



# MENTORING @ LBNL

LBNL Mentoring Program 2023 Kick-Off

# What is MENTORING@LBNL?

- Lab-wide Mentoring Groups
  - Just-In-Time Mentoring
  - Entering Mentoring
- Area programs
  - Specific to Areas/Divisions
  - Different timelines
- Labwide Entering Mentoring initiative
  - Series of optional training modules  
⇒ This training is the first module



MENTORING@LBNL



# Learning objectives

- Learn the expectations about confidentiality
- Understand the benefits of mentoring to both mentees and mentors.
- Understand what mentoring is and isn't
- Understand the role of your mentoring program facilitators
- Outline the qualities of a great mentor and mentee.
- Identify key skills and steps in building strong mentoring relationships.

# Confidentiality

# Confidentiality:

- In all mentoring programs across the Lab, mentor/mentee pairings are confidential.
- Different areas have different guidance about whether your participation as a mentee is known to anyone other than your mentor
  - CSA: participation in mentorship program is not confidential, but all mentor-mentee discussions are completely confidential
  - Confidentiality in practice: will you meet publicly? Will your meetings be public on the lab calendar?
- Mentors should not discuss the mentoring relationship with the Mentee's immediate manager (or anyone else!)
- **Mentor-Mentee communication is confidential with the exception of: if any policies, rules, or laws are not being followed or are being broken – those must be reported to the appropriate individuals or office.**

Why be a mentor or mentee?

# WHAT ARE THE BENEFITS OF MENTORING?

Whether informal or formal, both mentors and mentees benefit

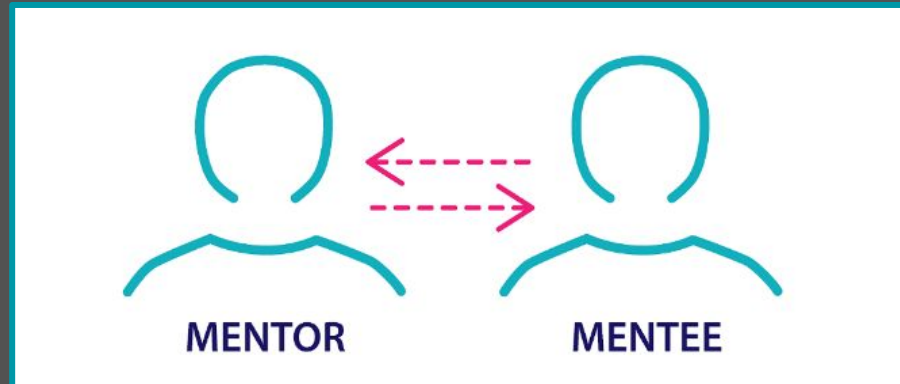
## Benefits to Mentors

- Enjoy opportunity to “give back”
- Feel more engaged and valued
- Expand own network and technical knowledge
- Learn from mentee
- Confidence boost—seen as an “expert”
- Hone skills in coaching, communication, managing relationships

- Learn from experience of mentor
- Expand network
- Feel more engaged and valued
- Boost in morale and confidence
- Gain understanding of LBNL culture
- Explore new areas/ideas for professional growth

## Benefits to Mentees

**Mentorship  
works best when both the mentee and mentor  
experience benefits.**





# What is Mentoring?

# What is Mentoring?



- Mentoring is a private relationship – mentors do not share information with the mentee’s supervisor, peers or anyone else
- Mentoring is designed to promote **professional development**, but involves both the personal and professional
- A mentoring relationship is based on trust, and productive mentoring relationships involve mentors and mentees learning from each other
- Mentoring is about more than simply acquiring a specific skill or knowledge

