

Tobacco Technical Assistance Consortium

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# Tobacco Control Network

## Mentoring Program Guidebook



# **TCN Mentoring Program Guidebook**

## **A. About the Mentoring Program**

The Mentoring Program is designed to develop an informal interpersonal relationship between a more experienced tobacco control professional (i.e., the mentor) and a new program manager (i.e., the mentee). Mentors provide support, encouragement, and feedback to their mentees and serve to enhance their professional development as program managers.

Members of the Tobacco Control Network's (TCN) Programming Committee created the Mentoring Program in 2005 to:

- Meet an expressed need from the membership
- Promote professional development for members
- Offer service opportunities for members
- Facilitate learning for both mentors and mentees
- Attract and retain new professionals to become actively involved in the TCN

The program benefits both mentees and mentors, and thus state tobacco control efforts as a whole. Benefits may include improved managerial development, enhanced productivity and job performance, greater career and job satisfaction, increased organizational commitment, and more effective socialization into the TCN.

## **B. The Matching Process**

To request to participate in the mentoring program, potential mentors and mentees should contact [tcn@sph.emory.edu](mailto:tcn@sph.emory.edu). Mentees will be assigned a mentor by the TCN. The criteria considered in making a match include region of country, culture, population size and demographics, types of issues faced/political climate, and funding level. Attempts will be made to create a match based on these criteria, but matches will depend on the available pool of mentors at the time of the match.

## **C. The Mentoring Program Experience**

Each mentee and mentor will determine the goals, pattern of contact and quality of interaction between them. Most contact will likely be by phone or e-mail communications over a distance. If the mentor and mentee live close by, however, they may agree to meet in person.

Mentors and mentees will have the opportunity to meet in person at conferences or other TCN business functions. Pairs should set goals for the mentoring relationship within 30 days of being matched and are advised to submit these goals to the [TCN Manager](#).

The TCN will monitor the program to ensure that its quality is maintained. The TCN Manager will periodically check with mentors and mentees to

determine what is working and what is not working, and will also send both parties evaluation forms to obtain more formal feedback. If a relationship flourishes, the TCN wants to know what made it work. If it fades, the TCN will want to know why it didn't succeed.

After the initial introduction/meeting, mentors will be responsible for initiating contact with mentees via phone. During the call, mentors will provide mentees with an overview of the TCN and of tobacco control as a whole. Phone calls and e-mail communications will follow on a regular, as-needed basis as an informal means of providing support to the mentee. Topics that may be discussed include tips for program management, leadership skills, coping effectively with challenges, and how to share information with peers in tobacco control.

#### **D. The Role of the Mentor**

##### **What is a Mentor?**

A mentor is a trusted advisor or guide. The mentor, as a more experienced professional, acts as the informal coach of the mentee. The mentor helps the mentee set specific goals for the mentoring period and work toward meeting those goals.

Although there are a variety of types of mentors, all are expected to be able to:

- Demonstrate commitment, competence, and a willingness to extend knowledge
- Derive satisfaction from helping others succeed
- Be a role model, advisor, and friend
- Have the ability to empathize with another person's struggles
- Be able to see solutions and opportunities as well as barriers
- Build confidence by teaching skills and offering feedback
- Respect and appreciate differences
- Exhibit trust and confidentiality

##### **Who Can Be a Mentor?**

Any TCN member with over two years of program management experience may apply to become a mentor. Mentors must commit to participating in the program for a minimum of 12 months. The mentoring relationship can certainly continue beyond the initial 12-month period if desired. Mentors may choose to work with one mentee at a time, or more, if desired.

Possible Benefits to Mentors:

- Opportunity to contribute to the tobacco control profession
- Strengthened knowledge base
- Improved communication, training, and/or coaching skills
- Increased self-awareness
- Increased networking opportunities
- Expansion of one's worldview

- More reflective practice
- Mentee as a new professional colleague
- Joy of contributing to the development of a fellow professional

### **The Mentor Role Description**

Mentors should discuss with their mentees a role description, so as to define the mentor's duties in relation to the purpose and objectives of the program, as well as the mentee's role.

Suggested guidelines to assist mentors in their role:

- Arrange an individual meeting with the mentee during a CDC/OSH or other national meeting
- Establish goals for the mentoring relationship and agree how often you will communicate
- Notify your mentee of conference calls, symposiums or other types of professional development events that may be of interest
- Share with your mentee your career history and your work responsibilities for past, present and future
- Contact your mentee and the Mentoring Program if circumstances require you to discontinue your participation or if your mentee has not maintained contact
- Complete your program evaluation to provide feedback to the program

Other suggested interactions with your mentee:

- Teach and/or introduce her/him to contacts and networking opportunities
- Share resources
- Suggest reading materials to supplement work
- Share interests and concerns
- Teach her/him how to better balance professional and personal time
- Talk about your management experiences (the good and the bad)
- Be a friend!

