

Mentoring Element	Changing Paradigm	Adult Learning Principle
Mentee Role	From: Passive Receive To: Active Partner	Adults Learn best when they are involved in diagnosing, planning, implementing, and evaluating their own learning.
Mentor Role	From: Authority To: Facilitator	The role of the facilitator is to create and maintain a supportive climate that promotes the conditions necessary for learning to take place.
Learning Process	From: Mentor directed and responsible for mentee's learning To: Self-directed and mentee responsible for own learning	Adult learners have a need to be self-directing
Length of Relationship	From: Calendar focus To: Goal determined	Readiness for learning increases when there is a specific need to know.
Mentoring Relationship	From: One life= one mentor; one mentor=one mentee To: Multiple mentors over a lifetime and multiple models for mentoring individual group, peer models	The life experiences of others add enrichment to the learning process.
Setting	From: Face to Face To: Multiple and varied venues and opportunities	Adult learners have an inherent need for immediacy of application.
Focus	From: Product oriented knowledge transfer and acquisition To: Process oriented ; Critical reflection and application	Adults respond best to learning when they are internally motivated.

Appendix B

Mentor and Protégé Responsibilities

Mentor Responsibilities

- Encourage and model value focused behavior.
- Share critical knowledge and experience.
- Listen to personal and professional challenges.
- Set expectations for success.
- Offer wise counsel.
- Help build self-confidence
- Offer friendship and encouragement.
- Provide information and resources.
- Offer guidance, give feedback and cheer accomplishments.
- Discuss and facilitate opportunities for new experience and skill building.
- Assist in mapping career plan.

(Sprafka & Kranda, 2000)

Protégé Responsibilities

- Clearly define personal employment goals.
- Take and follow through on directions given.
- Accept and appreciate mentoring assistance.
- Listen to what others have to say.
- Express appreciation.
- Be assertive – ask good questions.
- Ask for help when needed.
- Share credit for a job well done with other team members.
- Respect the mentor's time and agency responsibilities.

(Sprafka & Kranda, 2000)