

How and when do we profit from mentoring?

A psychological perspective

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What we will talk about

1. Let's remind ourselves... what was mentoring again?
2. How **to** profit from mentoring vs. how **do we** profit from mentoring
3. What do you even mean by “profit”?
4. Cornerstones of successful mentoring
5. Wrap-up
6. Q&A

Disclaimer : This is not meant to be an entirely scientific presentation, but a combination of a bit of psychological scientific groundwork and my practical experience as a consultant, trainer, and coach.

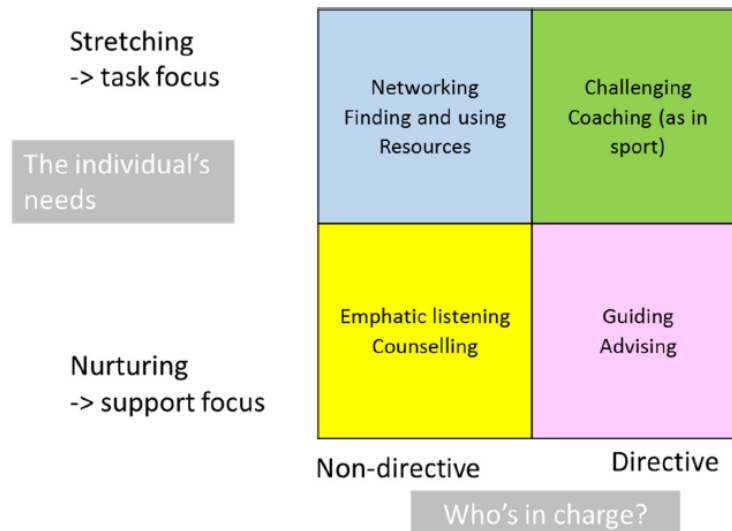
Let's remind ourselves... what was mentoring again?

Alean-Kirkpatrick (2014)

- **From the kick-off-event, as shown by Urte Reckowsky***
 - Mentors have a non-judgemental role
 - A mentor advises the mentee
 - Functions of mentoring in literature:

<p>Career function</p> <ul style="list-style-type: none"> • Ease development of mentees career • Discuss strategies and provide feedback • Enhance professional and personal growth • Increase visibility • Sponsorship 	<p>Reciprocal relationship</p> <ul style="list-style-type: none"> • Mutual acceptance and confirmation • Strengthen self-competence • Encourage effectiveness <p>Psychosocial function</p> <ul style="list-style-type: none"> • Listening, supporting, encouraging 	<p>Role model function</p> <ul style="list-style-type: none"> • Personal norms, values and attitudes
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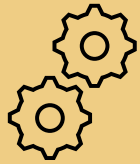
Alean-Kirkpatrick (2014), according to Klutterbuck (2004)



– Dimensions and styles of mentoring

* Citations in that presentation

How **to** profit from mentoring vs. how **do we** profit from mentoring



“how to”
(life hack,
“mechanical”
things
to do)



vs.

things to try out /
good practices (advice)



larger
network



“how”
(outcomes)



good experiences,
growth



self-
efficacy

What do you even mean by “profit”?



