposing your opinions or solutions onto the mentee. Instead, guide and empower them to find their own solutions by offering support and guidance.

NO Judgment: Refrain from being judgmental about the mentee's ideas, actions, or experiences. Create a safe and non-judgmental space where they feel comfortable expressing themselves openly.

NO Overstepping Boundaries: Respect the mentee's boundaries and autonomy. Avoid pushing them beyond their comfort zone or disclosing confidential information without their consent.

NO Ignoring Concerns: Do not dismiss or ignore the concerns raised by the mentee. Take their worries seriously and address them with empathy and understanding.

NO Neglecting Commitments: Avoid neglecting or inconsistently following through on commitments made to the mentee. Consistency and reliability in mentoring engagements are vital for building trust and rapport.

2.2.2. HOW TO NAVIGATE ETHICAL DILEMMAS AND MAKE PRINCIPLED DECISIONS.

Responsibility

Both the mentor and the mentee must acknowledge that their actions can have a detrimental impact on the mentoring relationship. A mentor must be aware that his actions and words have a great impact on the mentee. He must be careful in his statements and actions aimed at the development of the ward.

A responsible mentor openly discusses the expectations, goals, and limitations of mentoring. He honestly recognizes his capabilities and will help his mentees realize their potential.

Confidentiality of the mentor and mentee

In the context of mentoring, the confidentiality of the mentor's or mentee's identity is a fundamental element determined by the protection of the personal and professional data.

Personal Information. This includes personal information such as name, contact details, marital status that the mentor or mentee does not wish to disclose.

Professional Data. Information about work responsibilities, projects, strategies, and any other aspects of work that the mentor considers confidential.

Confidentiality is maintained only where the mentor or mentee has not given express consent to the disclosure of certain information. If a mentor and mentee are working on projects or tasks, confidentiality is maintained regarding any information that is not publicly available. Information discussed during personal consultations is also confidential unless otherwise agreed. The confidentiality obligation may continue after the mentoring program has ended in order to ensure long-term data protection.

Boundary management & roles

In the context of mentoring, where professional and personal boundaries can blur, it is important to effectively manage boundaries and roles to ensure a balanced and ethical approach. It is important to understand that there is a certain balance between personal and professional interactions. Some personal intimacy can help build trust, but it's important not to let it turn unprofessional.

Those working in a mentoring relationship may develop friendships over time. It is important to have a clear mentoring relationship and not allow personal bias to influence professional actions. Stay mindful of maintaining confidentiality, objectivity and equal partnership.

Even if the mentor is older than the mentee, it is important to create an atmosphere of equal partnership. Consider the opinions and experiences of both

parties. Clearly discuss and set relationship boundaries. If there is a question about boundaries, it is important to openly discuss the topic and resolve misunderstandings.

Competence

A mentor's competence extends to their ability to provide effective support and advice, given the quality of their experience and skills. Mentors need to be conscious of their own levels of mentoring competence. An appropriate approach for mentors to foster this consciousness might be to engage in reflective practice using a journal or similar approach. Mentors should be actively involved in continuous learning, updating their knowledge and incorporating new approaches.

The mentor must develop his or her own mentoring skills, such as listening, empathy, building trust, and supporting the mentee's development. It is important that the mentor recognizes the limits of his competence and does not attempt to provide advice or assistance in areas where he needs to bring in an expert.

Contracting

Contracting in mentoring is a key stage aimed at ensuring clarity and defining the terms of cooperation between the mentor and the mentee. Examples of clear contracting should include clarity over length and frequency of sessions; agreement on whether it is permissible or not to make email/telephone/text contact concerning mentoring issues between mentoring sessions; responsibility for finding a suitable location for the mentoring session etc.

Dealing with self-distractions

Effective mentoring requires mentors to be aware of and manage their own biases and distractions. Mentors need to see their own biases, stereotypes and first impressions. Understanding how biases can affect the quality of interactions with a mentee. It is important to assess whether they do not interfere with objective mentoring.

Developing self-control skills allows a mentor to effectively manage their emotions and biases when interacting with mentees. When self-control becomes

difficult, the mentor can use short pauses or withdrawals to restore nervous stability, or suggest that the mentee work with someone else.

Conflicts in the mentor-mentee relationship indicates as causes generating conflict, not only concerning the expectations of the mentor-mentee but also the mentee towards the mentor. There are the following problems that cause conflict: discipline problems, adaptation to individual differences problems, and evaluation problems.

Strategies for conflict management

The methods most used, face of mentees conflicting behaviors, include warning, disapproval and in some cases, mentee suspension. Conflict management strategies are understood as the behavior types that are adopted in the conflict context, that is, they are basic strategies to manage a situation in which the parties consider their interests to be incompatible. It is important to note that the choice between different conflict management strategies depends on the conflict level and the various situations that must be managed effectively, that is, to manage conflict functionally, it is important to recognize that one strategy may be more appropriate than another, depending on the conflict situation, being considered appropriate if its use leads to the effective formulation or resolution of the conflict.

That way, thinking of the joint construction of solutions to the conflict, through the correct use of empathy, assertiveness, active listening, and feedback can make those involved in the conflict evaluate their actions and rethink their attitudes, discovering ways to solve the problems, trying to maintain respect and balance.

For more information about conflict management see “Chapter 2.5. HOW TO RESOLUTE CONFLICTS AND HELP IN PROBLEM SOLVING?”

To summarize the overall topic, we would like to suggest 5 TIPS on **HOW TO ACHIEVE ETHICAL MENTORING AND PROFESSIONAL BEHAVIOR:**

5 TIPS on HOW TO ACHIEVE ETHICAL MENTORING AND PROFESSIONAL BEHAVIOR

1

Consistently uphold a uniform standard

Integrity in mentoring revolves around transparency, completeness, and maintaining consistency in one's character across various situations and interactions. Extend the same degree of professionalism and respect to all mentees.

2

Value and encourage honesty

Foster an environment where mentees feel empowered to be truthful, even in the face of significant errors. Acknowledge and publicly commend honesty, reinforcing the importance of transparent communication through consistent and visible recognition

3

Acknowledge and take responsibility for mistakes

Cultivate an environment where admitting errors and offering apologies are seen as essential components of growth. Reinforce the importance of accountability in the mentor-mentee relationship.

4

Integrate self-assessment into mentoring practice

Regularly examine your own behavior in a non-judgmental manner. Identify areas for potential self-improvement and take proactive measures to align your behavior with the principles of integrity, fostering a continuous commitment to ethical mentoring practices

5

Maintain commitments to build trust

Fulfill promises and offer support by addressing questions, serving as a learning facilitator, and providing guidance on issues about the mentee's career goals and development. Engage in discussions on acquiring skills that can enhance the mentee's value, contributing to a dynamic and mutually beneficial mentoring partnership.

Chapter 2.3. HOW TO ACHIEVE DIVERSITY AND INCLUSION?

In a world teeming with diverse perspectives and experiences, mentorship plays a vital role in shaping the next generation. However, for this guidance to be truly transformative, it must be built upon a bedrock of diversity and inclusion. When mentor and mentee engage in communication grounded in these principles, a rich tapestry of understanding and growth unfolds, benefiting both individuals (immediate benefits) and the broader community (long-term benefits).

In the context of mentoring, diversity and inclusion represent a conscious effort to create a space where all individuals feel valued and respected, regardless of their background, identity, or beliefs. It goes beyond mere representation and delves into fostering an environment that actively celebrates differences and leverages them to enrich the mentoring experience for both mentor and mentee.

Imagine a mentoring relationship where trust reigns supreme. The mentee feels empowered to share their authentic self, unafraid of judgment or prejudice. This openness stems from the mentor's conscious effort to create a safe space, one where diverse perspectives are not only welcomed but celebrated. This fosters a deeper connection, enabling the mentor to provide guidance tailored to the unique needs and aspirations of the mentee.

But this exchange goes far beyond mere information transfer. By actively listening and learning from the mentee's diverse experiences, the mentor embarks on a journey of personal enrichment, expanding their own perspective and understanding of the world. This cross-pollination of ideas fuels intellectual growth and leads to innovative solutions, benefiting not only the individuals involved but also the broader community.

The importance of diversity and inclusion extends beyond the immediate benefits of a thriving mentorship. It plays a crucial role in shaping a more inclusive future. As individuals from different backgrounds engage in open and honest communication, they gain a deeper appreciation for each other's perspectives and experiences. This fosters empathy, understanding, and a sense of belonging, ultimately

breaking down societal barriers and paving the way for a future where everyone has the opportunity to thrive.

However, achieving this level of communication requires conscious effort. Both mentor and mentee must actively strive to shed light on their own unconscious biases and work to mitigate their influence. This self-awareness allows them to engage in authentic dialogue, free from the limitations of preconceived notions.

2.3.1. WHY MENTOR SHOULD CARE ABOUT DIVERSITY AND INCLUSION

In frames of this guidance, we suggest summarizing the necessity of diversity and inclusion for the following reasons:

✓ ***Mentees have access to a wider range of mentors.*** When mentoring programs are diverse and inclusive, mentees can connect with mentors who share their background and experiences, as well as mentors who have different backgrounds and experiences. This gives mentees access to a wider range of perspectives and support.

✓ ***Mentees learn about different cultures and perspectives.*** By interacting with mentors from different backgrounds, mentees learn about different cultures and perspectives. This can help them to become more culturally competent and to develop a better understanding of the world around them.

✓ ***Mentees feel more comfortable and supported.*** When mentees are surrounded by people who value diversity and inclusion, they feel more comfortable and supported. This is the path to be more opened and honest in their mentoring relationships, and it can lead to more meaningful and productive mentoring experiences.

✓ ***Mentors learn about and become more inclusive.*** By mentoring mentees from different backgrounds, mentors learn about and become more inclusive. Diversity of possible variants help mentors to be more effective and to provide better support for mentees from all backgrounds.

✓ ***Organizations become more diverse and inclusive.*** When organizations have diverse and inclusive mentoring programs, they are more likely to attract and retain employees from different backgrounds. Such opportunity makes the organization sustainable and resilient and it can lead to a more diverse and inclusive workforce,

which has been shown to have a number of benefits, including increased innovation, productivity, and employee engagement.

