

Mentor Traits and Skills Inventory¹

Suggested Use: Reflect on your mentoring practice using this list of traits and skills of effective mentors. Identify 3-4 points that you consider your strengths and 2-3 areas where growth is needed. Make a plan for working on the areas of growth that you have identified. Discuss with your mentor.

Matters of skill

- [2] Is accessible
- [3] Knows the protégé
- [4] Expects excellence (and nothing less)
- [5] Affirms, affirms, affirms
- [6] Provides opportunities
- [7] Is a teacher and a coach
- [8] Encourages and supports
- [9] Shapes behavior using positive reinforcement
- [10] Offers counsel in difficult times
- [11] Protects when necessary
- [12] Stimulates growth with challenging assignments
- [13] Gives protégé exposure and promotes visibility
- [14] Nurtures creativity
- [15] Provides correction – even when painful
- [16] Gives the insider perspective
- [17] Narrates growth and development
- [18] Self-discloses when appropriate
- [19] Accepts increasing friendship and mutuality
- [20] Teaches multifaceted lifestyle
- [21] Is an intentional model
- [22] Displays dependability

Matters of style and personality

- [23] Exudes warmth
- [24] Listens actively
- [25] Shows unconditional regard
- [26] Respects privacy and protects confidentiality
- [27] Tolerates idealization
- [28] Embraces Humor
- [29] Does not expect perfection
- [30] Attends to interpersonal cues
- [31] Is trustworthy
- [32] Respects personal and cultural values
- [33] Encourages protégés to relate with others

¹ The list is based on Johnson & Ridley (2008) *The Elements of Mentoring*. The number in brackets refers to the chapter where the trait or skill is explained.

Arranging the mentor-mentee relationship

- [34] Carefully considered the “match”
- [35] Makes expectations clear
- [36] Establishes measurable goals
- [37] Defines relationship boundaries
- [38] Considers protégé’s relationship style
- [39] Describe potential benefits and risks
- [40] Is sensitive to gender
- [41] Is sensitive to race & ethnicity
- [42] Fosters mentoring constellations
- [43] Plans for change at the outset
- [44] Schedules periodic reviews or evaluations

Matters of integrity

- [46] Practices self-care
- [47] Is productive
- [48] Resists cloning
- [49] Is competent
- [50] Holds oneself accountable
- [51] Respects the power of attraction
- [52] Accepts the burden of power
- [53] Practices humility
- [54] Never exploits protégés
- [55] Balances advocacy with gate-keeping

Matters of restoration

- [56] Above all, does no harm
- [57] Slows down the process
- [58] Tells the truth
- [59] Seeks consultation
- [60] Documents carefully
- [61] Disputes own irrational thinking

Matters of closure

- [62] Welcomes change and growth
- [63] Accepts endings
- [64] Finds helpful ways to say goodbye