

# T-MAP Mentoring Handbook



**2022-2023**

# T-MAP Mentoring Handbook

## What is Mentoring?

Mentoring is most often defined as a professional relationship in which an experienced person (the mentor) assists another (the mentee) in developing specific skills and knowledge that will enhance the less-experienced person's professional and personal growth.

## Types of mentoring.

There are many different types of mentoring models that encompass both formal and informal mentoring relationships. One of the most common, one-on-one mentoring, can be utilized to develop a personal and professional relationship, and provide individualized support to the mentee. Other types of mentoring, such as group or peer mentoring, utilize human capital from many different perspectives and life experiences to develop skills and knowledge in both specialized areas and broad, overarching areas.

In T-MAP, we utilize a unique combination of all three of these approaches via our Mentoring Circles design. Through a collaborative, team-based approach that incorporates mentoring across departments, the T-MAP experience creates a space for mentees and mentors with diverse experiences, career trajectories, and scholarly interests to collaborate within a supportive environment.

The following information found within this handbook will provide you with needed information specific to being a participant in T-MAP, access to important resources, and practical guidance created specifically for mentors and mentees.

Thank you for being a part of this mentoring journey!

# T-MAP BENEFITS

Organization/ Department	Mentor	Mentee
<ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Leadership development</li> <li>• Enhance recruitment</li> <li>• Increase retention</li> <li>• Improve work climate</li> <li>• Promote a supportive and collaborative culture</li> <li>• Increase number of faculty seeking promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Develop succession planning</li> <li>• Leadership development</li> <li>• Increase collaborations</li> <li>• Provide opportunities for networking</li> <li>• Counts toward VTC service requirement</li> <li>• T-MAP badge</li> <li>• "Giving back"</li> </ul>	<ul style="list-style-type: none"> <li>• Improve feelings of connectedness</li> <li>• Leadership development</li> <li>• Provide opportunities for networking</li> <li>• Share institutional knowledge</li> <li>• Develop career or mentoring map</li> <li>• Improve skills across VTCSOM 4 domains of faculty activity</li> <li>• Increase collaborations</li> <li>• Increase self-directionality around aspirational goals</li> <li>• Increase confidence in various roles and responsibilities.</li> <li>• Development towards career advancement/promotion</li> <li>• T-MAP badge</li> </ul>

## T-MAP OBJECTIVES

- Improve faculty retention
- Increase diversity through recruitment and retention
- Develop and advise **junior and/or new to our health system** faculty
- Improve interest and success for faculty promotion and/or leadership opportunities
- Increase confidence and expertise in academic roles: patient care, teaching, service, scholarly activity/research
- Promote a supportive and collaborative culture through networking

## T-MAP IMPLEMENTATION PLAN

### Mentoring circles of 5-6

- 1-3 mentees from each of 2 departments
- 2 mentors, one from each of 2 departments

### 1 Year Pilot Program

- Pre-engagement training modules
- T-MAP Kick-off Orientation
- Quarterly full T-MAP group meetings with content delivery

- Curated, self-guided modules/resources for individual development
- Monthly mentoring circle meetings
- Celebratory T-MAP social event
- Participation Designation (patch, badge, certificate)

## T-MAP 2022-2023 Schedule

<u>Month</u>	<u>Activity</u>	<u>Date</u>
August 2022	Pre-Recorded Preparatory Modules	Independent
September 2022	Kickoff Event and Circle Introduction	September 21st, 2022 5:00 - 7:00 PM
October 2022	Self-Guided Learning Modules	Independent
November 2022	Quarterly T-MAP Seminar Session: Promotion and Career Advancement	November 16th, 2022 2:00 - 4:00 PM
December 2022	Circle Meeting	Scheduled by Circle
January 2023	Self-Guided Learning Modules	Independent
February 2023	Quarterly T-MAP Seminar Session: Research and Scholarship	February 15th, 2023 5:00 - 7:00 PM
March 2023	Circle Meeting	Scheduled by Circle
April 2023	Self-Guided Learning Modules	Independent
May 2023	Quarterly Full T-MAP Seminar Session: Leadership Development	May 17th, 2023 2:00 - 4:00 PM
June 2023	Circle Meeting	Scheduled by Circle
July 2023	Self-Guided Learning Modules	Independent
August 2023	Quarterly Full T-MAP Seminar Session: Work-life Integration/Time Management	August 16th, 2023 5:00 - 7:00 PM
September 2023	Concluding Celebration Event	September 20th, 2023 2:00 - 4:00 PM