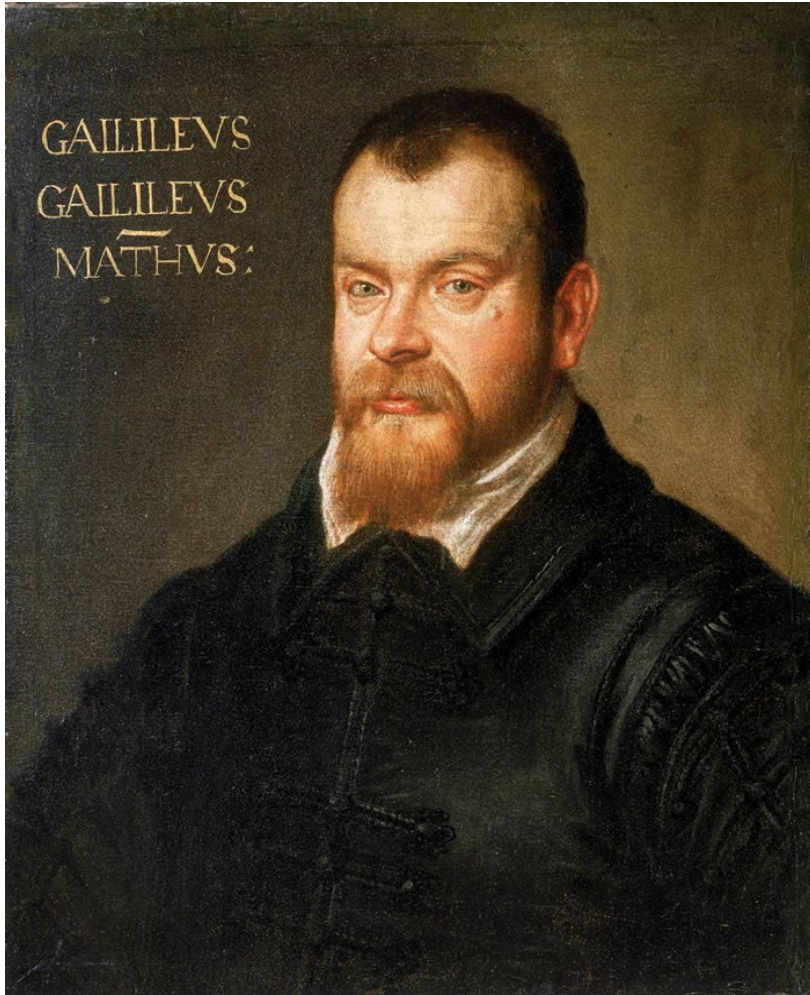
Source:
https://de.wikipedia.org/wiki/Albert_Bandura#/media/Datei:Albert_Bandura_Psychologist.jpg

“Albert Bandura defined **self-efficacy** as a person’s belief in his or her **capability to successfully perform a particular task**. Together with the goals that people set, self-efficacy is **one on the most powerful motivational predictors of how well a person will perform at almost any endeavour**. A person’s self-efficacy is a strong **determinant** of their **effort, persistence, strategizing**, as well as their subsequent **training and job performance**. Besides being highly predictive, self-efficacy can also be developed in order to harness its performance enhancing benefits”

Heslin & Klehe (2006, p. 705)

[you might also find the self-assessment on page 708 interesting: https://www.researchgate.net/profile/Peter-Heslin/publication/228210952_Self-efficacy/links/09e4150e7a1b51924e000000/Self-efficacy.pdf]

But it might not as easy as “giving someone self-efficacy”...



*You cannot teach a man anything;
you can only help him
discover it within
himself.*

Source:
https://de.wikipedia.org/wiki/Galileo_Galilei#/media/Datei:Galileo_Galilei_2.jpg