2.3.2. HOW TO OVERCOME THE NEGATIVE ASPECTS OF CULTURE DIVERSITY

From one point of view, mentors are related to cooperation with direct specific topic(s) for mentee(s), but from the other – culture diversity plays significant role for better personal connection. In this case to overcome the negative aspects of culture diversity mentor should consider the following peculiarities:

✓ **Communication styles:** different cultures have different communication styles **and it's normal**. For example, some cultures are more direct and assertive, while others are more indirect and deferential. This can lead to misunderstandings between mentors and mentees from different cultures. Mentors should always try to be precise in questions, phrases and reactions.

✓ **Expectations:** different cultures have different expectations about the mentor-mentee relationship **and it's normal**. For example, in some cultures, it is expected that mentors will be more directive and provide more specific advice. In other cultures, it is expected that mentors will be more supportive and facilitative. This can lead to misunderstandings and frustration if mentors and mentees are not aware of each other's expectations. So the mentors should be free to articulate the expectations during the whole mentorship period and to

✓ **Values:** different cultures have different values **and it's normal**. For example, some cultures value individualism, while others value collectivism. This can impact the way that mentors and mentees approach their mentoring relationships. For example, a mentor from an individualistic culture may focus on helping their mentee to develop their individual skills and talents. A mentor from a collectivistic culture may focus on helping their mentee to develop their relationships with others and to contribute to the team. That is why mentor should consider the culture values of mentee to find the balance between own opportunities and possibilities and specific demands or points of view of mentee.

✓ **Unconscious bias:** mentors from dominant cultures may have unconscious biases that can impact their mentoring relationships with mentees from minority

cultures. For example, a mentor may be more likely to give positive feedback to mentees who share their background and values. Or, a mentor may be more likely to attribute the successes of mentees from minority cultures to external factors, such as luck or affirmative action. In the worst occasion mentors may have unconscious biases that can influence their interactions with mentees from different cultural backgrounds. Unconscious biases can lead to mentors giving preferential treatment to mentees from their own cultural background, and they can also lead to mentors having lower expectations for mentees from different cultural backgrounds.

2.3.3. HOW TO OVERCOME CULTURAL MISUNDERSTANDINGS AND LANGUAGE BARRIERS

Of course, culture diversity could not be always a best reason to perform good cooperation between mentor and mentee, but it definitely might lead to negative sequences. To overcome them or at least to minimize, the mentor should consider the following **negative influences of culture diversity**:

- ✓ **Cultural misunderstandings**: can occur in any relationship, but they can be particularly common in mentoring relationships where the mentor and mentee have different cultural backgrounds. Cultural misunderstandings can lead to conflict and frustration, and they can damage the mentoring relationship.

- ✓ **Language barriers**: this might also be a challenge in mentoring relationships where the mentor and mentee have different cultural backgrounds. Language barriers can make it difficult for mentors and mentees to communicate effectively, and they can also make it difficult for mentees to feel comfortable and supported in the mentoring relationship.

In the dynamic process of mentorship, cultural misunderstandings can pose a significant challenge, particularly when the mentor and mentee hail from diverse backgrounds. These misunderstandings can hinder communication, impede progress, and ultimately damage the mentoring relationship. To foster a thriving mentoring experience, it is crucial for mentors to proactively bridge cultural gaps and foster understanding with their mentees.

Overcoming cultural misunderstandings with mentees is essential for building trust and rapport. A foundation of trust serves as the bedrock of any successful

mentoring relationship, allowing mentees to feel comfortable expressing themselves authentically without fear of judgment or prejudice. When cultural backgrounds diverge, this trust may be harder to establish. By proactively addressing cultural differences, mentors create a safe and supportive space where mentees can engage openly and confidently, fostering a deeper connection that underpins effective mentoring.

Furthermore, cultural understanding empowers mentors to provide culturally relevant support to their mentees. By appreciating the mentee's cultural values, beliefs, and practices, mentors can tailor their guidance and advice to align with the mentee's unique context. This cultural sensitivity allows mentors to offer support that truly resonates with the mentee's experiences, leading to more effective and impactful mentoring.

In addition, overcoming cultural misunderstandings cultivates cultural competence among mentors. Cultural competence encompasses the ability to appreciate and respect diverse cultural perspectives. By navigating cross-cultural mentoring relationships, mentors enhance their own cultural competency, enabling them to navigate the intricacies of these relationships with greater ease. Additionally, they gain the skills to support mentees in developing their own cultural competence, fostering a reciprocal exchange of understanding and appreciation.

Furthermore, addressing cultural misunderstandings promotes inclusivity within the mentoring environment. By fostering understanding and acceptance of diverse backgrounds, mentors create a space where all mentees feel valued, respected, and heard. This inclusive environment fosters a sense of belonging and fosters a mentoring dynamic that truly embraces the richness of diversity.

For a mentor the cultural misunderstandings with mentees could be suggested to overcome with the following steps:

- ✓ ***Educate yourself about different cultures.*** The more mentor will know about different cultures, the better equipped will be to understand and appreciate your mentee's cultural background.
- ✓ ***Find a mentor who has experience with cross-cultural mentoring.*** A mentor who has experience with cross-cultural mentoring can provide you with guidance and support as you navigate cultural differences with your mentee.

- ✓ ***Be patient and understanding.*** It takes time to build trust and understanding in any relationship, especially in a mentoring relationship where the mentor and mentee have different cultural backgrounds. Be patient with your mentee and be willing to invest the time necessary to build a strong and supportive relationship.

2.3.4. HOW TO SOLVE THE PROBLEM OF DIVERSITY OF THE MENTORSHIP PROGRAM

All above mentioned guides show the complex problem of mentorship, but we are still just at the beginning of our understanding on how to develop an inclusive and diverse mentorship program. This process is extremely complicated and is based on how to find the sufficient mentor. Here some suggestions are systematized to solve the problem of diversity of the mentorship program, but from the point of view of mentee:

- ✓ ***Recruit mentors from diverse backgrounds.*** When recruiting mentors, make an effort to recruit mentors from different backgrounds, including race, ethnicity, gender, sexual orientation, disability status, and socioeconomic background.

- ✓ ***Provide training on diversity and inclusion for mentors and mentees.*** Provide training on diversity and inclusion for mentors and mentees to help them understand and appreciate the importance of diversity and inclusion in mentoring relationships.

- ✓ ***Create a culture of respect and inclusion.*** Create a culture of respect and inclusion within the mentoring program by establishing clear guidelines and expectations for mentors and mentees.

- ✓ ***Monitor the diversity and inclusion of the mentoring program.*** Monitor the diversity and inclusion of the mentoring program on a regular basis to ensure that it is meeting its goals.

As it was systematized above, mentees should define the task – the better they will do that, the better mentorship program they will receive. But for mentors it's still necessary to summarize the specific valuable features concerning the process of implementation of inclusive and diverse mentorship program:

- ✓ ***Use inclusive language and imagery in all mentoring program materials.*** To create a truly inclusive mentoring environment that values and respects the diverse perspectives of all mentees, it is essential to employ inclusive language and imagery

throughout all program materials. This involves avoiding stereotypes, generalizations, and discriminatory language that can exclude or alienate individuals from different backgrounds

✓ ***Offer mentoring opportunities for mentees from all backgrounds, regardless of their experience or qualifications.*** Consider alternative matching methods that prioritize the fit between mentor and mentee personalities, communication styles, and career goals, rather than relying solely on experience or qualifications. This allows mentees from diverse backgrounds to connect with mentors who can truly understand and support their unique perspectives and learning styles.

✓ ***Celebrate the diversity of the mentoring program.*** Recognize and celebrate the diverse perspectives, skills, and experiences that mentees and mentors bring to the program. This can be done through storytelling, social media campaigns, and other initiatives that showcase the richness and diversity of the mentoring community. As an example we suggest to include workshops on topics such as cultural competency, unconscious bias, and microaggressions. It could also include activities that promote cross-cultural understanding and appreciation, such as food tastings, cultural dances, and language lessons.

✓ ***Make the mentoring program accessible to people with disabilities.*** Ensure that communication channels, such as online platforms and meeting spaces, are accessible to individuals with hearing, visual, or cognitive impairments. This includes providing transcripts for audio content, captioning videos, and offering alternative communication methods for those who rely on sign language or screen readers. Mentors could also offer flexible meeting options to accommodate the needs of mentees with disabilities. All mentoring materials, including handouts, presentations, and online resources should be accessible to individuals with learning disabilities, such as dyslexia or ADHD.

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO ACHIEVE DIVERSITY AND INCLUSION:**

5 TIPS on HOW TO ACHIEVE DIVERSITY AND INCLUSION

1

Establish clear goals and expectations

Be familiar with concept of diversity and inclusion within the mentorship program. Communicate these goals and expectations to all participants, including mentees, and program administrators.

2

Embrace and Celebrate Differences

Encourage an inclusive environment by celebrating and valuing differences among mentees. Recognize diverse perspectives, backgrounds, and experiences as strengths

3

Provide Equal Opportunities

Ensure fairness and equity in mentoring opportunities. Offer equal access to resources, guidance, and support regardless of gender, race, ethnicity, sexual orientation, or background

4

Promote Open Communication

Foster an open and respectful dialogue where all mentees feel heard and valued. Encourage discussions on diversity-related topics and create space for everyone to express their thoughts and ideas.

5

Offer Tailored Support

Recognize that different mentees may have unique needs. Provide individualized guidance and support that acknowledges and respects their diverse backgrounds, goals, and challenges

Chapter 2.4. HOW TO BUILD ADAPTABILITY AND RESILIENCE?

“Improvise, adapt, overcome”

The development of adaptability and resilience in today's world becomes especially relevant in the context of mentoring, as the modern professional environment is characterized by constant changes and challenges. Mentoring aimed at developing adaptability helps to prepare mentees for effective adaptation to the new requirements and opportunities of the modern labor market.