### Session Details

[Circle Meetings](#) - Designed to give you, your mentors, and mentoring circle peers an opportunity to gather a minimum of three times per 12-month cycle. We highly encourage additional meetings with your mentoring circle throughout the year. Use this time to follow up on topics you've discussed during the [Quarterly T-MAP group meetings](#) or things you've learned from the [Self-guided Learning Modules](#). Participating in three [Circle Meetings](#) is required for receiving your respective T-MAP badge.

[Self-guided Learning Modules](#) - A list of sessions, also accessible via the website, will be provided to you for your [independent self-guided learning](#). You will be able to select the learning that meets your needs. You can use the [following set of questions](#) to assist in your thought process around what you learned and in sharing within the [Circle Meetings](#) and [Quarterly T-MAP group meetings](#). Reviewing four [Self-guided Learning Modules](#) of your choice is required for receiving your respective T-MAP badge.

[Quarterly T-MAP Group Meetings](#) - These in-person meetings are specifically designed to deliver content from subject matter experts in areas that both mentors and mentees identified as salient to professional and personal growth. Attending four [Quarterly T-MAP group meetings](#) is required for receiving your respective T-MAP badge.

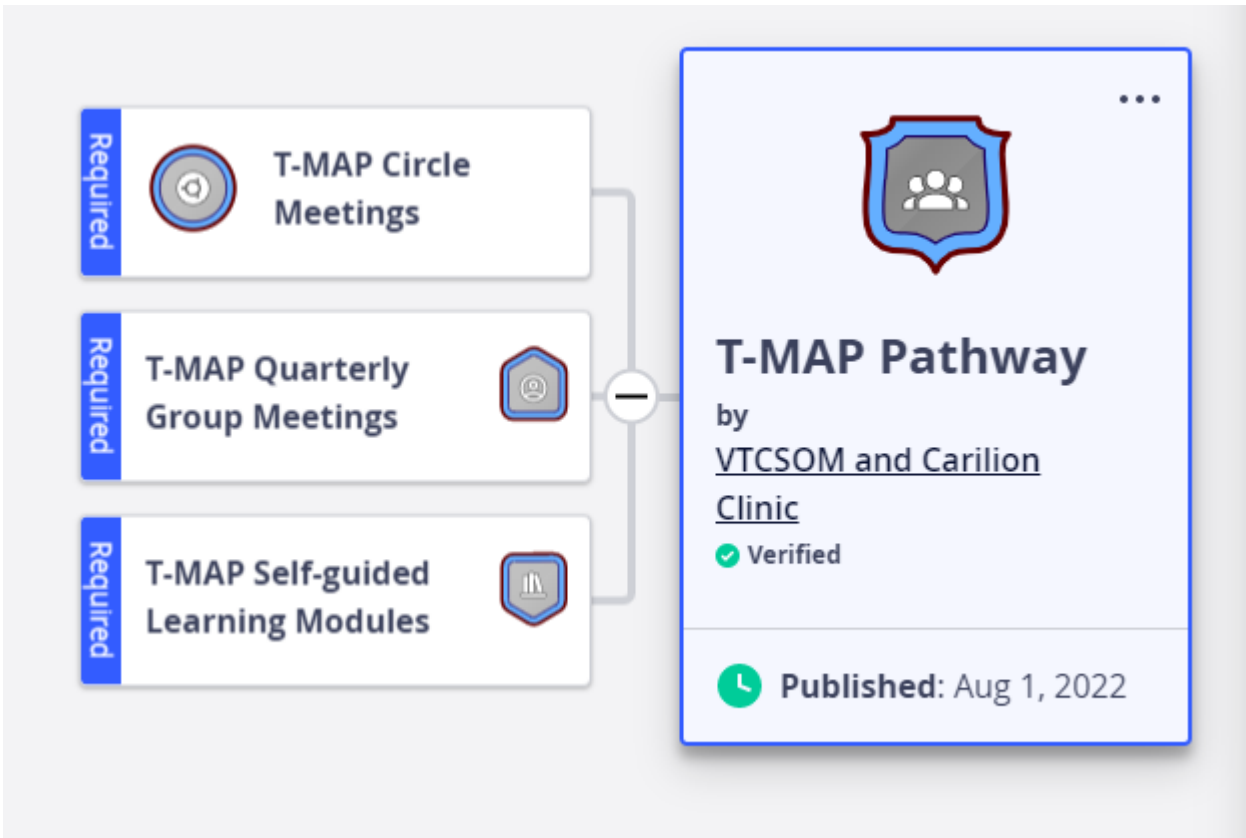
## T-MAP Website

All T-MAP Mentors and Mentees will have access to a password-protected webpage that will host curated T-MAP resources. T-MAP Mentors and Mentees will have exclusive access to learning modules, videos, and scholarly publications that have been carefully vetted to provide information in an easy-to-locate manner through the T-MAP website. Resources are updated regularly and both Mentors and Mentees are encouraged to add to this growing collection by forwarding content to Sarah Harendt at [smumbargerwells@carilionclinic.org](mailto:smumbargerwells@carilionclinic.org).

T-MAP Mentors and Mentees can access the T-MAP website by following the steps below:

1. Navigate to the T-MAP web page directly using this link: [T-MAP Page \(vt.edu\)](#)
2. Use the following login credentials to access the page
  - a. Password: TMAPCIRCLE

## T-MAP Badging Criteria & Pathway



An illustration of the T-MAP badging pathway is above. To receive the TEACH Mentoring Advancement Program badge, participants must first earn each of the three T-MAP badges on the left of the illustration. Full participation in T-MAP will result in the completion of the T-MAP Pathway and awarding of the program completion badge. Participants must earn all three participation badges by completing the following steps:

- Participate in three [Circle Meetings](#) to earn the T-MAP Circle Meetings badge;
