Dear AARES Delegate,

Thank you very much for nominating for the AARES 2021 Early Career Participant Mentoring programme! Mentors and mentees will be informed before the conference on who 'they've been paired with.

**The Mentee is responsible for reaching out to their mentor to set up a meeting before or during the conference**

It is encouraged that the mentoring relationship will continue after the conference, for example, to tease out the 'Mentee's questions or provide feedback. This could take the form of email questions, feedback on manuscripts, coffee meetups (if in the same city), etc. It is up to the mentor-mentee to discuss how and how long they wish to proceed with their mentoring relationship after the conference.

This information pack will provide some further background on the concept of mentoring, which you may find helpful in setting up your mentoring relationship.

Thank you very much for your participation in this program.

Sincerely,

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*I acknowledge and respect the Awabakal People, the traditional custodians of the land on which I live and work.*
What is mentoring?

<table>
<thead>
<tr>
<th>Mentoring involves</th>
<th>Mentoring is NOT</th>
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<td>A more experienced, often a senior colleague who helps guide you in your career.</td>
<td>Training or supervision.</td>
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<tr>
<td>Staff, faculty, and leaders at all levels. Individuals in almost any role can benefit from a partnership with a more experienced individual in their chosen field.</td>
<td>Only for the staff or people in certain types of positions.</td>
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<td>Gaining new insights and being open to different perspectives.</td>
<td>Idle chitchat or socializing.</td>
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<td>Taking responsibility for forming and managing a serious professional relationship.</td>
<td>A chance to ask for inappropriate favours or &quot;insider&quot; information from someone in a more powerful position.</td>
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<tr>
<td>Learning from the experience and wisdom of an individual you respect.</td>
<td>A means to have someone else do your work or solve your problems for you.</td>
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Mentoring is defined as "a mutually beneficial relationship that involves a more experienced person helping a less experienced person identify and achieve their goals". Mentoring can form a valuable component of your career development. Mentors can provide advice and support regarding career planning, identify opportunities and solutions to issues, provide feedback on progress related to career goals in an informal setting, and build and extend professional networks. Mentees actively seek support and guidance in their career and professional development from an experienced person. A mentee always has ultimate responsibility for their career and professional development.

Mentoring others is also an essential part of career development for senior professionals and is expected to benefit both the Mentee and the mentor.
Reasons for seeking a mentor

Everybody has different reasons for seeking a mentor. It will help if you think about what you want to accomplish (a) during the conference mentoring program and (b) in the months after the conference. Discuss this with your mentor at your first meeting. Remember that a mentor can serve as a sounding board, offer information (but not necessarily advice), and provides access to knowledge and networks. Figure 1 summarises some of the reasons that were suggested by you in the mentoring survey:

Other objectives may be:

- building skills and networks to advance and achieve success in your career
- transitioning your career to a different sector or different roles within your sector (university, industry, government or community)
- seeking guidance and feedback on specific fellowship, grant or publication goals - noting your mentor may not necessarily be aware of the specifics of these programs
- seeking general advice and guidance related to identifying approaches to dealing with life and career-related challenges and opportunities.

Figure 1. Mentoring objectives (mentees)
**Reasons for becoming a mentor**

While mentors will bring quite a bit of knowledge, experience, and insight to the relationship, it's important to note that effective mentoring is built on two-way learning and respect (see ground rules below). The cornerstone of mentoring is empowerment: helping another person discover their strengths and talents and allowing them to make mistakes and then learn from those mistakes.

There are many benefits to being a mentor. By participating in the AARES mentoring program, you are likely to:

- obtain personal satisfaction from making a difference to the career development of another person
- enhance your people skills in areas such as leadership, interpersonal skills, and communication
- increase your professional networks
- hear fresh perspectives from future members of your profession
- opportunity for self-reflection

Your Mentee may seek guidance on a range of issues, such as how to write successful job, promotion, or grant applications; how to navigate the publication process; gender and family issues related to career development; engaging with industry, government, or community stakeholders; and other general advice and support for early-career professionals. The Mentors provided many suggestions on what they might share with their Mentee(s) (Figure 2).
Establishing a mentoring relationship

A mentoring relationship should be based on a clear agreement of aims and scope. The person seeking mentorship should seek to:

- identify your objectives - what you hope to achieve or learn, and how could a mentor assist with that?
- consider the scope the relationship, including goals, regularity and method of meetings, and initial agreement of timeframe

When you meet your mentor for the first time, you should discuss and confirm the mentoring relationship's aims, scope, and nature. e.g. we agree to meet once a month for six months to discuss/achieve XXX goals/issues/challenges. By the end of the period, we expect to have XXXX.

Ground rules

Mentoring relationships should be based on a set of ground rules. It is expected that all AARES mentees and mentors will adhere to the following ground rules:

1. **Confidentiality**—Part of mentoring is sharing the fears, sins and scars of your soul. Some lessons of life are born out of pain. Your mentor may share things with you privately that they 'don't share publicly and vice versa. So it's important that you establish a relationship of trust by committing to mutual confidentiality.

