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AN INTRODUCTION TO MENTORING
Formal mentoring programs to enhance equal opportunities

90's
• Research highlights role of networks and mentoring.
• Debate on equal opportunities at CH universities.

Examples from USA
• AWIS etc.

2000- Federal Programs for Equal Opportunities
• Creation of equality offices & EO action plans
• Incentives for EO in faculty hiring
• Funding of mentoring programs.
• Support for crèches / dual careers.
## Functions of mentoring in literature

Alean-Kirkpatrick (2014)

<table>
<thead>
<tr>
<th>Career function</th>
<th>Reciprocal relationship</th>
<th>Role model function</th>
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<tbody>
<tr>
<td>• Ease development of mentees career</td>
<td>• Mutual acceptance and confirmation</td>
<td>• Personal norms, values and attitudes</td>
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<tr>
<td>• Discuss strategies and provide feedback</td>
<td>• Strengthen self-competence</td>
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<tr>
<td>• Enhance professional and personal growth</td>
<td>• Encourage effectiveness</td>
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<tr>
<td>• Increase visibility</td>
<td><strong>Psychosocial function</strong></td>
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<tr>
<td>• Sponsorship</td>
<td>• Listening, supporting, encouraging</td>
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Role of mentor
Role of supervisor

• Supervisors also provide functions of a mentor
• Mentors have a non-judgemental role
• Supervisors role is to judge

• Mentor vs. Sponsor
• A mentor advises the mentee
• Sponsors advocate for their protégés.
Role / characteristics of a mentor
(Brewerton, 2002)

- Listening and communication skills
- Experience and willingness to share his/her experience
- People skills, ability to stretch and challenge others
- Enthusiasm, positive outlook (yet able to be realistic)
- Respect, honesty, self-assurance
- High personal standards
- Professional commitment and integrity
- Genuine interest in -and experience of- developing others
- Willingness to find time
**Styles of mentoring**
Alean-Kirkpatrick (2014), according to Klutterbuck (2004)

- **Stretching** -> task focus
  - Networking
  - Finding and using Resources
  - Challenging Coaching (as in sport)

- **Nurturing** -> support focus
  - Emphatic listening
  - Counselling
  - Guiding Advising

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<thead>
<tr>
<th>Non-directive</th>
<th>Directive</th>
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<tr>
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<tr>
<td>Mentee’s role</td>
<td>Types of questions</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
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<tr>
<td>(Alean-Kirkpatrick, 2014)</td>
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<tr>
<td>• Driver of the Relationship</td>
<td>• Stories</td>
</tr>
<tr>
<td>• Development Planner</td>
<td>• Situations</td>
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<tr>
<td>• Ressource Partner</td>
<td>• Self-perception</td>
</tr>
<tr>
<td>• Continuous Learner</td>
<td>• Competence building</td>
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The Role of the Mentee
(according to Johnson, 2007)

- Be proactive
- Keep commitments
- Demonstrate openness to feedback
- Demonstrate responsiveness to coaching
- Communicate honestly and clearly
- Accept increasing responsibility and autonomy
- Accept imperfection and admit to mistakes
- Be mindful of your mentors goals (reciprocity)
- Keep your expectation reasonable
What is important for mentoring relationships to succeed?
(Allean-Kirpatrick 2014 according to Megginson & Clutterbuck 2007)

- Initial rapport (needs authenticity)
- Broad sense of purpose, mutual understanding what the relationship is about (goal clarity)

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<table>
<thead>
<tr>
<th>High clarity</th>
<th>Low clarity</th>
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<tbody>
<tr>
<td>Task-focussed</td>
<td>«Going through the motions»</td>
</tr>
<tr>
<td>Debate rather than dialogue</td>
<td>Little can be expected</td>
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<table>
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<tr>
<th>High rapport</th>
<th>Low rapport</th>
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<tr>
<td>Open dialogue</td>
<td>Friendship</td>
</tr>
<tr>
<td>Shared expectations</td>
<td>Lack of direction</td>
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<tr>
<td>Openness to mutual benefit</td>
<td>Short-term perspective</td>
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<tr>
<td></td>
<td>May be I-term friendship</td>
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The mentoring agreement

Ensure mutual understanding of mentoring relationship.

Clarify:

• Frequency and duration of meeting
• Place of meeting, who will contact whom
• Mentoring goals
• Confidentiality
References & Ressources


• Johnson WB, 2007. On being a Mentor: a guide for higher education faculty, Publisher: Lawrence Erlbaum Associates.

• Danniell E., 2006. Every Other Thursday, Publisher: Yale University Press.

• Clutterbuck D, 2004, Coaching and Mentoring : Mentors and Mentees - The Competency Conundrum.

• Brewerton A, 2002, Mentoring, Liber quarterly 12:361-380
Thank you for your attention!