- Galileo Galilei

Let's train the „muscle“

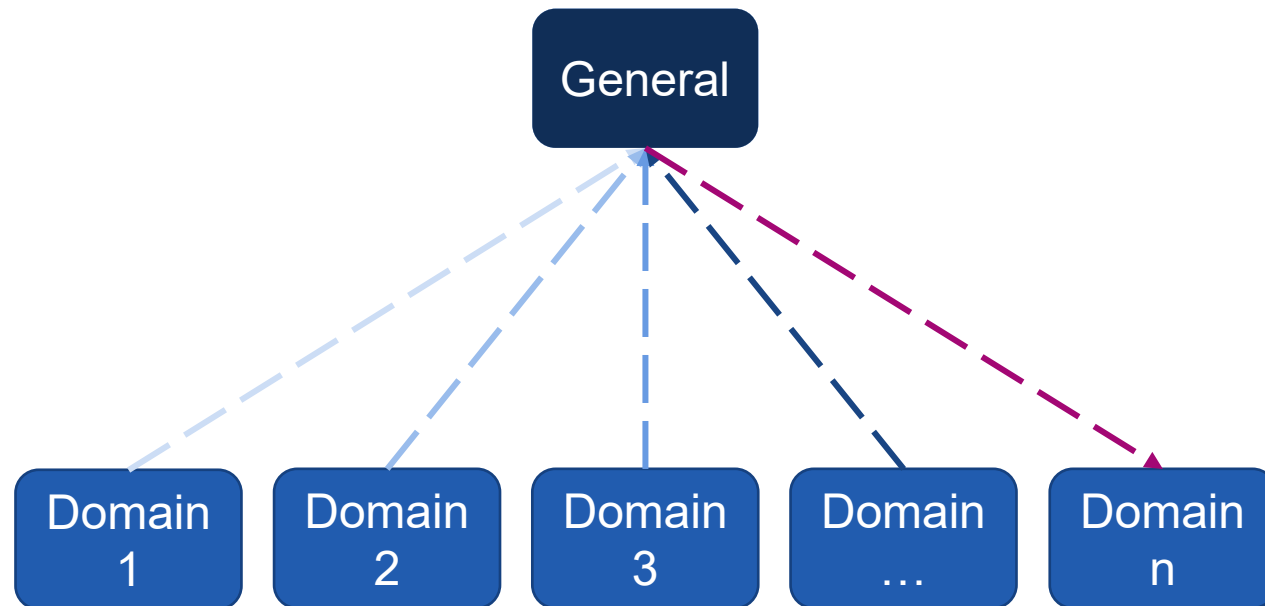


*“Confidence and leadership are **muscles**. You learn to use them or you learn not to. If you are afraid to speak up at a meeting, every time you force yourself to do it, **you get better at it**. If you’re afraid to take your seat at the table, every time you take your seat at the table and you realize no one tells you to go get back to the back row, **you learn to do it.**”*