## **E. The Role of the Mentee**

### **Who can be a Mentee?**

Any program manager who has less than two years of program management experience may apply to become a mentee.

Possible benefits to mentees:

- Opportunity to learn from someone more experienced
- Improved communication skills
- Increased self-awareness
- Increased professional confidence
- Increased networking opportunities
- Increased awareness of professional issues
- Professional support and encouragement from mentor

- Exposure to new ideas, theories, practices, and/or people that might not be pursued without a mentor's guidance and/or encouragement
- Expansion of one's worldview
- Career growth
- More reflective practice
- Role modeling by mentor
- Mentor as new professional colleague

### **The Mentee Role Description**

In addition to what is outlined in the mentor's role description, mentees are encouraged to adhere to the following goals/responsibilities of the mentoring program:

- Maintain contact with your mentor; professionals have volunteered because they have a genuine interest in your progress and well-being
- Apply what is learned; put patterns of professional behavior into practice
- Recognize the profound differences that exist between professional and personal relationships
- Be willing to consider the advice and follow through with it
- Take full advantage of the assistance offered
- Bring issues/concerns to your mentor
- Share experiences and ask for help
- Be patient
- Contact the [TCN Manager](#) if you run into any difficulties with this program (e.g., getting in touch with your mentor) or with any other questions/comments you may have

Although not necessary, it may be useful for mentees to keep a written journal of their interactions with their mentor in order to help gain full advantage both professional and personally from this program.

### **F. Program Evaluations**

Both mentors and mentees will be sent a 6- and 12-month evaluation form so that the TCN can obtain feedback on the program and the progress of the mentoring relationship. The TCN welcomes personal and confidential comments regarding recommendations for future TCN programming at any time.

### **G. What if the Mentoring Relationship Doesn't Work?**

Mentors and mentees are encouraged to contact the TCN Manager at [tcn@sph.emory.edu](mailto:tcn@sph.emory.edu) with questions in the event that the relationship is not working. Please note that the mentoring relationship is not a legally binding relationship and the TCN is not responsible for any outcomes of the relationships.

**TCN MENTORING GOALS WORKSHEET**  
(Completed by Mentee)

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**I. MENTOR/MENTEE INFORMATION:**

Date:  
Mentee Name:  
Mentor Name:

**II. COMMUNICATION GOALS:**

Mentees and mentors should establish regular means for communication. Phone calls and e-mail communications will follow on a regular, as-needed basis as an informal means of providing support to the mentee. When possible, in-person meetings are encouraged.

- ❖ What is your preferred mode of communication?
- ❖ How often would you like to communicate with your mentor?

**III. MENTORING GOALS:**

The Mentoring Program is intended to improved managerial and leadership development; enhance productivity, coping skills, and job performance; provide greater career and job satisfaction; increase organizational commitment; and promote more effective information sharing and socialization into the TCN. Mentees should determine personal goals for the program and share the expectations with their mentor and the TCN Manager.

<b>Goal #1:</b>	<i>&lt;Insert Description&gt;</i>
<b>Benefits to You or Your Organization:</b>	<i>&lt;Insert Description&gt;</i>
<b>Potential Barriers to Success:</b>	<i>&lt;Insert Description&gt;</i>
<b>Resources/ Support Needed to Achieve Goal:</b>	<i>&lt;Insert Description&gt;</i>

<b>Goal #2:</b>	<i>&lt;Insert Description&gt;</i>
<b>Benefits to You or Your Organization:</b>	<i>&lt;Insert Description&gt;</i>
<b>Potential Barriers to Success:</b>	<i>&lt;Insert Description&gt;</i>
<b>Resources/ Support Needed to Achieve Goal:</b>	<i>&lt;Insert Description&gt;</i>

<b>Goal #3:</b>	<i>&lt;Insert Description&gt;</i>
<b>Benefits to You or Your Organization:</b>	<i>&lt;Insert Description&gt;</i>
<b>Potential Barriers to Success:</b>	<i>&lt;Insert Description&gt;</i>
<b>Resources/ Support Needed to Achieve Goal:</b>	<i>&lt;Insert Description&gt;</i>

Add more goals if necessary! Remember to submit this goals sheet to your mentor and the TCN Manager ([tcn@sph.emory.edu](mailto:tcn@sph.emory.edu)).