Developing resilience is important for solving problems and overcoming difficulties. Mentoring allows mentees to transfer the experience of mentors in dealing with difficulties and to develop the skills of effective management. The development of adaptability allows the mentor and mentee to adapt to various tasks and quickly find optimal solutions. This becomes critical in situations where the speed of response to change determines success.

The ability to adapt to career changes becomes important in today's world, where specialists often change professional directions. Mentoring provides an opportunity to learn strategies for successful reorientation. Therefore, leaders must be adaptive and resilient in the face of uncertainty.

In this context, mentoring becomes not only a means of transferring experience, but also an effective tool for the development of personal qualities necessary for successful professional growth in conditions of constant change. The adaptability and resilience developed through mentoring become key strengths for career and personal success.

2.4.1. ADAPTABILITY & RESILIENCE

Adaptability refers to the ability to adjust oneself readily to different conditions. This involves two elements:

- ✓ being able to notice change;

- ✓ being able to find new approaches and alternatives to respond to this change.

Resilience is the capacity to recover from difficulties and setbacks. It also involves learning from those setbacks, to help you better deal with them next time.

Table 2-4

Adaptability vs. Resilience

Feature	Adaptability	Resilience
Focus on	respond to external changes or demands	cope with internal challenges or stressors
Is about	being flexible and versatile	being strong and stable
Can be improved by	Creative thinking Problem solving skills	A sense of perspective, Physically and mental health Offering social support
Goal	Find alternative approaches quickly to respond and adapt to changes	Foster resilience

As a mentor, you need to be flexible and adaptable to the changing needs and expectations of your mentees, as well as the changing context and environment in which they operate. You need to be able to adjust your style, approach, and methods to suit different situations and preferences.

You also need to be able to embrace change and innovation, and encourage your mentees to do the same.

In the context of mentoring and strategies for managing change and adapting, the importance of keeping commitments becomes particularly significant. By consistently keeping commitments, mentors demonstrate the importance of reliability and stability even in the face of change. Keeping commitments fosters open communication within the mentoring relationship. Mentees are more likely to express their concerns, seek advice, and share experiences when they trust that their mentor is reliable.

Within the framework of mentoring and strategies for managing change, keeping commitments is essential for building trust, providing stability, and fostering a positive learning environment that empowers mentees to navigate change successfully.

2.4.2. STRATEGIES FOR MANAGING CHANGE AND ADAPTING:

Foster a Culture of Adaptability.

Creating a culture that embraces change. It starts with cultivating a mindset that change is not something to be feared but rather an opportunity for growth and improvement. Encourage open communication, collaboration, and innovation. By fostering a culture of adaptability, mentees will be more willing to embrace change, be resilient, and contribute to the organization's success.

Foster Agility and Flexibility.

Establish cross-functional teams that can collaborate and adapt swiftly to changing circumstances. Encourage experimentation, innovation, and learning from failures.

Engage and Empower Mentees.

Engage and empower mentees by involving them in decision-making processes and communicating the rationale behind change. Provide training and resources to equip them with the necessary skills. Celebrate successes and recognize mentees' efforts during periods of change. Encourage them to independently explore new ideas and solutions to problems.

Flexibility in approaches.

The mentor must be ready to change his approach according to the needs and characteristics of each mentee. Consider different teaching methods and communication styles to determine which ones work best for a particular mentee.

Constant update of skills.

A mentor must constantly improve his skills and knowledge to stay relevant in his field. Involve students in the process of learning new material and improving skills together.

Constant analysis.

Use regular meetings to review progress and determine the need to adjust the mentoring plan. Allow students to make suggestions for changes in teaching approaches and methods.

2.4.3. LEARNING FROM CHALLENGES

From the standpoint of mentoring, learning from challenges is crucial. Mentors play a vital role in guiding mentees through these challenges, offering insights, and helping them acquire the skills necessary for overcoming obstacles. Facing challenges within a supportive mentoring relationship allows mentees to build resilience. Mentors can share their own experiences of overcoming difficulties, imparting valuable lessons on resilience, perseverance, and the ability to bounce back from setbacks.

Mentoring relationships that emphasize learning from challenges contribute to a culture of continuous learning. Mentees develop a proactive approach to challenges, viewing them as opportunities for growth rather than insurmountable obstacles.

Learning from challenges fosters adaptability. The ability to learn from challenges sets the foundation for long-term professional development. Mentees who develop a resilient and adaptable mindset, guided by their mentors, are better equipped to face future challenges in their careers.

Provide perspective

Show the positive aspects of change. A mentor should help mentees:

- ✓ identify their strengths, values, and goals, and how they align with the change
- ✓ recognize the potential benefits and opportunities that the change can bring, such as new skills, new connections, or new insights
- ✓ overcome negative emotions and thoughts that may hinder your adaptation, such as fear, doubt, or resistance

- ✓ reframe change as a learning experience and a growth opportunity

Share resources

Mentors can share relevant and useful resources that can enhance mentees knowledge, skills, and confidence. A mentor should:

- ✓ recommend books, articles, podcasts, courses, webinars, or other sources of information that can help understand the context and the implications of the change
- ✓ provide mentees with tools, templates, or strategies that can help them plan, execute, or evaluate their actions and outcomes related to the change

Analysis of the situation

Monitor changes in the mentee's environment and trends, identifying potential challenges and opportunities. Regularly analyze how these changes may affect mentee learning.

Stimulation of independence

Identify tasks that will help the mentees develop skills of independence and adaptation to new situations. Encourage initiative and independent problem solving.

Practice in real condition

Provide opportunities for practice in real-world scenarios or simulations of challenges the mentees may face. Involve them in solving real problems and studying in practice.

Program update and adaptation of teaching methods

Constantly review and update the mentoring program according to new requirements and changes in the industry.

2.4.4. BUILDING RESILIENCE IN THE FACE OF ADVERSITY

Building resilience in the face of adversity through mentoring is essential for mentees' professional and personal growth. Mentoring provides a platform for

mentees to confront and overcome professional challenges. Developing resilience allows mentees to navigate setbacks, uncertainties, and adversities in their careers with a positive and adaptive mindset.

Resilience is closely tied to mental and emotional well-being. Mentors can guide mentees in developing coping mechanisms, stress management techniques, and emotional intelligence to maintain a healthy state of mind during challenging situations.

Mentoring relationships that focus on building resilience empower mentees to endure the ups and downs of their professional journey, contributing to career sustainability. Overcoming adversity under the guidance of a mentor builds confidence. Mentees who successfully navigate challenges develop a sense of self-efficacy and belief in their abilities, contributing to increased confidence in their professional pursuits.

Facilitate learning.

Mentors should facilitate mentees' learning process and encouraging their curiosity and creativity. Set realistic and specific goals for learning and development and monitor their progress and performance. A mentor should also challenge mentees to step out of their comfort zone and try new things, experiment with different approaches, or ask new questions.

Celebrate achievements.

A mentor should help mentees:

- ✓ recognize and appreciate their milestones, successes, and learnings, and how they contribute to their growth and adaptation
- ✓ celebrate their failures and mistakes, and how they provide valuable lessons and feedback
- ✓ boost mentees' motivation, confidence, and resilience, and inspire them to keep learning and growing

Use different teaching and communication methods to meet diverse learning styles and individual needs. Change approaches depending on the mentee's response to learning.

Create a learning plan with clear learning goals.

Create a learning plan with clear learning goals and a timeline that suits the mentees expressed need to grow. If the mentee would like to reach a level of expertise in a specialty for instance to obtain a leadership position in 1 year, you can highlight course certifications that are valued in that position. Then you let the mentee build their own timeline for these course milestones to be achieved. Always advocate that the mentee should always see it as a fluid document.

Open and effective communication.

Mentors can encourage mentees to express their concerns and feelings about the change, creating a safe space for discussion. Mentors can share their own experiences with change and provide insights on how they successfully adapted. This can include practical tips and strategies. Mentors can assist mentees in setting realistic and achievable goals during periods of change, helping them stay focused and motivated.

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO BUILD ADAPTABILITY AND RESILIENCE:**

5 TIPS on HOW TO BUILD ADAPTABILITY AND RESILIENCE

1

Flexibility in approaches

The mentor must be ready to change his approach according to the needs and characteristics of each mentees

2

Constant update of skills

A mentor must constantly improve his skills and knowledge to stay relevant in his field. Involve mentees in the process of learning new material and improving skills together

3

Natural adaptations

Observe mentees' natural abilities and interests and adapt the mentoring program accordingly. Encourage the development of strengths and skills that the student already has

4

Regular analysis, assessment and self-study

Conduct regular evaluations and analyzes. Identify strengths and areas for improvement. Encourage mentees to continuously self-learn. Provide access to resources that promote independent learning of new material and ideas.

5

Building a support network

Facilitate mentee connections with other mentors or industry experts. Create opportunities for sharing experiences and advice among students. Organize regular meetings and workshops for mentors on relevant topics. Engage external experts

Chapter 2.5. HOW TO RESOLUTE CONFLICTS AND HELP IN PROBLEM SOLVING?

Addressing conflicts and managing difficult situations in mentoring is essential for the overall success of the relationship. It contributes to the development of crucial skills, supports a conducive learning environment, and strengthens the bond between mentors and mentees.

Resolving conflicts ensures the preservation and enhancement of the mentor-mentee relationship. Addressing issues constructively fosters trust, respect, and understanding between both parties. Dealing with conflicts allows mentors and mentees to refine their communication skills. It encourages open, honest, and effective communication, leading to better understanding and collaboration.

Handling difficult situations provides an opportunity for personal growth and self-awareness. Both mentors and mentees can learn from conflicts, gaining insights into their own behaviors, perspectives, and areas for improvement. Conflict resolution requires problem-solving skills. Mentors and mentees learn to analyze situations, identify underlying issues, and find solutions, honing their critical thinking and decision-making skills.

