## What is mentoring?

Mentoring is the process of building relationships that provide knowledge and guidance. It involves asking questions of and learning from others, including superiors and experts. Traditional mentoring involves close relationships that serve two different functions: 1) career-related functions such as providing visibility and coaching, and 2) personal and interpersonal functions, like counseling and encouragement.

Why should you invest in mentoring?

It helps employees align with the university.

## In some cases, you should be a source of information.

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## In other cases, you should be guiding them to an answer instead of providing them with one.

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## Use your own reference pool to your advantage.

If you have/had mentors that made a significant difference in your life, think about the traits they had and actions they took that stuck out to you. Aspire to embody that with your direct epo U e o o n ne o k o lea n mo e on bjec o don kno abo and o keep your direct reports up to date.