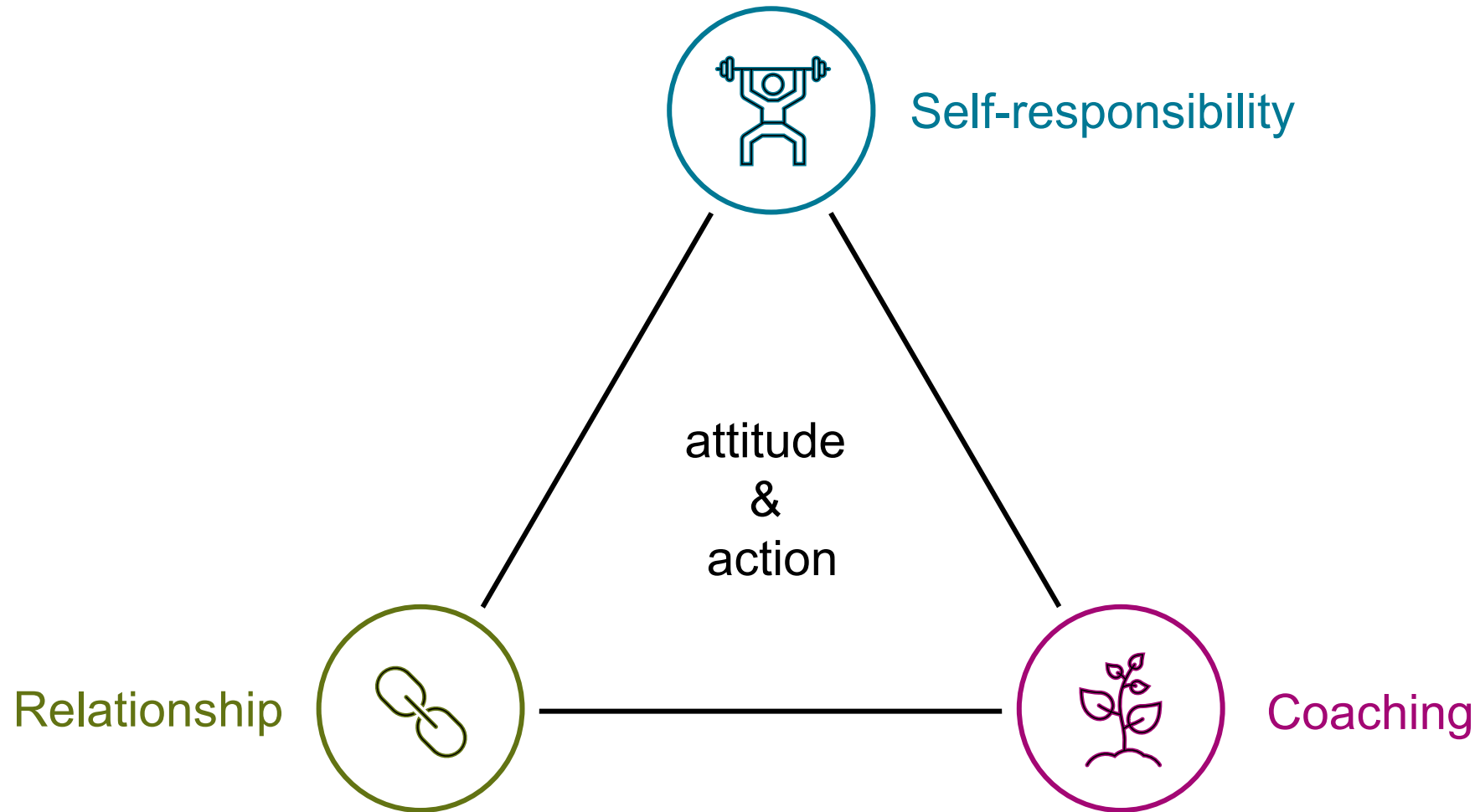
Sheryl Sandberg

The superpower: generalized self-efficacy

- **Generalized self-efficacy:**
 - “... general belief in oneself to solve problems and reach goals”
(Stoet, n.d.)
 - vs. domain-specific self-efficacy



Cornerstones of successful mentoring (not the only ones, but important ones)



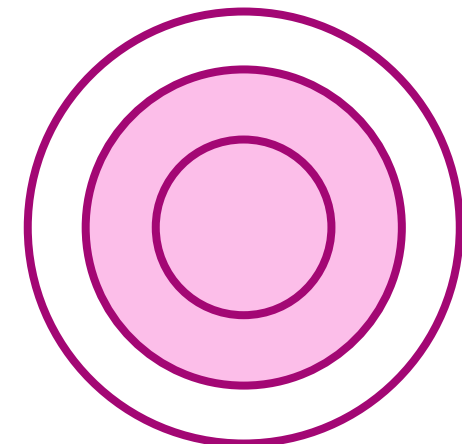
Cornerstones of successful mentoring I

Possible questions for self-reflection (examples)



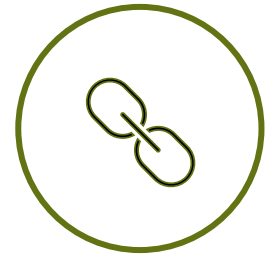
- Self-responsibility

- Am I making sure that I (will) profit from every mentoring session?
 - Making time
 - Preparation
 - Being fully present
 - Asking for feedback, listen to and truly consider feedback
 - Reflecting on what I contribute to my successes and also my failures
 - Being courageous and wanting to learn things about myself, my beliefs, my interpretations, my patterns...)?
- Am I concentrating on my “circle of influence” or “circle of control”?
(vs. “circle of concern”)
(Covey, 2004)
- Am I systematically applying what I learn in the mentoring sessions?



Cornerstones of successful mentoring II

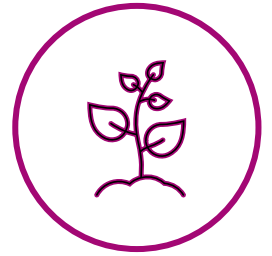
Possible questions for self-reflection (examples)



- **Relationship** (e.g. Rogers, 1950)
 - Am I being **empathetic** (in the mentoring sessions, but also beyond)?
 - With myself? – What is it that I feel? Why? What can I learn from this?
 - With my mentor? – What makes him/her the person he/she is? How does this influence our interaction? *How would he/she like to profit from our relationship? What can I give?*
 - With people around me? – What does the world look like when I “walk a mile in the other’s shoes”?
 - Am I being **authentic**?
 - With myself? – Who am I, truly?
 - With my mentor? – I don’t have to please/impress him/her
 - With people around me? – ...
 - Am I being **esteeming**?
 - With myself? – I am valuable and this value does not depend on my performance
 - With my mentor? – Can I value him/her even if he/she is giving me “a hard time”?
 - With people around me? – Can I separate a person’s value from his/her behavior? E.g., a “difficult supervisor”?

