iMAP Mentoring Resource Guide
Inspire, Mentor, Participate!


This article discusses the means by which a mentor and mentee can have a powerful relationship within an appropriate environment. It explores the roles of the mentor, successful mentee behaviors, and the types of relationships that can develop as well as how to find a mentor and initiate a relationship.


This article describes the characteristics of the mentoring relationship and discusses its importance. The article also explores methods of fostering mentorship as well as potential barriers.


While this article is specific to dental faculty, it defines mentorship and its benefits as well as highlights the goals, actions, and effective characteristics of mentorship. It also discusses the issues of formal vs informal mentorship, mentorship pitfalls, and the effects of race, gender, and culture on mentorship.


While this article is specific to dental faculty, it discusses the characteristics of mentors and mentees that foster effective mentorship relationships. It reviews the literature on the importance and benefits of excellent mentorship.


This article uses qualitative techniques during telephone interviews of medical faculty to identify major themes. It found that 98% of participants identified lack of mentoring as the first, second or most important factor hindering career progress. Also discusses the need for the correct interpersonal match between mentor and mentee and to maintain clear boundaries with cross-gender mentoring.


Article focuses on on junior faculty at University of California, San Fransisco. Found that junior faculty with more patient care and teaching responsibilities were less likely to have a mentor compared to those in research. Maybe we could loosely apply these findings to new professionals who have greater responsibilities/time commitments at work?


A handbook created by the Special Librarians Association providing guidance to establish a mentorship program. Provides definitions, role and characteristics of a mentor, a mentee and
stages to developing a relationship. Has a questionnaire for the mentor/mentee that aims to assist in matching individuals.


A review of the ancient mentoring relationship in the Odyssey and Socrates and its application to psychotherapy, clinical and research training. Identifies the need for the mentor’s ability to validate the ideal in the student, inspire an inquisitive quality for knowledge and to be aware of the developmental phases of the mentee and the mentor.


A review of studies from 1979 -2009 exploring the benefits of the mentor-mentee relationship from the mentor standpoint. While set in nursing and case management settings, they conclude that mentors more fully realize their strengths and weaknesses, strengthen their roles in companies through a positive self-assessment, increase their education related interactions including research and reinforce their purpose.

**Doerksen, K. What Are the Professional Development and Mentorship Needs of Advanced Practice Nurses?.** *Journal of Professional Nursing.* 2010; 26:141-151/ This article deals with advanced practice nurses and the view that there is a need for both formal and informal mentorship, mentorship needs change over time and there are intellectual, administrative and financial supports needed for mentorship. More importantly, the appendix offers a likert scale assessment tool that evaluates experience and interests in direct care, support of systems, research, education and leadership that may be helpful in determining a good mentor match.

**Triple Creek Enterprise Mentoring Systems, (n.d.) Resources Overview.** Retrieved from [http://www.3creek.com/index.php?/resources/resources-overview.html](http://www.3creek.com/index.php?/resources/resources-overview.html)

This website provides a vast array of articles, handouts and informational videos regarding aspects of mentorship including but not limited to developing the right mentoring mindset, developing a mentor culture, mentoring’s impact on mentors, formalizing informal learning, employee engagement and mentoring, mentoring and productivity/effectiveness and mentoring and retention. It can be difficult to get to the actual academic articles, but using the reference section of the handout proves to be effective.


This article explores the experiences, learning, and development of promising novice therapists throughout their first year of practice. One of the four themes that emerged was how these novice therapists in their first year of practice were strongly influenced by the clinical environment and practice community. Participants who entered an environment where there was a mentoring program for new therapists found this very helpful and an effective work-place support for their development. Mentoring occurred both formally and informally.


One of the purposes of this article was to determine how reflection is used to direct and assess

This study explored difference in clinical decision-making abilities and processes between novice and experienced physical therapists and presented a model of the factors that influence clinical decision-making. Although the factors that novice and experienced physical therapists use to make clinical decisions were different, mentorship was identified as a factor that was shared by both groups. The mentoring relationships, skills, and behaviors provided the participants with the tools that are the foundation of clinical decision-making and that are also part of the immediate and ongoing nature of clinical decision-making. The results of this study may be used by employers to develop and structure mentoring and professional development opportunities for novice and experienced staff members.


Communities of practice is a concept for understanding knowledge sharing, management, and creation in the workplace. The concept has been used in business for over 20 years, but the use of communities of practice in health care has been limited. This article examined how communities of practice were defined and used in business and health care. The authors also evaluated the evidence of effectiveness of the communities of practice used in the health sector for improving best practices and mentoring new practitioners. Four characteristics were shared by the business and health care communities of practice - social interaction, knowledge-sharing, knowledge-creation, and identity building. In addition, compared to the business sector, health care communities of practice focus mainly on fostering social interactions at the workplace or during task-oriented activities, such as a journal club. Social interaction of individuals in formal or informal settings and knowledge-sharing may be key components of mentoring new practitioners. The authors concluded that the communities of practice concept is relevant for guiding the development of groups, teams, and networks, but requires further research that will support the development of groups that share and create relevant knowledge, skills, and best practices.

White HK, Buhr GT, Pinheiro SO. Mentoring: A key strategy to prepare the next generation of physicians to care for an aging America. JAGS. 2009;57(7):1270-1277.

Although the title of the article focuses on the need to develop physicians who specialize in caring for older adults, the article has excellent content about the purpose of mentoring, role of the mentor, behavioral functions that comprise the mentoring process model, role of the mentee/protege, mentoring pitfalls, evaluation of the mentoring relationship, and development of mentors. Of special note, the authors often refer to the role of professional organizations in equipping the mentor with the skills and behaviors that are required in the mentoring relationship. They state, “Professional organizations should step forward to provide greater opportunities for potential mentors to receive training that will enhance their effectiveness.” Therefore, this article is a good resource for an overview of mentoring.