

E-PME



Enlisted
PROFESSIONAL MILITARY EDUCATION

Mentoring 4.E.06

Learning Objective(s): DISCUSS the role and value of mentoring and the Coast Guard mentoring program.

Why You Need to Know This

Mentorship is a supportive relationship established between two individuals where knowledge, skills, and experience are shared. Sometime throughout your career you will be in a position to be mentored, or to mentor someone who needs assistance.

The Coast Guard has established a program to link people together into a mentor/mentee relationship, where both members can benefit from either receiving guidance, or passing on the knowledge and expertise that they have gained through years of Coast Guard and life experience.

This lesson provides information you will need to know regarding Coast Guard mentoring program.

Topics Covered

This section will cover the following topics:

- Mentoring Defined
- Mentor and Mentee Defined
- Elements of a Mentoring Relationship
- Four Main Types of Mentoring
 - Formal
 - Informal
 - Situational
 - Supervisory
- Coast Guard Mentoring Program

At the end of this lesson you will be required to participate in a learning activity. You are encouraged to first review the learning activity and the sign off requirements located in “**You and Your Supervisor**” section off this lesson. Reviewing this information before you begin the lesson will allow you to take proper notes and focus on key learning points.

Mentoring Defined

Mentorship is a supportive relationship established between two individuals where knowledge, skills, and experience are shared. The mentee is someone seeking guidance in developing specific competencies, self-awareness, and skills. The mentor is a person who has expertise in the areas of need identified by the mentee and is able to share their wisdom. The mentee has the opportunity to ask questions, share concerns, and observe a more experienced professional.

Investing time and effort in the cultivation of a mentorship program is a win-win situation for all involved. It enhances the happiness, job satisfaction, and effectiveness of both mentors and mentees; and organization they work for is able to reach its goals, while empowering its people.

Mentoring is similar to teaching, but a few key differences exist. Mentors not only teach, but offer:

- Resources
- Values
- Insight
- Perspectives
- Advice
- Lessons learned

Mentor and Mentee Defined

A person at a higher level within an organization or profession who provides counsel and career guidance.

The mentor is a person who has expertise in the areas of need identified by the mentee and is able to share their wisdom. The mentee has the opportunity to ask questions, share concerns, and observe a more experienced professional. A mentor is usually a senior member willing to share expertise, knowledge, organizational insight, professional advice, or other information with another.

Mentee (or protégé) Defined

This role is that of a less experienced member who works with a mentor. The role requires and assumes a willingness to actively work with and to learn from the experience and wisdom of the mentor.

The mentee is someone seeking guidance in developing specific competencies, self-awareness, and skills. Mentees are usually junior members who wish to enhance their professional development using the advice and counsel of a mentor.

Elements of Mentoring Relationship

For a mentor/mentee relationship to occur the following elements must exist:

- Mutual respect
- Trust
- Caring
- Mutual support for growth

The Mentoring relationship creates the necessary context of safety and confidence for the mentor and mentee to take the risks of trying new work strategies and of learning in front of each other. This context is necessary for accelerated professional growth.

Types of Mentoring

Mentoring can take various forms. The different types of mentoring include:

- Formal
 - Informal
 - Situational
 - Supervisory
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Formal Mentoring

Formal mentoring is a relationship that has an agreed to beginning and end, a method for no fault termination, a formal matching of the mentor and mentee, and agreed upon goals, objectives and checkpoints.

Formal mentoring has benefits for both the mentor and mentee:

- It can increased productivity
- Improve performance
- Provide greater career satisfaction

The benefits of a formal mentoring program for the Coast Guard is:

- Professional development of personnel
 - Job satisfaction and retention of personnel
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Informal Mentoring

Informal mentoring typically occurs when a mentee seeks out a mentor for career advice. It can also be initiated by the mentor who reaches out to a mentee whom they believe would benefit from advice and experience. These relationships tend to grow over time and can be very effective and rewarding.

Situational Mentoring

Situational mentoring is “the right help at the right time” provided by someone when a mentee needs guidance and advice. It is usually short term to address an immediate situation, but may transition into a more long-term connection.

Supervisory Mentoring

The last type of mentoring is known as Supervisory mentoring. It is expected that all supervisors in the Coast Guard will provide this type of mentoring to their subordinates. The Individual Development Plan (IDP) is a tool that the supervisor can use to help them. The IDP outlines expectations for coaching and feedback. Most frequently this type of mentoring is informal and relates to day-to-day guidance about the current job.

As leaders, supervisors should encourage mentoring, and encourage their subordinate to seek other sources when they (the supervisor) are not the subject matter experts.

Coast Guard Mentoring Program

The Coast Guard’s mentoring guidance website (<http://www.uscg.mil/leadership/>) provides information and guidance on the mentoring program as well as linked access to the other program elements. Revisions, additions and changes to the mentoring program are announced using this website.

Learning Activity



To successfully complete this requirement you will need to read the exercise found on the next page and discuss your answers with your supervisor.

Exercise

Use the form provided in your Individual Development Plan (IDP), and identify areas in your life where mentoring would benefit you in achieving your goals, write them down and decide the type of mentoring (from the four listed above), and how you plan on seeking out mentors to assist you in your goals.

For You and Your Supervisor

In order to meet the sign-off requirement for this lesson **YOU** must perform the following:

1. Prior to meeting with your supervisor review the contents of this lesson and organize your thoughts.
2. Present your answers to the exercise above.

Before signing off on this requirement your **SUPERVISOR** must:

1. Make sure the member understands the topic.
 2. Provide the member with corrective feedback and answer any questions they may have related to this topic.
 3. Sign-off the check-off sheet on the Record of Enlisted Professional Military Education (E-PME) Performance Requirements
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References

The references used to develop this lesson can be found at CG Directives (CG-612), www.uscg.mil/directives:

- Coast Guard Mentoring Program, COMDTINST 5350.24 (series)
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Other Reading Resources

- On-line Mentoring Training Course at <https://cgportal.uscg.mil/delivery/Satellite/trained> (found under the Leadership/Manager/Communications tab)
 - <http://www.uscg.mil/leadership/>
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