Mentoring
Suncoast District Career Development Conference 2017

Cultivate Your Potential

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For Internal Use Only
Everyone Can Be A Mentor

Coaching
Training
Guiding
Listening
Advising
Assisting
Sharing
Motivating
Encouraging

Create A Mentoring Moment.
Feeling valued. Adding Value.
Mentoring is...

**mentor**

/ˈmɛnˌtɔr, ˈmenˌtɔr/

*noun*

1. an experienced and trusted adviser.
   "he was her friend and mentor until his death in 1915"
   *synonyms*: adviser, guide, guru, counselor, consultant; confidant(e)
   "his political mentors"

*verb*

1. advise or train (someone, especially a younger colleague).
Mentoring

“One of the Greatest Values of mentors is the ability to see ahead what others cannot see and to help them navigate a course to their own destination.”

John Maxwell
Mentoring

What one word would you use to describe a mentor?

Trust
Character
Successful
Leader
Direct
Active
Professional
What can Mentoring do?

Mentoring can help Mentees to:

- Address the issues and concerns of their daily working life.
- Improve their performance and satisfaction levels.
- Build relationships with colleagues.
- Manage the integration of job, career and personal goals.
Mentoring Principles

The Mentee drives the Mentoring agenda.

Engagement is on a voluntary basis for both the Mentor and the Mentee.

The Mentoring relationship is confidential.

Mentoring is non-directive in its approach.

It is a relationship built upon trust and mutual respect.
The Mentor empowers the Mentee to take responsibility for their own learning and career development.

The relationship places no obligation on either party beyond its developmental intent.
Mentoring Cycle

1. Building Rapport
2. Contracting
3. Direction Setting
4. Progress Making
5. Maturation
6. Closure

Phase 1: Clarifying Expectations
Phase 2: Productive Phase
Phase 3: Maturation & Closure
Mentoring

...Either By

Deed

Action

Word

Example

"We make a living by what we get, we make a life by what we give."

Winston Churchill

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Mentoring

A coach will refine specific skills for a specific task and performance expectations.

A Mentor will establish a deep personal interest and relationship with the “Mentee”. This is a long term relationship that continues to grow and develop over a long period of time.
Mentoring

Whether looking or wanting to become a mentor the traits are the same

Must...

Be personally involved

Have a willingness to share

Demonstrate positive attitude and enthusiasm

Challenges themselves to continued learning and development
Mentoring

Cons – (Without a Mentoring Program)

Doubt, distress, decay, defeat, decline, delay, divorce, doom, disregard, disobedience, dishonesty, division, death and dependence (instead of independence).
Mentoring

Pros – With a Mentoring Program

Diverse, Driven, Devoted, Deliberate, Delegation, Decisive, Dedicated
Rationale

The rationale for Academic Mentoring is to support the professional growth of the individual who is in the early stage of their career and to promote excellence in teaching & learning, research and academic leadership.
Mentorship

A mentor is an individual with expertise who can help develop the career of a mentee. The mentor guides, trains, advises, and promotes the career development of the mentee.

Two types of mentoring functions:

- Career
- Psychosocial
Mentoring Functions

Career Functions: Help the mentee learn the ropes and prepare for career advancement.

- Coaching
- Challenging assignments
- Exposure and visibility
- Protection
Mentoring Functions

Psychosocial Functions: Help the mentee develop a sense of competence and clarity of identity.

- Role-Modeling
- Acceptance and confirmation
- Counseling
- Friendship
Advantages of Mentoring

Advantages for the mentee:

− Career advancement
− Salary
− Organizational/professional identification

Advantages for the mentor:

− Career enhancement
− “Passing the torch to a new generation”
− Learning from mentee – new technologies, new developments, important features of next generation
Role of Mentors

Offer advice that helps mentee develop – role is NOT to make decisions for mentee or micromanage.

Train to be efficient. Guidance and advice for one mentee may also be appropriate for another.
Role of Mentors cont.

Be aware of potential pitfalls: overdependence of mentee, mentee exploitation of mentor’s influence.

Be sensitive to differences between developing a mentee and using a mentee.

Be aware of dynamics of relationship: Developmental needs may change.
How Mentors Help Others Learn

‘The Guide’ - Hands on guidance, explaining how and why; creating opportunities to learn

‘The Challenger’ - ‘Making Waves’; challenging, stimulating, questioning, probing

‘The Role Model’ - Unseen, largely unfelt. The Mentee unconsciously adopts aspects of the mentor’s thinking behaviours and/or style

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Advice to Potential Mentees

Get mentors now! Internal mentors help with current organizational issues. External mentors help with larger career issues and future organizational moves.

- Be proactive

- Adopt a learning orientation

- Set SMART developmental goals
  - Specific
  - Relevant
  - Measurable
  - Time-bound
  - Attainable
Role of Mentees

Seek counsel and advice, not a supervisor who directs actions.

Be aware of potential pitfalls: Overbearing mentor, mentor exploitation of mentee’s work.

Be sensitive to the difference between asking for help/advice from your mentor and demanding favors from your mentor.

Synthesize lessons learned from all mentors – become your own person.

Recognize dynamics of relationship.
**Advice to Potential Mentors**

Recognize that mentee may be uncomfortable asking for help – break ice by sharing some of your career experiences

Stay in your zone of expertise/experience

Be clear that mentee sets pace of relationship

Advise, do not manage

Extend mentee’s developmental network – suggest additional mentors to address unique needs
Skills Required By Mentors

Ability to build rapport with the mentee
Communication skills
Feedback skills
Questioning skills
Listening skills
Interpersonal skills
After the Program Ends

Many relationships come to a natural end when a mentee learns enough to be independent from specific mentors.

New mentoring relationships with others may be more beneficial than continuing an exhausted relationship.

Program end may not mean the end of the relationship – informal mentoring can continue if both parties agree.
Summary – Key Points

‘Contracting’ at the beginning of the partnership
  – Discuss and clarify each other’s expectations
  – Be clear about roles
  – Agree logistics such as meeting arrangements (location, frequency etc.)

Maintain a structure i.e. clear goals, actions between meetings.

Review relationship regularly – is it still of value?
Continue only as long as there are goals to achieve.

Mentor style is guiding and facilitative.

Keep it confidential.
Video

- https://youtu.be/7qK5Og2MF0Y