2010 UCAR LEADERSHIP ACADEMY
MENTORING MODEL

Focus on Self-Directed Learning

BACKGROUND

The Leadership Academy Mentoring Program is designed to provide ongoing support for Leadership Academy participants and engage L/A and ELP alumni.

UCAR L/A MENTORING MODEL

The mentor's role is to serve as a guide/coach/resource/support to the Leadership Academy participant's learning. Through this relationship, mentors and learners may enhance the ability to apply the skills and knowledge gained in the L/A program. The duration of the mentoring relationship is initially tied to the duration of the program, but can extend beyond based on mentor/mentee agreements.

Key Elements of the Program

- **Learners/Mentees**—Active, self-directed partner. Involved in identifying, planning, implementing, and evaluating own learning needs.
- **Mentors**—Interactive peer coach or facilitator. Serve as counterpart to learners. Involved in creating and maintaining a supportive climate to promote learning and provide resources. Active as a learner as well.
- **Training and Resources**—Provide training opportunities and resources for mentors to support the program.
- **Continuous Evaluation and Improvement**—Benchmarking, ongoing evaluation and realignment to meet success criteria.
- **Organizational Support**—Promote, support, and value L/A mentoring program by all levels of management to increase success.

RESPONSIBILITIES/EXPECTATIONS:

Mentor Responsibilities:

- Attend Mentor Training
- Skilled in the areas of coaching, goal setting, communicating and problem solving.
- Desire to help and develop mentee.
- Have an open mind and flexible attitude.
- Time and willingness to develop relationships with mentees.
- Be a good listener.
- Respect confidentiality.
- Be available throughout L/A program
- Follow-through with commitments and action items

Mentee Responsibilities:
• Active participants in their own learning/development.
• Willingness to seek out resources and take initiative.
• Have trust and confidence in the relationship.
• Recognize learning can involve taking risks.
• See learning as a continuing process, not an event.
• Share goals and expectations.
• Seek out additional professional development opportunities.
• Follow-through with commitments and action items

**Supervisor/ Manager Responsibilities:**

• Understand the L/A mentoring program.
• Support and encourage mentoring efforts.
• Communicate positive attitude regarding mentoring program.
• Provide reasonable time for mentors/mentees to connect with group, mentees, etc.

**Human Resources Responsibilities:**

• Identify L/A alumni mentors.
• Provide relevant training, resources, and support.
• Provide ongoing evaluation of the program to ensure continuing success

**Organization Responsibilities:**

• Assure an organizational structure exists that supports, rewards and values the program.
• Provide resources, dollars and time for development to occur.
• Reward process and program through: recognition awards, performance evaluations, annual reviews, etc.
• Allow time for the L/A mentoring to show value.

**Chain Reaction Responsibilities:**

• Develop and provide mentor training
• Refresher coaching skills training for mentors/mentees
• Provide ongoing support for mentors/mentees throughout the program