

Frequently Asked Questions

1. What is a formal mentoring program?

Mentoring is one component of our overall colleague development strategy. It is an opportunity to strengthen organizational relationships, align people and processes, develop colleagues to achieve their full potential, and build leaders. Our clinical and operational success, as well as the sustainment and growth of our Ministry, are possible only if we attract, retain, and develop highly engaged leaders and colleagues.

2. How is mentoring different from coaching?

Mentoring and coaching can overlap. However, there are some distinct differences. Mentoring is a dynamically reciprocal, long-term relationship that focuses on development. A mentor is a confidential sounding board and guide. In addition, a mentor is outside of the mentee's hierarchy and their role is to provide perspective and ask thought-provoking questions. Coaching is (typically) a one-way, short-term relationship that focuses on performance improvement. A coach provides direction on specific skill development and is often required to provide an evaluation as part of the process.

3. Who is eligible to participate?

Applications for mentors and mentees are welcomed from all Trinity Health colleagues who meet the following criteria:

Mentors

- Tenure of at least one year with Trinity Health
- Senior Manager or above
- Must have a degree (Bachelor's or above)
- Performance rating must be at a level of "meets expectations" or above
- Must not be on a performance improvement plan
- Must be an exempt-level colleague
- Must obtain supervisor approval prior to applying
- Demonstrated interest in developing talent

Mentees

- Tenure of at least one year with Trinity Health
- Performance rating must be at a level of "meets expectations" or above
- Must not be on a performance improvement plan
- Must be a full-time, exempt-level colleague
- Must obtain supervisor approval prior to applying

4. How does the matching process work?

Applications that meet all criteria will be forwarded to our external strategic partner, Access One Consulting. The Access One Consulting team has been trained to identify the best match/fit scenarios based on the following:

- Availability
- Desired mentee growth areas
- Mentor competency areas
- Purposeful cross-demographic matching

Additionally, mentees are interviewed to identify what they are looking to get out of the program and what they are looking for in a mentor. Mentors are interviewed to identify the strengths they can bring to the partnership. Interview and application data are used to determine the match. The program does not accommodate requests to have a specific colleague to be their mentor/mentee.

5. What's in it for mentors?

Most mentors find their mentoring relationship to be extremely rewarding for a wide variety of reasons. During the first meeting, mentees should take a few minutes to ask their mentor about their goals and expectations. Allow time to "check in" with each other several times throughout the year about the benefits you are **both** experiencing in your mentoring relationship.

6. Who will the mentors be?

Mentors are experienced leaders from across Trinity Health who have a desire and passion for developing others.

7. How does geography impact matches since this is a system-wide program?

The mentoring program is virtual, and geography does not impact the matches.

8. How long does the program last?

The time commitment is one year, May 2023 through April 2024.

9. What time commitment is required?

Successful mentoring partnerships meet approximately one to three hours monthly for one year. Some additional preparation time (one to two hours) may be required between meetings. Additionally, mentors and mentees participate in a mid-year check-in to share best practices, address partnership or process challenges, and enhance their leadership competencies. Lastly, mentees have a one-hour professional development/networking workshop quarterly.

10. How will the participants identify the learning goals for their monthly meetings?

Mentees will complete the Insights Discovery Assessment, which will help identify development areas. Additionally, during the program orientation, a facilitator leads mentors and mentees through a structured process that helps them to define roles, responsibilities, and partnership goals. Please note that the mentoring program is a mentee-driven, mentor-guided process. Mentees are expected to identify their desired development needs and focus their monthly meetings on those development needs.

EMERGE

Trinity Health Mentoring Program

11. I'm interested. How do I apply for the program?

All participants (mentors and mentees) must apply through Workday. Please see the [job aid](#) for information regarding applying through Workday. Please contact the Emerge team (Emerge@Trinity-Health.org) if you need any assistance or have questions. It should also be noted that the application process requires supervisors to sign off on your application through Workday. If you apply for this development opportunity, please make your supervisor aware of your pending application and the available job aid to assist them in approving your application.

12. If I am not selected, may I reapply for the next cohort?

Yes, you are encouraged to apply for the next cohort. Please reapply when the application window for the next cohort becomes available in Workday.

13. I have questions, whom can I contact?

If you have any questions, please email the Emerge team at Emerge@Trinity-Health.org.