AN INTRODUCTION TO MENTORING

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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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</thead>
<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>
<td></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

Nurturing
-> support focus

<table>
<thead>
<tr>
<th>Non-directive</th>
<th>Directive</th>
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<tbody>
<tr>
<td>Networking Finding and using Resources</td>
<td>Challenging Coaching (as in sport)</td>
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<tr>
<td>Emphatic listening Counselling</td>
<td>Guiding Advising</td>
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Mentee’s role

(Alean-Kirkpatrick, 2014)

- Driver of the Relationship
- Development Planner
- Ressource Partner
- Continuous Learner

Types of questions

- Stories
- Situations
- Self-perception
- Competence building
The Role of the Mentee
(according to Johnson, 2007)

• Be proactive
• Keep commitments
• Demonstrate openness to feed-back
• 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)

<table>
<thead>
<tr>
<th>Initial rapport</th>
<th>High rapport</th>
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<tr>
<td>Task-focussed</td>
<td>Open dialogue</td>
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<tr>
<td>Debate rather than dialogue</td>
<td>Shared expectations</td>
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<td></td>
<td>Openness to mutual benefit</td>
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<table>
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<tr>
<th>Low rapport</th>
<th>High clarity</th>
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<tr>
<td>«Going through the motions»</td>
<td>Task-focussed</td>
</tr>
<tr>
<td>Little can be expected</td>
<td>Debate rather than dialogue</td>
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<tr>
<td>Friendship</td>
<td>Open dialogue</td>
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<tr>
<td>Lack of direction</td>
<td>Shared expectations</td>
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<tr>
<td>Short-term perspective</td>
<td>Openness to mutual benefit</td>
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<tr>
<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.
Thank you for your attention!