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## FACULTY MENTORING CIRCLES CONNECTION (FMCC) MENTOR COMPETENCIES DEFINED

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### **Supporting**

Supporting includes those actions and behaviors that affirm the validity of the mentee's actions and allow the mentee to feel safe and sustained throughout the learning process. The mentee experiences understanding, comfort, and trust in the relationship and believes that the mentor has the mentee's best interests at heart.

### **Challenging**

Challenging behaviors are those that attempt to raise the level of expectations and skills of the mentee. The challenger nudges the mentee beyond the comfort zone, raises expectations, and encourages the individual to accept activities that are increasingly difficult. Challenging examines the gaps between where the mentee is and the potential levels of achievement.

### **Pathfinding**

Pathfinding involves assisting the mentee to select and organize experiences that lead to learning and growth. Pathfinding behaviors include acting as a trusted guide and personifying what is possible for the mentee. Pathfinding helps the mentee to see not only the tasks ahead, but also the broader context in which the tasks are taking place and the meaning behind involvement in them. Pathfinding includes taking a long-term, "big picture" view of planning and selecting experiences and activities.

### **Empowering**

The empowered person has the freedom to decide and has developed the skills to make solid decisions and take appropriate action. Empowering may involve helping the mentee to think through concepts, to plan and evaluate potential actions. Empowering also includes relinquishing control, giving someone an opportunity to succeed or fail, and assisting the mentee in evaluating options. Empowering behavior assists the mentee to clarify thoughts and feelings on issues in order to be able to decide and act.

### **Double-Loop Learning**

Double-Loop Learning moves beyond simple problem solving (single-loop learning) to examine trends and root causes of issues. The double-loop learner is one who, in the solving of one problem, always learns something about preventing similar problems from occurring. This learner examines how their own actions, habits, and thoughts may be contributing to problems at hand.

### **Managed Learning**

Managed Learning covers the actions that engage the mentor and mentee in specifically planning and managing the mentee's learning. This includes establishing learning goals and defining the developmental strategies the mentee should employ. Managed Learning is concerned with consciously organizing the short-term as well as the long-term. Learning is managed through evaluation of progress and following up with specific activities to further the development process.