- Review four [Self-guided Learning Modules](#) to receive the T-MAP Self-guided Learning Modules badge; and,
- Attending four [Quarterly T-MAP Group Meetings](#) to earn the T-MAP Quarterly Group Meetings badge.

Earning all three of these badges will result in awarding of the TEACH Mentoring Advancement Program badge. You can utilize this badge in your email signature line, social media accounts, LinkedIn profile, and Elements portfolio.

## T-MAP Mentoring Circle Agreement

The T-MAP Mentoring Circling Agreement provides a structure for the mentoring relationship between mentees and mentors participating in T-MAP. All participants within a Mentoring Circle will review and sign the T-MAP Mentoring Circle Agreement during the kick-off event in September.

All participants agree to strive for excellence in developing their respective mentoring circle relationships through honest conversation, to guide and receive feedback, to develop goals, and to foster knowledge and skills to reach the goals. A copy of the T-MAP Mentoring Circle Agreement can be found on the following page and a link to the T-MAP Mentoring Circle Agreement can be found [here](#).

You are ready to build and cultivate your T-MAP mentoring experience!



## T-MAP Mentoring Agreement

Mentoring is a voluntary relationship whose purpose is to foster learning and growth in a variety of arenas for each involved. It is helpful in the development of a mentoring relationship to have mutually agreed upon and clear expectations.

1. Participation in the T-MAP Mentoring program is a commitment that can be broken at any time by any party if the relationship is not working. If problems arise, please contact Dr. Shari Whicker, Senior Director, Office of Continuing Professional Development, Assistant Dean, Faculty Development, and Associate Professor, Department of Pediatrics OR Dr. David Musick, Senior Dean, Faculty Affairs, Interim Chair, Department of Basic Science Education, and Professor, Internal Medicine.
2. We agree to attend in-person T-MAP meetings, connect with our mentoring circle during designated months, and complete self-guided session modules. All members of the mentoring circle are responsible for working together to designate a time for meeting outside of the pre-scheduled quarterly T-MAP meetings. *Please see the calendar below.*
3. This is a confidential relationship in that the mentor will not discuss the mentee's personal issues with others (or vice versa), unless agreed upon by both that sharing of information with a third party would be beneficial.
4. Prior to the first meeting, the mentee will prepare a "mentee worksheet" which can be used in goal-setting. The mentor will provide comment and guide the discussion of strategic approaches to reach goals.