Effectively managing conflicts fosters an environment where differences are respected, diverse perspectives are valued, and individuals feel supported. This environment encourages inclusivity and promotes a sense of belonging. Resolving conflicts helps maintain focus on the mentoring goals. It ensures that both mentor and mentee are aligned in their objectives, enhancing the likelihood of achieving desired outcomes. Successfully navigating difficult situations cultivates resilience. It equips both mentors and mentees with the ability to adapt to challenging circumstances, a valuable skill in professional and personal growth.

Possible causes of conflicts and difficult situations:

- ✓ **Communication Issues:** Misunderstandings or misinterpretations due to ineffective communication styles or lack of clarity in conveying thoughts, expectations, or instructions.

- ✓ **Differences in Goals or Objectives:** Misalignment in goals or expectations regarding the mentoring relationship, career aspirations, or desired outcomes.
- ✓ **Personality Clashes:** Differences in personalities, working styles, or approaches to problem-solving can lead to conflicts if not managed effectively.
- ✓ **Unmet Expectations:** Discrepancies between what the mentee expects from the mentorship and what the mentor can realistically provide in terms of time, support, or guidance.
- ✓ **Lack of Trust or Respect:** Issues related to trust, respect, or credibility can develop if either party feels their opinions are not valued or their expertise is undermined.
- ✓ **Feedback and Criticism:** Handling feedback or criticism poorly or providing feedback in a way that feels disrespectful or demotivating to the mentee can lead to conflicts.
- ✓ **Boundary Issues:** Unclear boundaries or breaches in professional boundaries can cause discomfort or conflict within the mentoring relationship.
- ✓ **Role Confusion:** Confusion or ambiguity regarding the roles and responsibilities of both the mentor and mentee can lead to misunderstandings and conflicts.
- ✓ **Differing Perspectives:** Varied perspectives on career choices, approaches to problem-solving, or conflicting values and beliefs may lead to disagreements.
- ✓ **Inadequate Support:** If the mentor fails to provide necessary support or guidance, or if the mentee feels neglected or unsupported, conflicts may arise.

2.5.1. HOW TO RESOLUTE A CONFLICT: THE MENTOR'S PERSPECTIVE

A mentor's role in conflict resolution involves fostering a supportive environment, guiding mentees through the resolution process, and empowering them to develop essential skills for managing conflicts independently.

Recommendations for mentor to resolute conflict:

- ✓ **Stay Calm:** Maintain composure and avoid reacting impulsively. Calmness helps in better decision-making.

- ✓ **Recognize the Conflict:** Acknowledge that a conflict exists and understand its nature and scope.
- ✓ **Active Listening:** Listen attentively to the other party's concerns without interrupting. Show empathy and try to understand their perspective.
- ✓ **Clarify Issues:** Encourage open dialogue to identify the root cause and clarify misunderstandings.
- ✓ **Express Yourself:** Clearly communicate your own thoughts, feelings, and concerns about the situation without blame or hostility.
- ✓ **Focus on Interests:** Shift the focus from positions to underlying interests. Understand what each party truly wants from the situation.
- ✓ **Brainstorm Solutions:** Encourage creative thinking and generate multiple possible solutions that address the interests of all parties involved.
- ✓ **Evaluate Solutions:** Assess the proposed solutions objectively, considering their feasibility and potential outcomes.
- ✓ **Choose the Best Solution:** Collaboratively select the most mutually beneficial solution after considering various perspectives.
- ✓ **Develop an Action Plan:** Outline the steps required to implement the chosen solution and assign responsibilities to each party.
- ✓ **Negotiate and Compromise:** Be willing to compromise and negotiate if necessary to reach a resolution that satisfies all parties.
- ✓ **Seek Mediation if Needed:** If the conflict persists or seems unresolvable, seek the help of a neutral third party or mediator to facilitate discussions.
- ✓ **Implement the Solution:** Follow through with the agreed-upon plan of action and ensure commitments are met by all involved parties.
- ✓ **Evaluate and Adjust:** Assess the effectiveness of the solution over time and make adjustments if needed to prevent future conflicts.
- ✓ **Maintain Communication:** Establish clear channels of communication to prevent misunderstandings and address any emerging issues promptly.

2.5.2. HOW TO HELP YOUR MENTEE IN PROBLEM-SOLVING

If a mentee faces a problem within the mentoring relationship or in their professional or personal life, here's how a mentor can provide support.

Define the Problem

Encourage your mentee to articulate and define the problem they're facing. Ensure mentee understand the issue thoroughly, identifying its scope, impact, and significance. Ask to break it down into specific components and identify the root cause, consider the broader context and factors contributing to the problem. Encourage mentee to analyze the environment, circumstances, and any relevant background information. Use questioning techniques (e.g., What, Why, How) to delve deeper into the problem. This aids in exploring different angles and gaining comprehensive insights.

Gather Information

Push your mentee to collect relevant data and information related to the problem, analyze and evaluate the facts to gain a comprehensive understanding. Help mentee to determine the type of information required to address the problem. This could include quantitative data, qualitative insights, expert opinions, or historical context. Encourage mentee to explore existing resources within your organization, such as databases, reports, and internal documents, which might contain relevant information about similar problems or solutions. Aim mentee to use various research methods such as surveys, interviews, literature reviews, or online searches to gather information. Emphasize on collecting data from credible sources and cross-verify facts, verifying the accuracy and reliability of the information gathered.

Suggest seeking input from individuals involved or impacted by the problem. Gather diverse perspectives from stakeholders to gain a comprehensive understanding of the issue. Underline the necessity of considering the implications of the gathered information on potential solutions or decision-making and evaluating how the information aligns with the problem statement and desired outcomes.

Generate Alternative Solutions

Encourage brainstorming to generate multiple possible solutions without evaluating them initially. Be open to unconventional ideas. Foster a creative environment where your mentee can generate multiple ideas or potential solutions to address the problem. Encourage mentee to think outside the box and consider various approaches

Evaluate Options

Help your mentee analyze each potential solution by discussing the pros and cons of each potential solution. Encourage critical thinking by considering feasibility, potential risks, costs, and benefits associated with each option. Recommend mentee to use problem-solving tools and techniques.

Table 2-5

Problem-solving tools and techniques

Tools and technique	Description
Decision Matrix	Create a table that lists the various solutions as rows and key criteria (such as cost, feasibility, impact, etc.) as columns. Assign weights to each criterion based on importance and score each option against these criteria. This method helps in quantitatively comparing and ranking alternatives
Pros and Cons Analysis	List the pros (benefits) and cons (drawbacks) of each solution. This method provides a qualitative assessment of the positive and negative aspects of each option, aiding in understanding their strengths and weaknesses.
Cost-Benefit Analysis	Evaluate the costs (financial, time, resources) associated with each option against the benefits (positive outcomes or gains) they offer. This method helps in assessing the economic viability and overall value of different solutions
SWOT Analysis	Analyze the strengths, weaknesses, opportunities, and threats associated with each option. This technique helps in understanding internal and external factors influencing the success of a solution
Pareto Analysis	Use the 80/20 rule to prioritize options. Identify the few critical factors (20%) that have the most significant impact on solving the problem and focus on options that address these factors
Risk Analysis	Evaluate the potential risks and uncertainties associated with each solution. Assess the likelihood and impact of risks to understand the level of uncertainty and prepare contingency plans

Decision Trees	Create a visual representation of decision-making using a tree-like structure. This method helps in considering various outcomes and their probabilities, aiding in making decisions under uncertainty
Force Field Analysis	Identify the forces that drive change (supporting factors) and those that hinder it (restraining factors) for each option. This technique assists in understanding the dynamics influencing the success or failure of a solution
Scoring Models	Develop a scoring system to rank options against predetermined criteria. Assign scores to each solution based on how well they align with these criteria, facilitating a comparative analysis
Multi-Criteria Decision Analysis (MCDA):	Use a systematic approach that considers multiple criteria simultaneously to evaluate options. MCDA involves mathematical modeling to weigh different factors and arrive at the best solution

Choose the Most Suitable Solution.

Help mentee select the most suitable solution based on the analysis and prioritization. Encourage mentee to consider which option aligns best with their goals and values.

The criteria for **the Most Suitable Solution**:

- ✓ **Alignment with Objectives:** It directly addresses the core issue or problem statement and is aligned with the defined goals and objectives. The solution should solve the problem effectively while fulfilling the intended purpose.
- ✓ **Feasibility:** The solution is practical and feasible within the given constraints, considering factors like available resources (financial, human, time), expertise, technology, and other limitations.
- ✓ **Effectiveness:** It has the potential to produce the desired results and outcomes. It should have a high likelihood of success in resolving the problem and achieving the desired goals.
- ✓ **Efficiency:** The solution optimizes the use of resources by achieving the desired outcomes in a cost-effective and efficient manner. It minimizes waste and maximizes output.
- ✓ **Sustainability:** It should be sustainable in the long term, considering its impact over time. A suitable solution should not create additional problems or be short-lived.

- ✓ **Acceptability:** It is acceptable and favorable to stakeholders involved or affected by the solution. Stakeholder buy-in and support are crucial for successful implementation.
- ✓ **Flexibility and Adaptability:** The solution should be adaptable to changing circumstances and flexible enough to accommodate unforeseen challenges or opportunities.
- ✓ **Risk Management:** It considers and mitigates potential risks or negative consequences associated with its implementation.
- ✓ **Ethical Considerations:** The solution aligns with ethical standards and values. It respects principles of fairness, integrity, and social responsibility.
- ✓ **Measurability and Accountability:** It allows for measuring progress and evaluating success against predefined metrics or benchmarks. It also establishes clear accountability for its execution and outcomes.

Develop an Action Plan (See STEP 5 in Chapter 1.2. HOW TO SET AND REVIEW GOALS).

Once a solution is chosen, help your mentee create a detailed action plan. Break down the steps required to implement the solution, including timelines, responsibilities, and necessary resources.

Consider Contingencies

Discuss potential obstacles or challenges that might arise during the implementation phase. Encourage your mentee to develop contingency plans to address these issues.

The potential obstacles or challenges that mentee may encounter in problem-solving scenarios:

- ✓ **Limited Information or Data:** Inadequate or incomplete information can hinder the understanding of the problem, leading to incorrect assumptions or ineffective solutions.
- ✓ **Time Constraints:** Pressure to solve problems quickly might restrict the time available for thorough analysis, evaluation of alternatives, or the development of comprehensive solutions.

