**VA4: Typical pitfalls and problems for persons responsible for the mentoring scheme**

**N.B.** trainer/s can add any new pitfalls and problems to the list that they might have observed or experienced. Then print them out and cut them into separate pieces of paper to hand out to participants for the Module 3 Full-group advice clinic: Typical pitfalls and how to avoid them.

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| 1. | Mentor not appreciating the skills they need; not getting or asking for help |
| 2. | Mentor demonstrating an imbalance between support and challenge |
| 3. | Mentor taking over; too much control, giving advice, always doing the problem-solving |
| 4. | Mentor doesn’t see themselves as learning too, results in teacher/pupil relationship |
| 5. | Mentor and/or mentee unwilling to give/receive feedback or doing so ineffectively |
| 6. | Departmental culture, e.g. lack of trust, people used to direction not empowerment |
| 7. | Time required for mentoring not respected, e.g. by senior management |
| 8. | Decisions about setting up mentoring based on inadequate knowledge/understanding |
| 9. | Insufficient freedom for mentor and mentee to work in their own way – too many rules |
| 10 | Lack of commitment – from the top, the mentor, mentee, the mentee’s supervisor |
| 11. | No monitoring system to pick up problems with the scheme early on |
| 12. | Poor selection processes for getting on to the scheme e.g. lack of openness, people thinking it’s for a special few when they get rejected |
| 13. | Inappropriate mentors who encourage old behaviours no longer wanted in the department |
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Etc.