We will do our best to develop our mentoring circle relationships through honest conversation, to guide and receive feedback, to develop goals and to foster knowledge and skills to reach the goals.

Mentor: \_\_\_\_\_

Mentor: \_\_\_\_\_

Mentee: \_\_\_\_\_

Mentee: \_\_\_\_\_

Mentee: \_\_\_\_\_

Mentee: \_\_\_\_\_

Date: \_\_\_\_\_

# T-MAP Mentor Guidance



## Guidelines on Serving as a Mentor

The mentor should serve both as a source of information and as an advocate for the mentee. It is vital that the mentee has a "safe" person, and in this case group of persons, to whom he or she can bring questions or problems in a spirit of collaboration and psychological safety.

The following characteristics have been identified in the literature by mentees as being important to establishing and maintaining a mentoring relationship that benefited mentees in ways that were meaningful.

### Characteristics of Successful Mentors

- Selfless
- Available
- Role Model
- Had a Vision for the mentee
- Passionate
- Honest
- Realistic
- High Expectations
- Organized
- Created Opportunities
- Integrity
- Great Listener
- Encouraging
- Goal-Directed
- Great Communicator
- Patient
- Held the mentee accountable
- Identified resources
- Flexible
- Competent
- Enthusiastic

*Habits of Mentors: Faculty Development Mentoring Workshop. Department of Emergency Medicine, Indiana University School of Medicine.*

### What exactly does a mentor do?

The following are some of a mentor's functions:

- Teaches the mentee about a specific issue.
- Coaches the mentee on a particular skill.
- Facilitates the mentee's growth by sharing resources and networks.
- Challenges the mentee to move beyond his or her comfort zone.
- Creates a safe learning environment for taking risks.

### What are Mentor Roles and Responsibilities?

- Acknowledge similarities and differences.
- Recognize your different skill sets.
- Be a role model.
- Give constructive feedback.
- Promote creativity and skill development.
- Share the institution's mission, vision, values, and culture.

- Help the individual develop goals, access resources, and build a professional network.
- Set mutual expectations and responsibilities at the onset of the relationship and follow through. This will be formalized through the [T-MAP Mentor Circle Agreement](#).
- Formulate short and long-term goals including identifying values and a timeline for the acquisition of skills and completion of tasks such as: scholarly activity, joining a professional society, applying for a grant, compiling a promotion portfolio, etc.
- Ask for advice and listen thoughtfully.

**What are some challenges of being a Mentor?**

- Realize that the goals of the individual being mentored may be different from yours.
- Know your limitations.
- Know your comfort zone.



# T-MAP Mentee Guidance



## Guidelines on Participating as a Mentee

### Characteristics of Successful Mentees:

- Pro-actively takes initiative and drives the partnership (“managing up”)
- Engages in self-assessment and self-monitoring
- Respects the mentor’s time
- Comfortable asking for assistance
- Open to hearing new ideas and perspectives
- Receptive to constructive feedback
- Acts with integrity (honest and trustworthy)
- Shows appreciation and gratitude
- Has the passion to succeed

Welch JL. *Fundamentals of Mentoring: Three Steps to a Mentee-Driven Relationship*. *MedEdPORTAL*. 2016;12:10441.  
[https://doi.org/10.15766/mep\\_2374-8265.10441](https://doi.org/10.15766/mep_2374-8265.10441)

### What are a Mentee's Roles and Responsibilities?

- Listen and consider alternatives.
- Know your strengths and weaknesses.
- Accept constructive feedback gracefully.
- Be willing to take risks with new ideas.
- Demonstrate initiative.

### What are some of the challenges of a Mentee?

- Accepting challenges as part of professional growth.
- Being open to your mentor suggesting alternatives.
- Remembering that growth takes time.

### Mentee Self Reflection:

- What are my goals?
- How can a mentor assist me in meeting these goals?
- What are my competency levels and skill sets?
- What skills do I need to learn or improve?

# Mentee Self-Assessment

## References

Welch J, Palmer M, Mitchell A, House D, Rodgers K, Wilbur L, Kline J, Ciccarelli M, & Rusyniak D. Faculty Mentoring Workshop. MedEdPORTAL. 2014;10:9778.

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