



SUGGESTIONS FOR MAKING MENTORING SUCCESSFUL

- **Give it Structure:** The organization needs to provide support and training for mentors and protégés, as well as provide help for setting goals.
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- **Have a Backup:** Protégés should have a backup mentor; Mentors should have a backup protégé.
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- **Recruit Carefully:** People who volunteer are more likely to put in the time and effort necessary to fulfill expectations.
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- **Training and Orientation:** Certain principles need to be communicated beforehand, whether in a formal or informal program.
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- **The Bottom Line:** Both parties need to understand what will be required to make the relationship work. Then they need to commit wholeheartedly, or opt out.
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- **Give Feedback:** Mentors can share appraisals with the protégés supervisors.
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- **Prepare for the End:** Mentoring ends, when the protégé has learned all that he or she can, or when the mentor no longer provides guidance or satisfaction. Talking about this in advance can help avoid hurt feelings or misunderstandings when the time comes. Source: Rosenbach & Taylor (2006). *Contemporary Issues in Leadership*. Westview Press.