# The Mentor - Mentee Relationship: Who Drives?



# The Mentor - Mentee Relationship



**The mentee drives the relationship!**

# The Mentor - Mentee Relationship:

## Mentee-specific

Shows initiative

Is open to feedback

May set goals

Follows through

## Mentor-specific

Asks open-ended questions

Provides constructive feedback

May help monitor progress towards completion of goals

Encourages

# The Mentor - Mentee Relationship:

## Mentee-specific

Shows initiative

Is open to feedback

May set goals

Follows through

## Shared

Actively listens

Speaks honestly

Builds and maintains trust

Maintains sense of humor

## Mentor-specific

Asks open-ended questions

Provides constructive feedback

May help monitor progress towards completion of goals

Encourages

# What Mentoring is not:



- A mentor is not a coach – coaching is for skills or short-term knowledge acquisition
- A mentor is not a sponsor who speaks to others on behalf of the mentee
- A mentor is not a “fixer” who can solve problems for the mentee
- Mentoring is not professional therapy

“A coach talks *to* you,

a mentor talks *with* you

a sponsor talks *about* you.”



# In addition, Program Facilitators Can Provide ...



Jump Start: Will provide articles and tips to help facilitate the initial conversation / meeting

Fuel Delivery: Will provide articles and tips to help along the way and provide fresh ideas for discussion



Auto Lockout: If/when you feel the relationship is stalled/no longer working, can provide guidance



Tire Change: If determined early on that the match is not a suitable one, may be able to identify a different match

# What Makes a Great Mentor/Mentee?

# A great mentor...

- Believes in the highest potential of their mentees
- Holds space for mentees to grow
- Connects mentees to resources
- Asks open-ended questions and stimulates critical thinking
- Offers new perspectives
- May provide guidance and suggestions
- Listens...and listens well
- Gives feedback and recognizes progress
- Helps mentees understand cultural context



**Great mentors are: committed, courageous, humble and trustworthy**

# A great mentor ...

- isn't distracted
- isn't unreliable and/or late
- isn't impatient
- isn't overbearing and critical
- doesn't talk more than they listen
- doesn't solve the Mentee's problems for them
- doesn't break confidentiality and trust



# Great Mentees...

## drive the relationship!

- Are proactively respectful of their own and mentor's time
  - Initiate first meeting, and work with mentor to schedule future meetings
  - Set the agenda for the meetings
  - Are on time for the meetings, communicate if needing to reschedule, etc
- Are open to the mentor's advice, perspective, questions...
  - Proactively seek advice/input – question, listen, learn
  - Don't expect the mentor to act on their behalf to solve a problem
  - Avoid the “Yes, but...” game
  - Acknowledge if the relationship isn't working

# How to Get Started

# Getting Started -

In your first meeting:

- Get to know one another - Share about yourself - Ask each other questions
- Identify goals for the partnership
- Design how you will work together – and what confidentiality means to each of you.
- Make sure you leave with a plan for the next meeting
- Notice any assumptions or beliefs you have about each other and check your mindset

# Examples of Topics A Mentee Might Want To Discuss

I would like to network at meetings but I'm very shy. What do I do?

My supervisor seems to easily talk to my peers but rarely interacts with me

I would like to grow my network and get more visibility outside of the laboratory.

I am having difficulty getting some of my work done and I'm worried about my upcoming evaluation.

I believe that I am doing good work but I worry that my work is being overlooked / ignored.

I'm having a hard time balancing my workload and home life.



# Examples of Open-Ended Questions A Mentor Might Ask

What do you think about...?

In what way...?

What do you think would happen if ...?

How can we ...?

What possible alternatives do you see ...?

Tell me about...

# We hope you've learned today ...

- The expectations about confidentiality
- The benefits of mentoring to both mentees and mentors.
- What mentoring is and isn't
- The role of your mentoring program facilitators
- What makes a great mentor and mentee.
- How to get started in your mentoring relationship

# Future LBNL Mentorship Education Series

## Covers 7 key skills for effective mentorship

- Maintaining Effective Communication
- Aligning Expectations
- Assessing Understanding
- Addressing Equity and Inclusion
- Fostering Independence
- Promoting Professional Development
- Enhancing Work-Life Integration

Adapted from the **Entering Mentoring** curriculum by the Center for the Improvement of Mentored Experiences in Research



# What's Next?

**Let's get this relationship started!**





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Questions?