

# Fix the leaky pipeline!

A career-building program for women in science

ETH Domain's  
Group of Equal  
Opportunities for  
Women & Men

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## AN INTRODUCTION TO MENTORING

02.05.2023 Mentoring Kick-off

[www.fix-the-leaky-pipeline.ch](http://www.fix-the-leaky-pipeline.ch)

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# Formal mentoring programs to enhance equal opportunities

## 90's

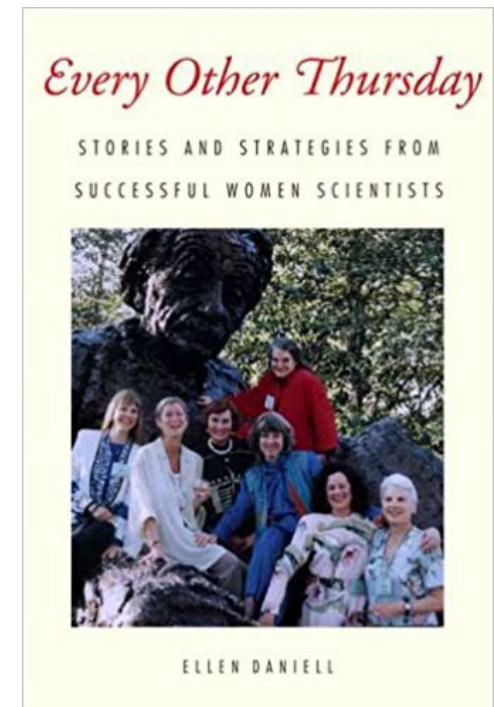
- Research highlights role of networks and mentoring.
- Debate on equal opportunities at CH universities.

## 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)

<p><b>Career function</b></p> <ul style="list-style-type: none"><li>• Ease development of mentees career</li><li>• Discuss strategies and provide feedback</li><li>• Enhance professional and personal growth</li><li>• Increase visibility</li><li>• Sponsorship</li></ul>	<p><b>Reciprocal relationship</b></p> <ul style="list-style-type: none"><li>• Mutual acceptance and confirmation</li><li>• Strengthen self-competence</li><li>• Encourage effectiveness</li></ul> <p><b>Psychosocial function</b></p> <ul style="list-style-type: none"><li>• Listening, supporting, encouraging</li></ul>	<p><b>Role model function</b></p> <ul style="list-style-type: none"><li>• Personal norms, values and attitudes</li></ul>
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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



# 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)

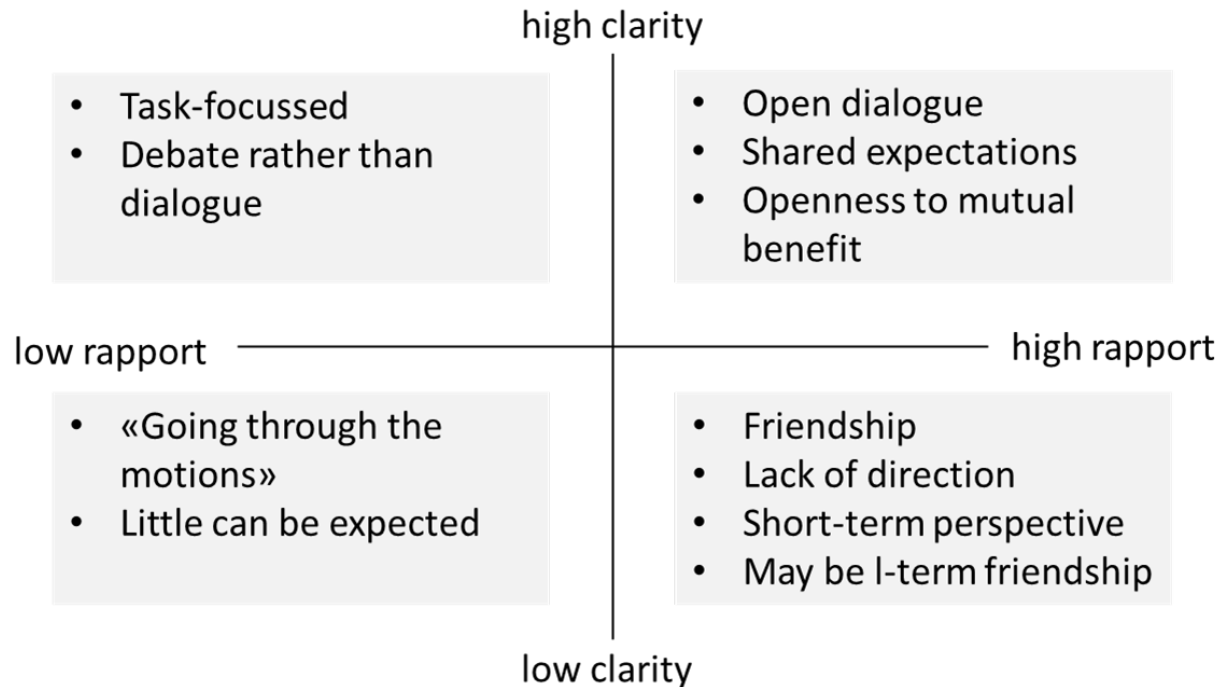
- Be **proactive**
- Keep **commitments**
- Demonstrate **openness** to feed-back
- Demonstrate **responsiveness** to coaching
- **Communicate** honestly and clearly
- Accept increasing **responsibility** and **autonomy**
- Accept imperfection and admit to mistakes
- Be **mindful of** your mentors goals (**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**)



# 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

- Pamela Alean-Kirkpatrick, 2014. Dimensions of Mentoring or Helping to learn. Establishing a common understanding of the mentor-mentee relationship. Hand-out for the Réseau romand de mentoring pour femmes.
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- Danniell E., 2006. Every Other Thursday, Publisher: Yale University Press.
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## Thank you for your attention!

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