



Lesson Guide

Mentoring

10 May 2022



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Purpose

This lesson guide is designed to support the local development of Flight Commander Leadership Course materials. Selected facilitators should use this guide as they prepare presentation materials. For more information on how lessons are structured, or how to use them in the course, see the **Course Director's Handbook** or online Facilitator Resources.

Scope

Mentoring plays a pivotal role in developing individuals both personally and professionally. Mentorship is a type of professional relationship in which a person with greater experience and wisdom guides another person towards enrichment. The overall goal of the Department of the Air Force Mentorship program is to help Airmen and Guardians (officer, enlisted and civilian) maximize their full potential.¹

Mentoring is an inherent responsibility of leadership. Flight Commanders in today's Air Force, through mentoring, must be able to promote a climate of inclusion that can help foster and develop the diverse strengths, perspectives, and capabilities of all their Airmen and Guardians. You should focus on mentee development that gives mentees the ability to manage their own development and learning.¹ In addition; Flight Commanders should seek mentorship from more experienced leaders. Mentoring is learning focused. For all of this, you must be familiar with the Department of the Air Force's Guiding Principles of the Mentorship program (see additional handouts).

Recommended Objectives

By the end of this lesson, the participant should be able to:

1. Explain the difference between mentoring, coaching, and formal feedback.
2. Understand how to effectively seek mentorship and mentor Airmen and Guardians.
3. Recognize the characteristics of a successful mentor/mentee relationship.

Recommended POC / Presenter

- Squadron-level leader (DO, CC or equivalent)

Recommended Length:

- 25 minutes (inclusive of questions)

Recommended Approach

- Informal briefing and discussion

Lesson Connections

- **Professional Development**-everyone has room to grow and, whether through PME or academic degrees, we should all seek the advice and knowledge of others in order to make the best career decisions possible.

- **Developing Others**-the development of others does not occur without a level of intentionality and honesty concerning the behaviors, actions, and performance of others to include areas of weakness as well as an realistic outlook of their next steps.
- **Communication in Command**-mentorship and feedback are critical components in the development of others. There must be no room for misinterpretation or misunderstanding by either member when dealing with the careers of others.
- **Conducting and Documenting Feedback**- mentorship and feedback are critical components in the development of others. Feedback must be clear, behavior-focused, timely, actionable, and aimed at the development of the recipient or it will be of little/no use.

References

¹AFH 36-2643, *Air Force Mentoring Program*, 17 May 2019.

Additional Resources

Visit the Department of the Air Force mentoring site <<https://www.af.mil/About-Us/Mentoring/>> to see additional materials such as:

- DAF Mentoring Communications Handout
- USSF Mentoring Coaching Feedback visual