2. **Clarify expectations**—Any relationship is doomed if expectations are held but not expressed. With mentoring relationships, as with other partnerships, it's critical to discuss expectations openly. Discuss with your mentor/mentee what your expectations are around the type of conversations you are expecting to have, the type of questions you will discuss during the relationship, how much time you will devote to the relationship, and what you think mentor/mentee should do. In the AARES mentoring program, it is expected that the Mentee is responsible for initiating contact and for maintaining the relationship.

3. **Have a Clear Time frame**—Most of the time, when two people enter into a mentoring relationship, and they neglect discussing a time frame for the relationship. Please agree with your mentor/mentee the time frame for the mentoring relationship. Will you only meet during the conference, or do you hope to continue for xx months after the conference. The end date 'doesn't mean you have to stop the relationship, but it provides a natural point to discuss if you will continue or conclude the mentoring relationship.

4. **Two-way learning conversations**—A mentoring relationship is often a two-way learning relationship rather than a "teacher – learner" relationship. Mentors can learn from their mentees, even if mentees are younger or have less experience. Please approach any mentoring program as a mutual learning experience.
5. **Grant Permission to give honest feedback**—Providing and receiving honest, genuine feedback can be very difficult; sometimes, it is even uncomfortable. Many of us are hesitant to give feedback because we 'don't want to be judgmental. However, tough-honest feedback can make a big difference in 'someone's development. It will help establish a ground rule of tough-honest feedback and discuss whether this feedback runs both ways or only from Mentor → Mentee.

6. **Periodic evaluation of the mentor relationship** – Not all mentoring relationships work. And that is okay. That's why 'it's important to evaluate the relationship on occasion to make sure 'you're not wasting each 'other's time. After the conference, ask yourself the following evaluation questions to help you determine the effectiveness of the relationship:

   - Are you benefiting from your conversations? In what ways?
   - Do you want to continue?
   - What do you want to do differently? What would you like to focus on in this next season of our mentoring?

   If you decide to terminate the mentoring relationship, respectfully inform the other person to respectfully inform the other person and thank them for the time invested in helping each other.
Mentoring resources

The below resources provide further tips and guidance regarding establishing a mentoring relationship that may be relevant to your career development needs:

1. Making a great first impression
   - Making a Great First Impression – Mindtools
   - Seven Seconds to Make a First Impression – Forbes
   - How to make a great first impression – The Guardian
   - 9 Ways to Make a Great First Impression – INC

2. Working with a mentor
   - 10 Questions to Consider When Working With a Business Mentor – Entrepreneur
   - How A Mentor Can Help Your Career – Forbes
   - Find and Work With a Mentor – Alberta Learning Information Service
   - Business Mentoring Matters - How to Prepare for Your Meeting With Your Mentor – Management Mentors
   - Top 10 Qualities of a Good Mentor – Franchise Growth Partners
   - Mentoring Skills: Using Your Knowledge and Experience to Help Others – Mindtools

3. Networking
   - Networking When You Hate Talking to Strangers – Harvard Business Review
   - Tips for Successful Business Networking – The Balance Careers
   - The Top Twenty Benefits of Networking – Businessbrainstorming
   - How to network: 17 tips for shy people – CIO

4. Building your brand
   - 7 Things You Can Do To Build An Awesome Personal Brand – Forbes
   - 5 steps to Building a Personal Brand (and Why You Need One) – INC
   - Build Your Personal Brand – CareerAdvisor by PwC
   - Building Your Brand: Tactics for Successful Career Branding – LiveCareer

5. Being resilient
   - Developing Resilience: Overcoming and Growing From Setbacks – Mindtools
   - How to be Assertive: Asking for What You Want Firmly and Fairly – Mindtools
   - Why Confidence Is So Important (And How To Improve Yours) – Lifehacker
   - 7 Steps to Positive Assertiveness – Donna Schilder

1 Sourced from The University of Auckland’s Women’s Mentoring Programme. Clickable links in the soft version that was sent via email
6. Learning the job
- Tips For Young Professionals Starting a New Job – Forbes
- 19 Tips for Making a Great Impression at Your New Job – LiveCareer
- Starting a new job? Here's a few tips for those first few months – Living Moxie
- 10 Tips for Adjusting to New Surroundings – Huffington Post

7. Building rapport
- Building Rapport – SkillsYouNeed
- 10 easy ways to build a quick rapport with anyone – The Week

8. Work-life balance
- Arianna Huffington On The Struggle To Find Work-Life Balance – Fast Company
- Nigel Marsh: How to make work-life balance work – TED video
- Manage Your Work, Manage Your Life – Harvard Business Review
- Time Management: Tips To Better Manage Your Life – Forbes
- 30 Time Management Tips for Work-Life Balance – Forbes

9. Dealing with conflict
- Take A Proactive Approach To Dealing With Conflict – UMass Amhurst Family Business Center
- A Model of Conflict Resolution (144.3 kB, PDF)
- Confronting Difficult Issues (91.2 kB, PDF)

Additional readings
- One Woman's Advice to Another: It's Always Time to Speak Your Mind – Knowledge@Wharton

Sources used to create this information booklet:
The University of Queensland, Research Support – Mentoring, https://research.uq.edu.au/research-support/researcher-development/mentoring
The University of Washington, Professional & Organizational Development, https://hr.uw.edu/pod/organizational-excellence-and-development/individuals/mentoring-tools