



AAOE Mentoring Program Handbook

January 2018

"Mentoring is a brain to pick, an ear to listen, and a push in the right direction." -John C. Crosby

ABOUT THE AAOE MENTORING PROGRAM

For AAOE, mentoring is an integral part of providing value to members, matching experienced administrators with newer administrators for one-on-one help with everything from career development to working through a new project.

But, it's not necessarily limited to that. Experienced administrators can learn from newer members, as well. Mentoring is a joint venture that will benefit both Mentors and Mentees. All interested AAOE members are encouraged to be a part of the Mentoring Program.

In addition, all members are strongly encouraged to utilize the online community Collaborate. As the name indicates, this is the best way to get quick and even detailed answers to more immediate questions. In the Collaborate community, you'll likely gain feedback from multiple members with varying perspectives and experience. Members freely share resources such as templates that are archived in the Collaborate resource library as well.

Mentoring Program Eligibility

Any member of AAOE in good standing may participate as either a mentor or a mentee. You must, however, be willing to commit time to engage in the coaching relationship through phone conversations, email, and/or in-person meetings.



Basic Requirements

To be a mentee, you must be interested in growing in your career and/or taking on new projects. To be a mentor, you must have experience in healthcare management and be eager to share your knowledge.

All participants must engage in feedback, be open to new perspectives, and share ideas that encourage growth of the coaching relationship. All must participate in a quarterly, 5-minute survey to evaluate your coaching relationship.

Simple Process

Applications of mentors and mentees are reviewed and matched based on a variety of factors, such as:

- Practice size and type
- Geographic location
- Goals
- Interests
- Expertise

Once the match is confirmed, mentoring partners should connect as soon as possible to establish expectations of time and direction.

Use this handbook as a primer for mentoring basics, including defining your roles and preparing for meetings. In general, this is your how-to guide for making the most of your mentoring partnership.

Regular Checkpoints

To help ensure ongoing value as well as participation, both mentees and mentors will be sent short quarterly surveys.

In less than five minutes, you should provide a quick evaluation of your mentoring partnership – Is it providing what expected? Is there enough value to continue? Or are changes needed? Every situation is different, so don't hesitate to ask for what you need.



In addition to regular communication throughout the year, mentoring pairs also are encouraged to connect in-person during the AAOE Annual Conference.

Length of Commitment

Participation in the AAOE Mentoring Program is not a lifetime commitment. If you get what you need from it in six months, great! If you and your coaching partner both want to continue working together for several years, great!

There's no specific length of time required for a successful mentoring relationship. You decide when it's time for your partnership to end.

Ending a Mentoring Relationship

Some mentoring relationship will end when a project is complete or an issue is resolved. Both partners understand and agree on the end of the commitment. After thanking your partner for working with you, let the AAOE office know your relationship has ended and if you'd like to try another mentoring partnership.

But what about other situations? Sometimes one half of the partnership realizes the relationship isn't working and decides to make a change. Here's a little help with that.

- Let your mentoring partner know how you feel.
- Determine whether you are interested in trying a new mentoring partnership.
- Get in touch with the AAOE office for assistance communicating with your former partner, finding a new partner, or no longer participating in the program.

JUST FOR MENTEES

Whether your need is career development or project-specific advice, a qualified mentor can help you avoid stumbling on the unknowns. A mentor will share both insight and support while you navigate your way forward.

Your Role as Mentee

Just as an athlete needs a coach to encourage and continually challenge him, so does an individual wishing to grow professionally need a mentor.

This active partnership thrives with open and honest communication, setting expectations and adjusting as needs change.

Tips to Help Mentees Prepare for Meetings

- Be sure you know the date and time of your meeting. Put a reminder on your calendar.
- Think about agenda items that you want to talk about. If things come up that you want to be sure you discuss while you are on the phone or meeting in person, email your mentor ahead of time. This is helpful for your mentor to be prepared and have the appropriate resources for you.
- Are there things you really want to know about your mentor? You can ask questions to find out more about their experiences.
- Be sure to review any email correspondences and notes from the previous sessions.
- Be sure you don't have any interruptions for your meeting.
- Be respectful of your mentor's time and experience.



Topic Ideas for Mentees

1. Discuss any major items you have going on right now or coming up in the near future.
2. Talk through any employee issues you would like to get an opinion on.
3. Talk about what is causing you the most stress right now.
4. Update your Mentor on what happened with [topic previously discussed].
5. Ask for input on how to prepare for [new law, rule, requirement].
6. Talk about your career or education goals.
7. Remember there is no such thing as a bad question except the one you don't ask. Your Mentor will not judge you and he/she wants to be a helpful resource for you.

JUST FOR MENTORS

Whether experience crosses decades or single digits, you have something to share with others. Your insight and support can help another member navigate through the learning curve of a new role or a new project.

Your Role as Mentor

Mentoring is an active partnership between committed persons to foster professional growth and career development. Specific guidelines or responsibilities of the mentor in the mentor/mentee relationship are to:

Be an active listener

- Provide uninterrupted time to meet with your mentee
- Allow the mentee the time to explain the situation completely before offering advice
- Be an honest communicator
- Share experiences as a seasoned professional
- Be objective and independent

Be a compassionate Supporter

- Guide the mentee through the inner workings of a practice and to decipher the “unwritten rules” and nuances of an Orthopedic Practice.
- Generate motivation by encouragement and support



Be an adviser

- Assist the mentee in setting professional goals and develop skills needed to reach them
- Maintain a steady presence in your mentee relationship with phone calls, e-mails, etc.
- Expand your mentee’s network of professional contacts
- Help your mentee identify resources required for problem solving

Be an advocate

- Provide support for your mentee, offer reinforcement in the potential for your mentee to grow and learn in the current situation.
- Celebrate the successes of your mentee

Be a network agent

- Reinforce the importance and the “know-how” of networking
- Identify resources to help your mentee with specific problems
- Follow up to ensure that the referred resources were helpful

Tips to Help Mentors Prepare for Meetings

- Be sure you know the date and time of your meeting. Put a reminder on your calendar.
- Make the mentoring session a priority. Have the mindset that the session isn't just another item on your calendar for the day. Try to make sure it doesn't bump up against another meeting so you don't feel rushed.
- Set aside time and space (if meeting in person) for the mentoring session. Be sure this is uninterrupted time you are committing to the session so the mentee doesn't feel like they are a "bother".
- Review any email correspondence and notes that you have from the previous session or any e-mails or calls since the last meeting time.
- You may want to e-mail your mentee ahead of time to get any topics they would like to discuss so you are prepared.
- Give yourself time to clear your mind and be prepared to give your full attention to your mentee during the conversation.
- Collect any resources that might be useful to the mentee.
- Have back-up items to talk about. If your conversation is supposed to last an hour and it's only been 20 minutes, don't cut it short. This might give the mentee a bad impression of how committed you are to the mentoring relationship.



What to Ask as a Mentor

1. What major items do you have going on right now or coming up in the near future?
2. Do you have any employee issues you would like to discuss?
3. What is causing you the most stress right now? Remember you are not expected to have all the answers, just give guidance. For example, you can suggest another person as a resource or recommend they post on Collaborate, AAOE's online community.
4. What happened with [topic previously discussed]?
5. What are you doing to prepare for [new law, rule, requirement]?
6. Ask questions about the mentee's experience, career or education goals.

Additional Resources

Feel free to contact a member of the Ambassador Committee or AAOE staff for assistance. Send an email to info@aaoe.net or call the AAOE office at 800-247-9699.