- ✓ **Resistance to Change:** People may resist adopting new solutions or changing existing practices due to fear, habit, or uncertainty about the implications of change.
- ✓ **Group Dynamics and Conflicts:** Challenges can arise from conflicting opinions, power struggles, or communication issues within a team, impeding effective collaboration and decision-making.
- ✓ **Resource Constraints:** Limited resources, including financial, technological, or human resources, might restrict the implementation of certain solutions or the exploration of innovative approaches.

Implement the Solution

Support your mentee as they execute the action plan, provide guidance and resources if needed but allow them to take ownership of the process.

Evaluate and Reflect

After implementation, encourage your mentee to evaluate the effectiveness of the solution. Reflect on what worked well and what could be improved for future problem-solving endeavors.

To remember!

You should help your mentee to generate solution and encourage implementing it!

NOT TO SOLVE THEIR PROBLEMS INSTEAD OF THEM!

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO RESOLUTE CONFLICTS AND HELP IN PROBLEM SOLVING:**

5 TIPS on HOW TO RESOLUTE CONFLICTS AND HELP IN PROBLEM SOLVING

1

Active Listening and Understanding Perspectives

Listen attentively to all parties involved in the conflict or problem. Understanding different perspectives is crucial to finding a resolution. Active listening fosters empathy and opens the door for constructive dialogue

2

Focus on Interests, Not Positions

Look beyond stated positions to identify underlying interests or needs. Often, conflicts arise due to differing interests rather than opposing positions. By addressing underlying concerns, you can find solutions that satisfy everyone's interests more effectively

3

Collaborative Problem-Solving

Encourage collaboration among those involved. Brainstorming and working together to find a mutually beneficial solution can lead to more creative and effective outcomes. Create an environment where all parties feel comfortable contributing ideas without fear of judgment

4

Maintain Calm and Respectful Communication

Emotions can escalate conflicts. Practice maintaining a calm demeanor and use respectful language, even in difficult situations. Avoid blaming or making personal attacks. Focus on the issues at hand rather than the individuals involved

5

Evaluate and Learn from the Process

After reaching a resolution or solving a problem, take time to evaluate the process. Assess what worked well and what could be improved upon. Learning from past experiences enhances your problem-solving skills for future conflicts

Chapter 2.6. HOW TO IMPLEMENT CORRECT EXIT STRATEGY

Relationships during the mentorship period, like all human connections, are dynamic and subject to change. While the ideal scenario involves a long-lasting partnership that fosters mutual growth and development, there are instances when these relationships may end or evolve into different forms. Understanding the factors that lead to these transitions is crucial for navigating such situations effectively and maximizing the potential of each mentoring journey.

The reasons to end relationships for mentor and mentee might be different, but the one common reason to discontinue or transition a relationship is the mentee's achievement of their initial goals. When the mentee has reached the milestones set forth in the mentoring partnership, the mentor may feel their role has been fulfilled, allowing the mentee to embark on independent growth and pursue new challenges.

Shifting priorities in both personal and professional life can also impact the mentor's ability to maintain the level of engagement required for a successful mentoring relationship. New job demands, family commitments, or personal health concerns can arise, making it challenging to dedicate sufficient time and energy to the mentee.

Misalignment of expectations between the mentor and mentee is another significant factor that can lead to the termination or transformation of the relationship. If the mentee's goals or aspirations evolve over time, or the mentor's approach no longer aligns with the mentee's needs, a disconnect can develop, leading to frustration and dissatisfaction for both parties.

Lack of engagement from the mentee, characterized by a lack of initiative, responsiveness, or active participation, can also strain the mentoring relationship. If the mentee fails to reciprocate the mentor's efforts, the mentor may feel undervalued and disengaged, leading to a desire to end the partnership.

Personality clashes, while less common, can also pose challenges even in well-intentioned mentor-mentee pairs. Incompatible personalities can lead to communication difficulties, conflict, and a growing sense of incompatibility, prompting both parties to consider ending the relationship.

2.6.1. WHEN MENTEE EXIT MENTORSHIP

From **mentee's perspective** the reasons to end mentorship could be systematized due to professional reasons: the mentee progresses in their personal and professional development, their needs and goals may evolve. This can necessitate a change in the mentoring relationship, requiring a mentor with different expertise or a shift in the focus of the mentoring guidance. The decision to seek new perspectives is another common reason for mentees to consider ending or transitioning a mentoring relationship. Mentees may seek guidance from mentors with diverse backgrounds or areas of expertise, enriching their learning and broadening their perspectives.

Another important aspect is the lack of support from the mentor that can also lead the mentee to seek alternative sources of guidance and mentorship. If the mentee feels their mentor is not providing the level of support or guidance they need, they may feel compelled to seek a more suitable relationship. An unsupportive environment within the mentoring program itself can deter mentees from continuing their involvement. If the program's structure or culture is discouraging or lacks adequate support systems, the mentee may feel isolated or undervalued, prompting them to seek mentorship elsewhere.

As the mentee matures and gains confidence in their abilities, they may feel ready to navigate their professional journey independently, reducing their reliance on the mentor's guidance. This natural progression can lead to a natural transition or termination of the mentoring relationship.

2.6.2. WHEN MENTOR EXIT MENTORSHIP

From the mentor's point of view, it is essential to recognize that terminating a mentoring relationship does not necessarily imply a negative outcome. In many cases, it can represent a positive transition that allows both individuals to pursue new opportunities and growth. Former mentors and mentees can often transition into supportive peers, offering ongoing encouragement and advice without the formal structure of a mentoring relationship. This evolved connection can continue to provide value and support throughout the mentee's journey.

Mentees who have achieved success in their endeavors may also choose to become mentors themselves, sharing their experiences and knowledge with others. This ripple effect of positive mentorship within the community can have a profound impact on the growth and development of others.

Occasionally, after a period of separation, mentors and mentees may find their paths crossing again, creating the opportunity to rekindle their connection under different circumstances. This renewed connection can bring fresh perspectives and renewed energy to the mentoring relationship.

To be ready for overcoming the problems of ending relationships the following aspects of why does mentor need to break with mentee – should be taken into account:

- ✓ ***Mentee is not meeting expectations:*** if the mentee is not meeting the expectations outlined in the mentoring agreement, the mentor may need to break the relationship in order to protect the integrity of the program and ensure that other mentees are given the opportunity to succeed.
- ✓ ***Mentee is not progressing:*** it might happen that the mentee is not making progress towards their goals, in this case the mentor may need to break the relationship in order to have a frank conversation about what is preventing the mentee from moving forward.
- ✓ ***Mentee is not committed to the program:*** in this case, the mentor may need to break the relationship in order to have free own time for those mentees who are more committed and engaged.

Another very important aspect is behavioral issues. Each mentor should be aware to have disrespectful relationships. There are three most frequently appeared cases that concern behavioral issues:

- ✓ ***Mentee is disrespectful or disruptive:*** it could appear if the mentee is disrespectful or disruptive towards the mentor, other mentees, or program staff, the mentor may need to break the relationship in order to maintain a safe and positive learning environment.
- ✓ ***Mentee is engaging in unethical behavior:*** if the mentee is engaging in unethical behavior, such as cheating, plagiarism, or harassment, the mentor may need to break the relationship in order to uphold the program's ethical standards.

- ✓ **Mentee is not following program rules:** if the mentee is not attending meetings or completing assignments, the mentor may need to break the relationship in order to ensure that all participants are treated fairly and consistently.
- ✓ The behavioral problems is not the single reason to end mentorship relationships. As we have already assumed, the personal issues are very important. In this case, we should consider the personal feeling of a mentor:
- ✓ **Mentor is unable to continue:** if it happens due to personal reasons, such as a change in job, a relocation, or a health issue, the mentor may need to break the relationship in order to ensure that the mentee receives the support they need.
- ✓ **Mentee and mentor are not compatible:** it might be just feelings or even facts. In any of those cases, if the mentee and mentor are not compatible, the mentor may need to break the relationship in order to find a better match for the mentee.
- ✓ **Mentee's needs change:** if the mentor feels or discusses with mentee that changes are needed, the mentor may need to break the relationship in order to find a mentor who is better equipped to meet the mentee's new needs.

In any of above mentioned cases the most important issue is the atmosphere during the break of relationships mentor-mentee. We suggest, that correct atmosphere to break with mentee should be based on the following aspects:

- ✓ Have a **private and respectful conversation** with the mentee. Explain the reasons for breaking the relationship. Be clear, concise, and direct in your explanation.
- ✓ **Offer** the mentee **support and resources**. Help the mentee to find another mentor or connect with other resources that can help them achieve their goals.
- ✓ Be **prepared** for the **mentee's reaction**. The mentee may be disappointed, angry, or even defensive. Be patient and understanding, and offer your support as needed.
- ✓ **Follow up** with the mentee **after the break-up**. Check in with the mentee to see how they are doing and to offer any additional support that may be needed.

To provide clear understanding, below there are several strategies to break with mentee are suggested:

- ✓ **Focus on specific concerns:** instead of making general statements or personal attacks, focus on specific concerns or behaviors that led to the decision. Provide concrete examples to illustrate your points.
- ✓ **Acknowledge the mentee's feelings:** recognize that the mentee may feel disappointed, upset, or even angry. Listen attentively to their concerns and offer empathy and understanding.
- ✓ **Explain the decision rationally:** provide a clear explanation of the reasons behind the decision, emphasizing the need to maintain a positive and productive mentoring environment for all participants.
- ✓ **Respect the mentee's privacy:** do not disclose personal details or confidential information about the mentee to others. Maintain the confidentiality of the mentoring relationship.
- ✓ **Set clear expectations for ending the relationship:** outline the specific steps involved in ending the mentoring relationship, such as notifying the program coordinator or returning any materials provided.
- ✓ **Maintain professionalism throughout the process:** even if the relationship is ending, continue to act professionally and respectfully towards the mentee. Avoid personal attacks or negative comments.
- ✓ **Seek guidance from other partners:** if you feel unsure or uncomfortable handling the situation on your own, consult with the program coordinators or other mentors for support and advice.

