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Case study one: The new employee

Everyone needs to know if they are on the right track. In a company, employees want to be recognized for their work, but it is also essential that there is guidance on what needs to be improved or corrected in order to improve their performance and grow professionally. In this context, feedback plays an important role. My ethical task as Toya's mentor would be to be totally honest with her, and feedback must be strategic and constructive to be effective; therefore, it needs to be based on clear objectives or measurable results, in this case, Toya's performance and productivity.

First of all, I would have omitted asking her what she would say if someone told her how to improve in her work because that question can cause a bit of anxiety and tension in the person. In my experience, effective feedback is based on two steps. The first is that you have to speak professionally, sometimes, we let ourselves be guided by the emotions we may feel, but in the topic of work, this should be taken with caution; we cannot expect the people we mentor to be open to criticism when they put them on the defensive by blaming or shaming; it is essential to give feedback in private and never in public. The second step is to mention the positives at the beginning and at the end; sometimes, we only focus on the things that need to be improved, which can cause the person to only focus on their weaknesses and try to fix them, leaving aside the strengths they already have in place. I would start by telling Toya about all her successes, the good

decisions she has made, the ideas and opportunities she has had, and congratulate her for her effort and dedication. Then, after this positive review that will make her stay committed and involved in the company, I would tell Toya the weaknesses she has had in order to transform them into an opportunity for improvement for both her and the company. During that process, it is of great importance to check in with her frequently to make sure she knows where she stands with respect to the company's goals. Being attentive and understanding is also important, so asking her how she thinks she is doing her job and how she can improve can help a lot; I would also make it clear to her at all times that I seek to be her ally in the search for alternatives to increase her potential.

A mentor is a professional who has previous experience in something and decides to share his or her knowledge in a disinterested way with other people with less experience to help them grow in their companies. My mission as Toya's mentor is to act as a guide and enhance her professional talent. My responsibility to both Toya and my supervisor is to do my job well, to be critical and objective with the plans I have to help the company by helping Toya. The attitude I must have must be constructive and listening, but always making my position clear; I have to help her by making her see where the weak points are and how to solve them to accelerate growth, always with empathy and a constructive attitude.

A potential risk of taking on this responsibility is that the person I am mentoring may take it personally and think I am attacking them, so when I try to help, I have to do it in the right way, being careful with my words.

Things would have been different if I had used the linear communication model. Although this model has advantages, I think it can have disadvantages as well, such as information overload, which could cause Toya to get confused among so many messages. Lack of motivation can also become a disadvantage, as Toya could choose not to make the extra effort asked of her as she could feel like a victim of attack, simply because she does not have the option to participate in the conversation. This is why I feel that the transactional communication model is best for this situation, as it allows me as a mentor and Toya as an employee to express what we have to say.