Cornerstones of successful mentoring III

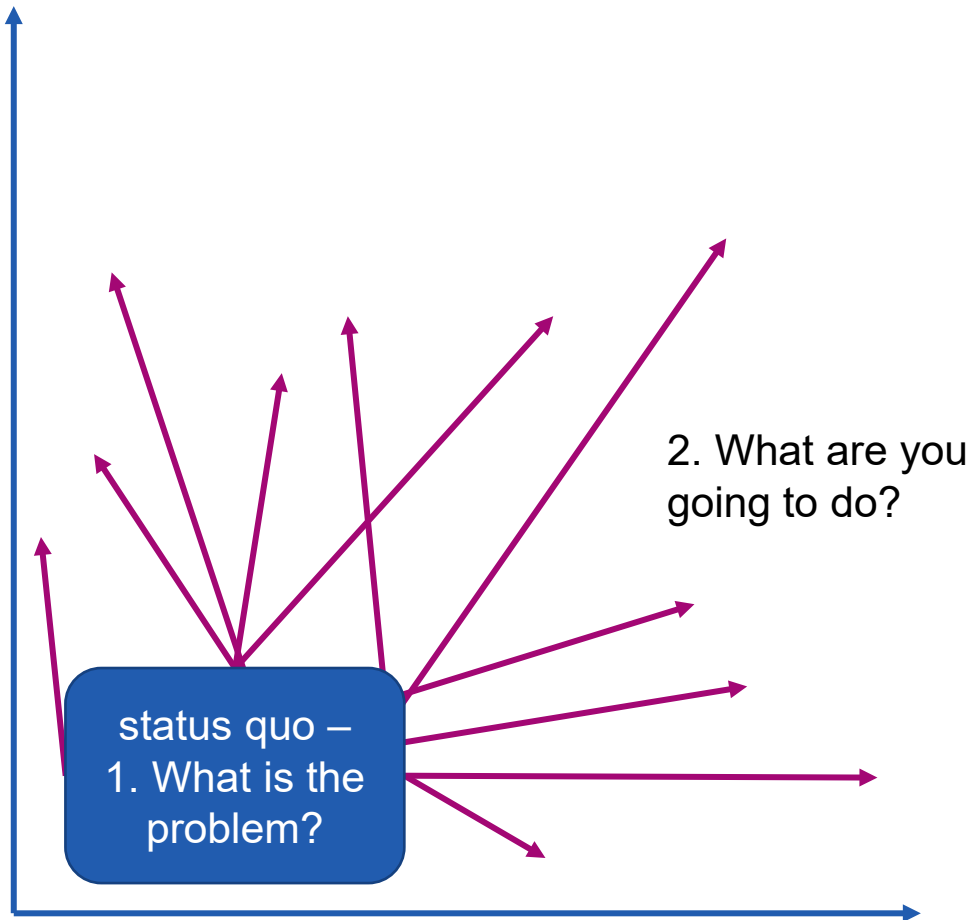
Possible questions for self-reflection (examples)