Another very important aspect is the period that follows the end of relationships with mentees. Each mentor should be aware of the things that should and should not be done. Some tips on how to behave after break-up with mentee are suggested below:

- ✓ **Maintain professionalism and respect:** even though the mentoring relationship is ending, it's important to continue to act professionally and respectfully towards your mentee. Avoid personal attacks, negative comments, or gossip about the mentee.
- ✓ **Uphold confidentiality:** maintain the confidentiality of the mentoring relationship and do not disclose personal details or confidential information about the mentee to others.
- ✓ **Respect the mentee's boundaries:** give your mentee the space they need to process the break-up. Avoid contacting them excessively or trying to force a friendship.

- ✓ **Maintain a positive outlook:** remember that every mentoring experience is an opportunity to learn and grow. Approach your future mentoring relationships with a positive attitude and a willingness to make a difference in the lives of others.
- ✓ **Focus on your own growth and development:** use this time to reflect on your own mentoring experiences and identify areas for improvement. Seek feedback from other mentors or program coordinators to help you grow as a mentor.
- ✓ **Contribute to the mentoring program:** continue to participate in the mentoring program and share your knowledge and expertise with other mentors and mentees. Help to create a positive and supportive mentoring community.
- ✓ **Learn from the experience:** reflect on what went well and what could have been done differently in your mentoring relationship. Use these insights to improve your future mentoring experiences.
- ✓ **Be opened to feedback:** welcome feedback from your mentee and use it to improve your mentoring skills. Be open to different perspectives and approaches.

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO IMPLEMENT CORRECT EXIT STRATEGY:**

5 TIPS on HOW TO IMPLEMENT CORRECT EXIT STRATEGY

1

Plan the exit early & communicate with mentee

Initiate a conversation with your mentee early on if you foresee the need to end the mentoring relationship. Explain the reasons for your decision clearly and provide ample time for them to adjust to the change.

2

Set clear expectations for the end of the relationship

Clearly define the end date of the mentoring relationship and outline the steps involved in closing out the mentorship

3

Offer support in finding alternative mentoring options

Help your mentee explore alternative mentoring opportunities that align with their current goals and needs. Connect them with other mentors in the program, suggest relevant resources

4

Provide a formal exit review or feedback session

Offer your mentee a formal exit review or feedback session to reflect on the mentoring experience, identify areas of growth, and discuss any remaining concerns or questions

5

Maintain confidentiality and professionalism

Throughout the exit process, maintain confidentiality regarding any personal information or sensitive discussions during the mentoring relationship. Continue to act professionally and respectfully towards your mentee, even as the relationship ends

Chapter 2.7. HOW TO GET FEEDBACK AND ACHIEVE IMPROVEMENT IN MENTORING?

Regular feedback loops contribute significantly to the effectiveness and success of the mentorship relationship, enabling mentors to continuously refine their guidance and support tailored to the mentee's needs and goals. Feedback provides insights into the mentee's experience, allowing mentors to understand what aspects of the relationship or guidance are effective and what needs improvement. This helps mentors tailor their approach to better meet the mentee's needs.

Feedback is a two-way process that benefits both mentor and mentee. Mentors can learn from the mentee's perspective, gaining insights into new techniques, challenges faced by the mentee, and different viewpoints. Actively seeking feedback demonstrates that the mentor values the mentee's opinions and is committed to their growth. This fosters a stronger sense of trust and rapport within the mentorship relationship. Regular feedback allows mentors to make ongoing adjustments, refine their mentoring style, and continuously improve their mentoring approach to better support the mentee's development. It also highlights areas of success and areas needing attention. It provides mentors with an understanding of what strategies or techniques have been effective and where improvements can be made.

2.7.1. CRUCIAL ISSUES FOR MENTEE'S FEEDBACK

Effectiveness of Communication

Mentees might provide feedback on the clarity, frequency, and effectiveness of communication with their mentor. They might express whether they feel heard, understood, and supported in their discussions. Mentor together with mentee should set clear communication goals, ensuring that the purpose and objectives of their discussions are well-defined. Establishing clear expectations regarding communication frequency, preferred modes of communication (e.g., in-person meetings, emails, video calls), and the scope of topics to be discussed ensures clarity in communication. Consistent communication is essential. Establish a regular schedule for check-ins or

meetings to discuss progress, challenges, and goals. While regular communication is vital, it's also important to be flexible and adaptable to the mentee's needs and availability. You should adapt communication style to suit the mentee's preferences and learning style, ensuring better understanding and engagement. Establish a feedback loop to evaluate the effectiveness of communication periodically. Solicit feedback from the mentee to understand what communication methods or approaches work best for them.

Goal Setting and Progress

Mentees might discuss how well their goals were established, whether they were achievable, and the progress made toward them. They might provide feedback on the guidance received in aligning their objectives with their overall career or personal development. Regularly evaluating the mentor's guidance against the mentee's objectives and maintaining open communication ensures that the mentorship remains focused and productive, contributing effectively to the mentee's desired outcomes

Support and Guidance

Mentees may offer insights into the quality and appropriateness of guidance and support provided by the mentor. This might include feedback on the mentor's availability, responsiveness, and the relevance of advice given. Mentee may assess how quickly the mentor responds to mentee's messages or queries. If they consistently take a long time to reply or frequently miss scheduled meetings without prior notice, it might indicate availability issues or a lack of commitment. Crucial issues to be checked in: does the mentor regularly schedule meetings or check-ins and do mentor follow through on commitments made during these interactions?

Learning and Development

Feedback could cover the mentee's perception of their personal and professional growth during the mentorship. They might discuss the value of the learning experiences gained and how well these experiences aligned with their needs and aspirations. Try to get constructive feedback from your mentee.

Challenges and Opportunities for Improvement

Mentees might express any challenges they faced during the mentorship and suggest areas where improvements could be made. This might involve discussing aspects such as the mentor's approach, resources provided, or areas needing more focus. The following areas should be in focus: communication issues, mismatched expectations, lack of engagement, time constraints, limited mentor availability, uncertainty or self-doubt, failure to implement advice, personality conflicts.

Satisfaction and Overall Experience

Mentees might provide an overall assessment of their satisfaction with the mentoring relationship. This feedback could encompass positive aspects that they found particularly beneficial and areas they believe could be enhanced.

Example of positive assessment:

"I am incredibly satisfied with the mentorship experience I've had. It has been an invaluable journey that has significantly contributed to my personal and professional growth. The guidance and support provided by my mentor were instrumental in helping me navigate various challenges and opportunities. Throughout the mentorship, I felt genuinely supported and encouraged to explore new ideas, ask questions, and seek advice. The mentor created a safe and open environment where I could freely express my concerns and aspirations. This enabled me to gain insights that I wouldn't have obtained otherwise. I found the mentor's advice and suggestions to be practical and highly relevant to my goals. Implementing their recommendations has made a tangible difference in how I approach situations and make decisions in both my personal and professional life.

While there were occasional challenges, the mentorship provided me with the tools and confidence to address them effectively. The mentor's constructive feedback and encouragement helped me overcome obstacles and develop a more robust skill set.

Overall, I am extremely satisfied with the mentorship experience. It has not only broadened my perspective but also empowered me to take proactive steps towards achieving my goals. I am grateful for the mentor's time, expertise, and dedication throughout this journey."

Example of negative assessment:

"I regret to say that my overall satisfaction with the mentorship experience has been quite disappointing. Despite my initial hopes and expectations, I found several aspects of the mentorship to be unsatisfactory. Throughout the duration of the mentorship, I encountered difficulties in establishing

effective communication with my mentor. There were prolonged periods of unresponsiveness, making it challenging to seek guidance or discuss important matters in a timely manner. This lack of consistent engagement significantly hindered the progress I had hoped to make.

Additionally, there seemed to be a misalignment between the mentor's expertise and my specific needs. The guidance offered often felt disconnected from my goals and lacked the depth necessary to address the challenges I was facing. This resulted in a sense of frustration and a feeling of not receiving the tailored support I had anticipated.

Furthermore, there were instances where the mentor's advice seemed impractical or outdated in the context of my current circumstances. This led to uncertainty and a lack of confidence in implementing the suggestions provided.

Overall, the mentorship fell short of meeting my expectations. The experience left me feeling unfulfilled, as it didn't provide the level of guidance, support, or relevant insights I had hoped for. It's unfortunate, as I had entered into this relationship with enthusiasm and eagerness to learn and grow, but the experience has left me disheartened."

Expressing dissatisfaction is important to address issues constructively and potentially improve future mentoring experiences. It also provides valuable feedback to mentors and organizations to refine their mentorship programs and approaches.

To remember!

**Both examples are VALUABLE
for further improvement and professional development**

Suggestions for Enhancements

Mentees might offer specific suggestions or recommendations for improving the mentorship experience. This could include ideas for refining the mentorship process, adding specific activities, or modifying the frequency or format of interactions.

The typical areas for improvement:

- ✓ Encourage more consistent and responsive communication channels between mentors and mentees.
- ✓ Request for more personalized guidance that aligns closely with the mentee's specific goals and challenges.
- ✓ Propose a more structured approach to mentorship sessions.
- ✓ Request regular feedback sessions to assess the progress of the mentorship.

- ✓ Ask for access to additional resources or materials that can further support learning and growth.
- ✓ Suggest mentor training programs or workshops to ensure mentors are equipped with the necessary skills to provide effective guidance and support.
- ✓ Advocate for a more flexible approach to the mentorship process, allowing for adjustments based on evolving needs and circumstances.
- ✓ Implement accountability measures to ensure both mentor and mentee are actively engaged and committed to the mentorship process.
- ✓ Request a structured process for closure at the end of the mentorship, allowing for reflection on accomplishments, areas of growth, and future goals.

Relationship Dynamics

Feedback might cover the mentee's perception of the mentorship relationship's dynamics, including factors such as trust, rapport, mutual respect, and comfort in discussing personal or professional matters. Trust forms the foundation of a mentoring relationship. When a mentee trusts their mentor, they feel confident in the guidance and advice given. Building trust involves consistency, honesty, confidentiality, and a genuine interest in the mentee's well-being. Rapport refers to a positive and harmonious relationship between mentor and mentee. It involves establishing a connection, finding common ground, and building a comfortable, friendly atmosphere. A good rapport encourages open communication and fosters a sense of camaraderie.

A mentee's comfort level in discussing personal or professional matters with a mentor is essential. When a mentee feels at ease, they're more likely to share concerns, ask questions, and seek guidance without hesitation. This comfort fosters deeper, more meaningful conversations and ensures that the mentor fully understands the mentee's needs.

Future Expectations

Mentees might express their expectations for the future of the mentorship, including their desires for continued support, guidance, or specific areas they wish to focus on further.

2.7.2. HOW TO ENCOURAGE MENTEES TO PROVIDE FEEDBACK?

Encouraging mentees to provide feedback regularly and constructively can significantly contribute to the success and effectiveness of the mentoring relationship, benefiting both the mentees and mentors involved. Mentees providing feedback in a mentoring relationship is crucial for several reasons. First of all, by sharing feedback, mentees facilitate better communication between themselves and their mentors. Expressing thoughts, concerns, and suggestions allows for a more transparent and effective exchange of ideas. Providing feedback encourages mentees to reflect on their own experiences and identify areas where they might need additional guidance or support. Giving feedback empowers mentees by allowing them to express their opinions and have a say in shaping their learning experience. It encourages active participation and a sense of ownership in the mentorship process.

To encourage your mentee to provide constructive feedback on your mentoring process, foster an open and non-judgmental atmosphere, where the mentee feels comfortable sharing their thoughts, concerns, and suggestions about the mentorship. Emphasize the importance of feedback in the mentoring relationship. Explain that feedback is valuable for both parties to enhance the experience and make necessary improvements.

Do not hesitate to ask for Feedback Directly. Let your mentee know that their perspectives and opinions are highly valued and that you are eager to hear their thoughts on how the mentorship is going. Also offer multiple avenues for giving feedback: face-to-face discussions, providing feedback anonymously through surveys or written forms.

It is crucial to explain to the mentee the purpose of feedback and how it can help tailor the mentorship to better meet their needs and goals. Clarify that their feedback will be used to make meaningful improvements. Guide the mentee on providing specific and actionable feedback. Ask questions that prompt detailed responses, focusing on various aspects of the mentorship experience.

Demonstrate that you value feedback by actively seeking and appreciating input from the mentee. Be open to receiving both positive feedback and constructive criticism. Explain how their feedback can directly influence the mentorship experience and how it can contribute to their growth and development. Appreciate and

acknowledge the mentee's feedback. Express gratitude for their willingness to share their thoughts and assure them that their input is taken seriously

Use feedback for improvement and act upon the feedback received by making necessary adjustments or improvements in the mentorship. This demonstrates that their feedback is valued and can lead to positive changes.

2.7.3. HOW TO ADJUST YOUR MENTORING APPROACH?

Adjusting the mentoring approach involves flexibility and adaptability to cater to the evolving needs of the mentee.

Communication Style

Understanding and adapting to the mentee's preferred communication style is crucial. Some mentees might prefer face-to-face interactions, while others may be more comfortable with emails, phone calls, or instant messaging. Adjusting the communication method and frequency can enhance engagement and understanding.

Be available and responsive to the mentee's needs, providing support and guidance when required. Adapt your availability to accommodate urgent queries or critical moments in their development.

Gradually empower the mentee to take more ownership of their learning and decision-making process. Transition from a more directive approach to fostering independence as they grow.

Goal Setting and Progress Tracking

Regularly evaluate the mentee's goals, challenges, and developmental areas. Engage in open discussions to understand any changes in their priorities or requirements. Mentors should regularly reassess and adjust goals based on the mentee's progress and changing circumstances. Flexibility in goal setting ensures that objectives remain relevant and achievable. Regularly review the mentee's progress and the effectiveness of your mentoring approach. Make adjustments based on their development, feedback, and any obstacles encountered.

Tailoring Guidance and Support

Every mentee has unique needs and learning styles. Mentors should adjust their guidance and support methods to align with the mentee's individual preferences, strengths, weaknesses, learning pace, interests, skill level and career aspirations. This might involve providing different resources, tools, or approaches tailored to the mentee's requirements that align with their specific needs. Be flexible in shifting the focus of discussions based on the mentee's current priorities. Redirect attention to new goals or areas of interest as they arise. Modify your leadership or mentoring style to better match the mentee's learning preferences. Some mentees may benefit from a more hands-on approach, while others may prefer a more independent learning style.

Feedback and Assessment

Continuously seek feedback from the mentee about their mentoring experience. Adjustments in the feedback process are vital. Mentors should seek feedback from the mentee on their mentoring style and adjust their feedback delivery to ensure it is constructive, timely, and aligns with the mentee's learning pace and preferences. Remain informed about industry trends, new tools, or methodologies that could benefit the mentee's growth. Update your knowledge to offer relevant and up-to-date guidance.

Flexibility in Meeting Structure

Mentors should be adaptable in structuring meetings. Some mentees might benefit from regular, scheduled meetings, while others might prefer ad-hoc discussions or virtual check-ins. Adjusting the meeting structure to accommodate the mentee's schedule and preferences ensures effective communication and support. If mentee requires more guidance during certain periods or faces pressing challenges, increase session frequency or duration accordingly.

To summarize the overall topic, we would like to suggest **5 TIPS on HOW TO GET FEEDBACK AND ACHIEVE IMPROVEMENT IN MENTORING:**

5 TIPS on HOW TO GET FEEDBACK AND ACHIEVE IMPROVEMENT IN MENTORING

1

Create a Culture of Open Communication

Encourage an environment where feedback is welcomed and valued. Make it clear to your mentees that you are open to receiving feedback on your mentoring style. Foster a culture where constructive criticism is seen as an opportunity for growth rather than a negative judgment

2

Seek for Regular Feedback

Actively solicit feedback on your mentoring approach. Schedule regular check-ins specifically dedicated to discussing feedback. Ask open-ended questions to understand what aspects of your mentoring style are effective and where improvements can be made

3

Be Open-Minded and Reflective

Approach feedback with an open mind. Reflect on the feedback received without defensiveness. Consider the perspectives of your mentees and evaluate whether adjustments to your mentoring style could enhance the mentoring experience

4

Tailor Your Approach

Use the feedback to tailor your mentoring style to the needs and preferences of each mentee. Recognize that different individuals may require varying approaches. Adapt your communication style, guidance methods, and support based on the unique mentee's requirements

5

Continuously Improve and Adapt

Implement changes based on the feedback received. Continuously strive to improve your mentoring skills by integrating the suggestions provided by your mentees. Regularly assess and adapt your mentoring style to create a more effective and supportive mentoring relationship

CONCLUSION

Dear mentors!

As you embark on the incredible journey of guiding and supporting others, PROMENT team extends our heartfelt wishes and some guiding advice to help you make a profound impact.

Mentoring is a profound and reciprocal relationship that empowers both mentors and mentees. For you, it is an opportunity to impart wisdom, share experiences, and nurture the growth of another individual. It's a chance to contribute to someone else's success and development while also learning from their unique perspectives and challenges.

May you always approach mentoring with an open heart and mind, embracing each mentee's unique story, dreams, and aspirations. Your ability to empathize and truly listen will form the cornerstone of your mentorship journey.

A successful mentor understands the importance of empathy, patience, and adaptability. Mentor recognizes that mentoring is not about molding someone into a replica of themselves but rather helping the mentee discover and harness their strengths, talents, and potential. Remember, patience and support are the pillars upon which growth stands. Be a steady presence through the challenges and triumphs your mentee encounters, offering unwavering encouragement and guidance.

Set realistic yet inspiring goals together, acknowledging the importance of small victories along the way. Your mentorship should foster a sense of accomplishment and empowerment.

In the realm of feedback, tread gently. Constructive criticism coupled with genuine praise nurtures growth and self-belief. Aim to inspire a hunger for improvement rather than a fear of failure.

Lead not by dictating paths, but by illuminating possibilities. Encourage your mentee's exploration of their talents, values, and interests, guiding them toward self-discovery rather than a predetermined destination.

Moreover, a mentor should continuously refine own skills and be willing to learn from the mentoring process. Reflecting on own experiences and seeking feedback can enhance their effectiveness and contribute to the dynamic nature of the mentor-mentee relationship. Your journey as a mentor is also a path of perpetual learning. Stay open to new ideas, perspectives, and insights. The wisdom gained from both successes and failures will fortify your guidance.

Ultimately, effective mentoring goes beyond transferring knowledge; it's about fostering personal and professional growth, instilling confidence, and empowering individuals to navigate their own paths. By embracing these principles, mentors can create a lasting impact on the lives and careers of those they guide, shaping a brighter future for both the mentee and the larger community.

Embrace diversity in all its forms. Create a safe and inclusive space where differences are celebrated, fostering an environment of mutual respect and understanding.

Consistency is key. Show up, be present, and honor the commitment you've made to your mentee. Your reliability will form the bedrock of trust within your relationship.

Finally, celebrate every milestone, no matter how small. Acknowledge and honor the progress made, for these moments of celebration reinforce positivity and build confidence.

May your journey as a mentor be as rewarding for you as it is transformative for those you guide. Your dedication to shaping futures and nurturing potentials will undoubtedly leave an indelible mark on the lives you touch.