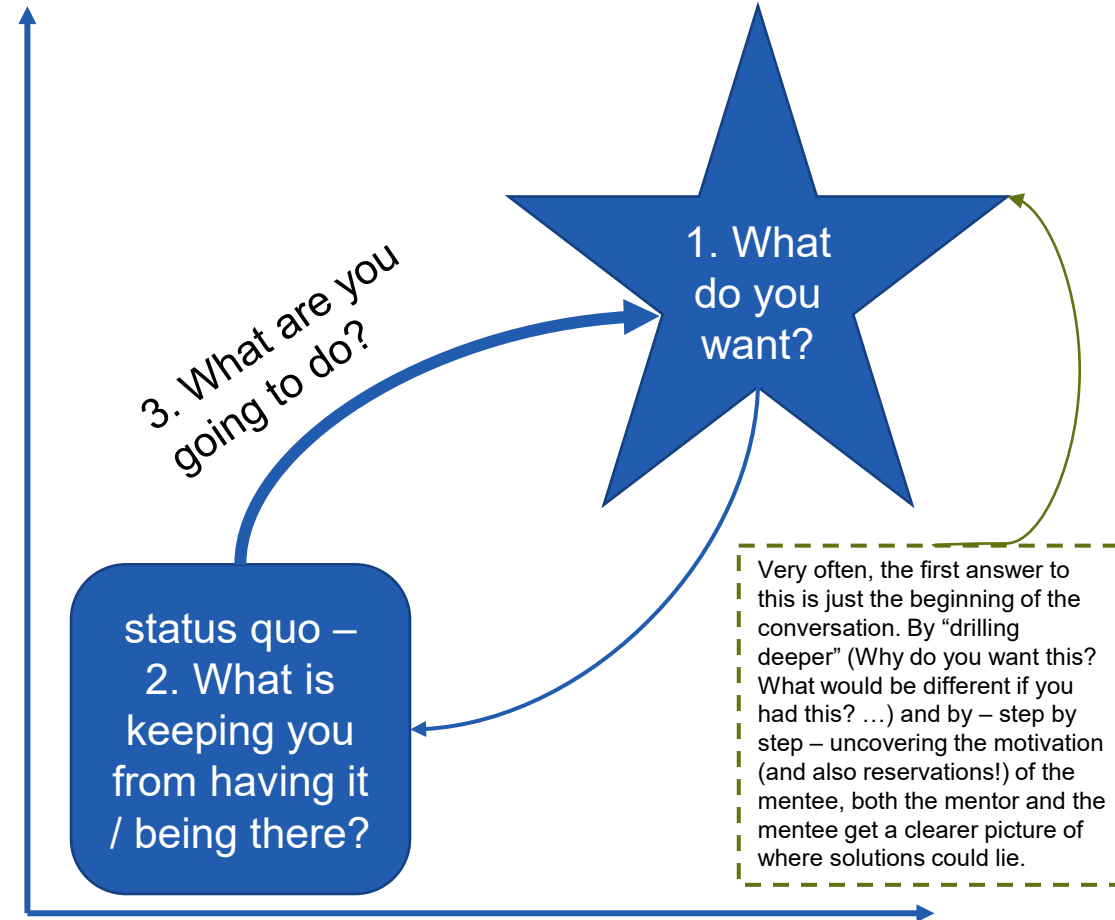
- Coaching (mindset)
 - Mentee:
 - Am I willing to find my own way?
 - Do I believe (or am I willing to entertain the thought) that I have all the resources within me?
 - Am I willing to conduct little experiments (e.g. try out new behaviors)?
 - Am I able to take advice for what it is?
 - Do I know (and can I articulate) what I want (not just what I don't want)?
 - Mentor:
 - Am I asking enough questions? (If not: advice vs. coaching)
 - Do I believe that the mentee has all the resources he/she needs?
 - Am I aware that because something has worked for me, it does not have to work for the other person?
 - Can I show the mentee what might keep him/her from achieving his/her goals?
 - Am I doing all of this with a fundamental attitude of esteem?

Okay, I'll give you a "hack" nevertheless... (three "magic" questions)

FROM THIS



TO THIS



Literature

1. Covey, S. (2013). *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. New York, NY: Simon & Schuster.
2. Heslin, P.A., & Klehe, U.C. (2006). Self-efficacy. In S. G. Rogelberg (Ed.), *Encyclopedia of Industrial/Organizational Psychology* (Vol. 2, pp. 705-708). Thousand Oaks, CA: Sage.
3. Rogers, C. R. (1950). A current formulation of client-centered therapy. *Social Service Review*, 24, 442-450.
4. Stoet, G. (n.d.). *Generalized Self Efficacy scale (GSE)*. PsyToolkit. Retrieved September 27, 2023, from <https://www.psychtoolkit.org/survey-library/generalized-self-efficacy-gse.html>

All the best for the mentoring
process, your careers, and you personally!