Best wishes on this remarkable adventure

PROMENT team

Appendixes

LinkedIn as a professional networking platform

<https://linkedin.com/>

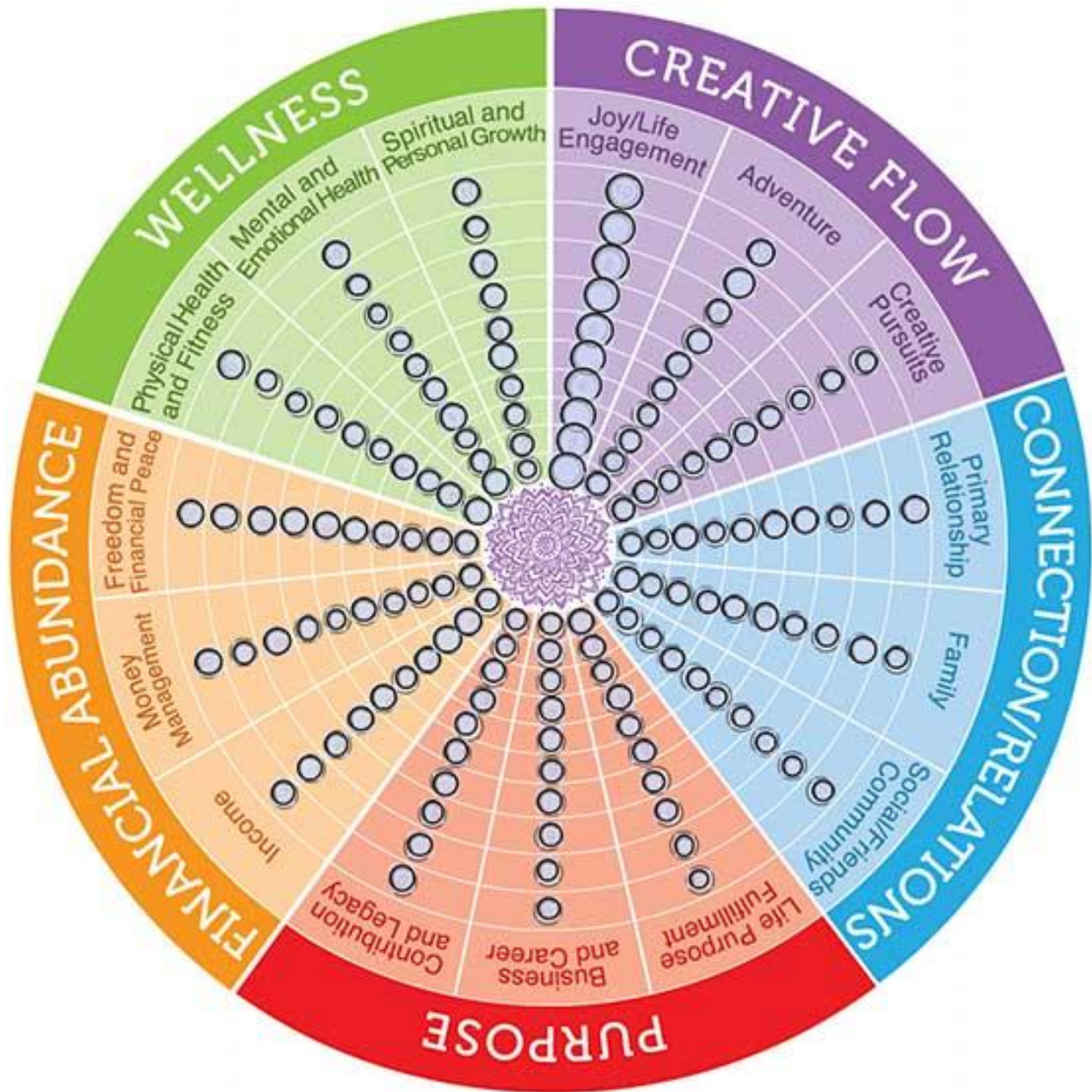
Features	Description
Profile Creation	Users create profiles that serve as their professional online resumes. These profiles include details about work experience, education, skills, certifications, and endorsements
Networking	LinkedIn allows users to connect with other professionals, colleagues, classmates, and industry peers. These connections can be used for job opportunities, collaborations, mentorship, or simply expanding one's professional network
Job Search and Recruitment	It serves as a platform for job seekers and recruiters. Users can search for jobs, apply to positions, and companies can use LinkedIn for posting job vacancies, finding suitable candidates, and conducting background checks
Content Sharing	Users can share articles, posts, and updates related to their industry, expertise, or interests. This content can help in establishing thought leadership, sharing knowledge, and engaging with other professionals
Groups and Communities	LinkedIn Groups allow users to join communities based on shared interests, industries, or professions. These groups provide spaces for discussions, networking, and sharing relevant information
Learning and Development	LinkedIn Learning, a feature within the platform, offers a wide range of courses and tutorials on various topics, allowing users to enhance their skills and knowledge
Company Pages	Businesses can create company pages to showcase their services, job opportunities, company culture, and updates. This serves as a platform for brand promotion and attracting potential employees or clients

Europass CV Creator

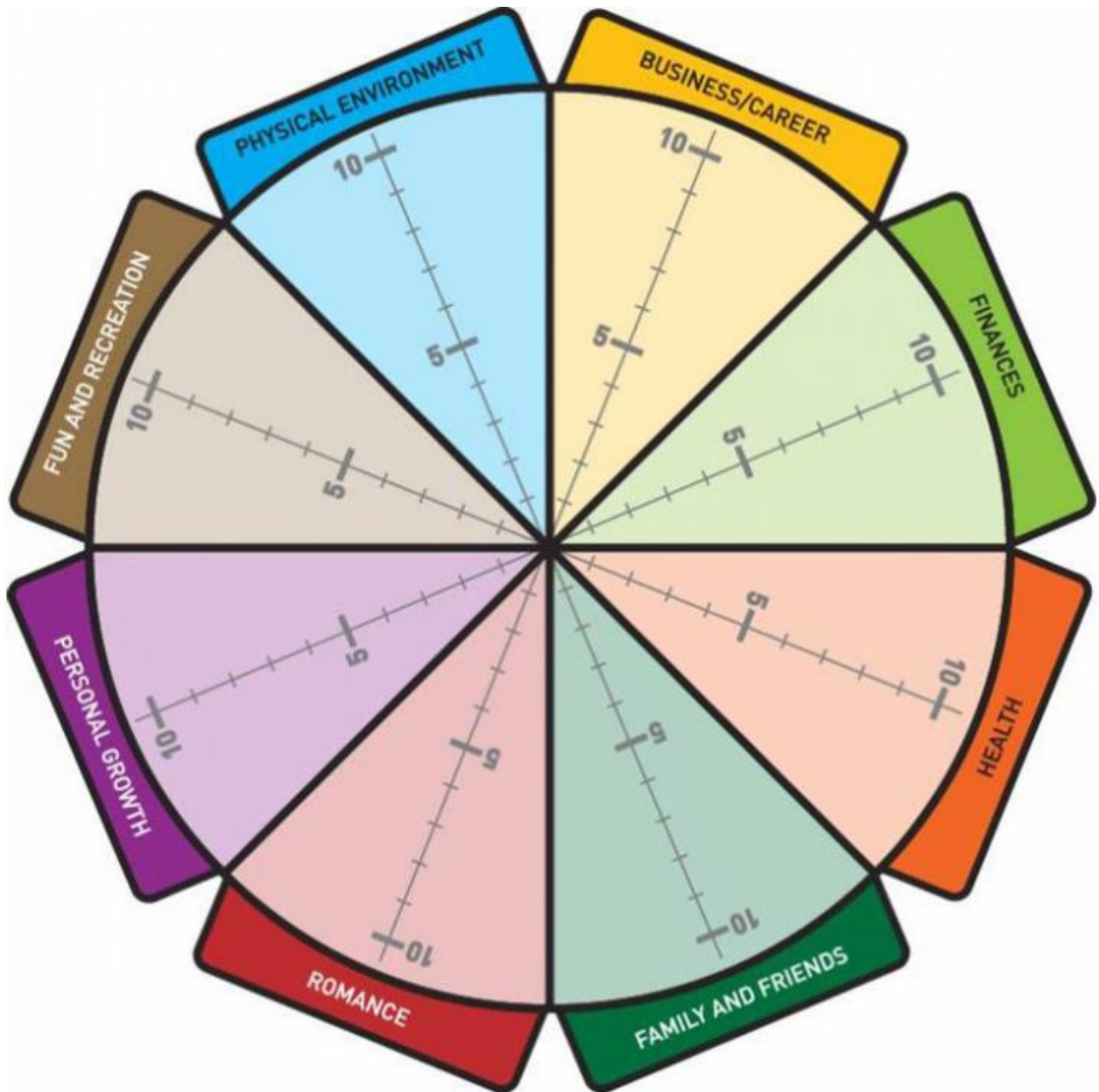
WebSite: <https://europa.eu/europass/eportfolio/screen/cv-editor?lang=uk>

Features	Description
Standardized Format	Offers a standardized format recognized across Europe, making it easier for individuals to create resumes that adhere to a common structure and layout. This format helps applicants present their qualifications, skills, and experiences in a clear and uniform manner
User-Friendly Interface	Provides a user-friendly online tool that guides users through the process of creating a CV step-by-step. It offers templates and prompts for each section, making it accessible to individuals with varying levels of experience in CV writing
Multilingual Support	The tool allows users to create their CVs in multiple languages, catering to individuals who are applying for positions in different countries or international organizations. This feature is particularly beneficial for showcasing language proficiency and catering to diverse job markets
Emphasis on Skills and Qualifications	Places a strong emphasis on skills, competencies, and qualifications. This can be advantageous for individuals highlighting their diverse skill sets and experiences, making their CVs more comprehensive and informative
Accessibility and Portability	Once created, Europass CVs can be downloaded and shared in various formats (PDF, Word), making it easy to submit applications electronically or print them out. The CVs can be stored online on the Europass platform for easy access and updating
Recognition and Familiarity	Many employers and educational institutions across Europe are familiar with the Europass format, which can enhance the CV's recognition and credibility, especially when applying for opportunities within Europe
Integrated E-Portfolio	Offers an e-portfolio feature where users can showcase their skills, qualifications, and experiences in a multimedia format, allowing for a more comprehensive presentation of their professional profile

The Variations of Life Balance Wheel



The Variations of Life Balance Wheel



The Variations of Life Balance Wheel

