

# Mentoring - Embracing Opportunity and Finding Balance

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# Disclosure statement

Dr. Hurst has no disclosures, financial interests or conflicts of interest to report

# Gain insight and learn strategies to develop successful mentoring relationships

## Objectives

- Identify challenges and opportunities in the mentoring relationship
- Discuss strategies to enhance the mentoring journey
- Summarize approaches to achieve balance and success for both mentor and mentee

# Who is your mentor?

# Mentoring...what comes to your mind?

*Mentor: a trusted counsel or guide.*

*Merriam-Webster*



A mentor is an individual with expertise who can help develop the career of the mentee (APA, 2016)

Two functions:

1. Career related function

- Coach
- Advise
- Enhance professional performance and development

2. Psychosocial function

- Role model
- Support system



# Formal vs. Informal: Is there a difference?

## Formal

- Strategic
- Specified goals
- Measurable
- Pairing
- Support
- Benefits for organization

## Informal

- Unplanned
- Unspecified goals
- Unknown outcomes
- Self-selection
- No training or support
- Indirect organizational benefits



# The Mentoring Relationship

*The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.*

*Steven Spielberg*

# Purpose of mentoring

...is always to help the mentee to change something – to improve their performance, to develop their leadership qualities, to develop their partnership skills, to realize their vision, or whatever. This movement from where they are (here), to where they want to be (there).

Mike Turner

# Stages of Mentoring (APA, 2016)

1. Initiation
2. Cultivation
3. Separation
4. Redefinition

# Challenges and Opportunities

*Mentors are not there to make us happy. They are there to guide us to the best of their knowledge.*

*Samira DeAndrade*

# The Mentor and Mentee

## Challenges

- Overdependence
- Unrealistic expectations and goals
- Interpersonal problems
- Power issues
- Boundaries

## Opportunities

- Learning
- Support
- Career development
- Leadership
- Networking

# The Organization

## Challenges

- Time
- Focus
  - Planning, implementation, evaluation
- Discipline
- Patience
- Commitment
  - Training and support
  - Monetary and administrative

## Opportunities

- Positive culture
- Cohesiveness
  - Increased organizational commitment
  - Greater satisfaction
  - Improved retention
- Improve success of individuals and the unit
- Strengthens the people
  - Improved performance
  - Improved quality of work

# Think about why it didn't work...

- Lack of time
- Unclear goals
  - Competing needs
- Lack of follow up
- Lack of internal alignment
- Inadequate training and support



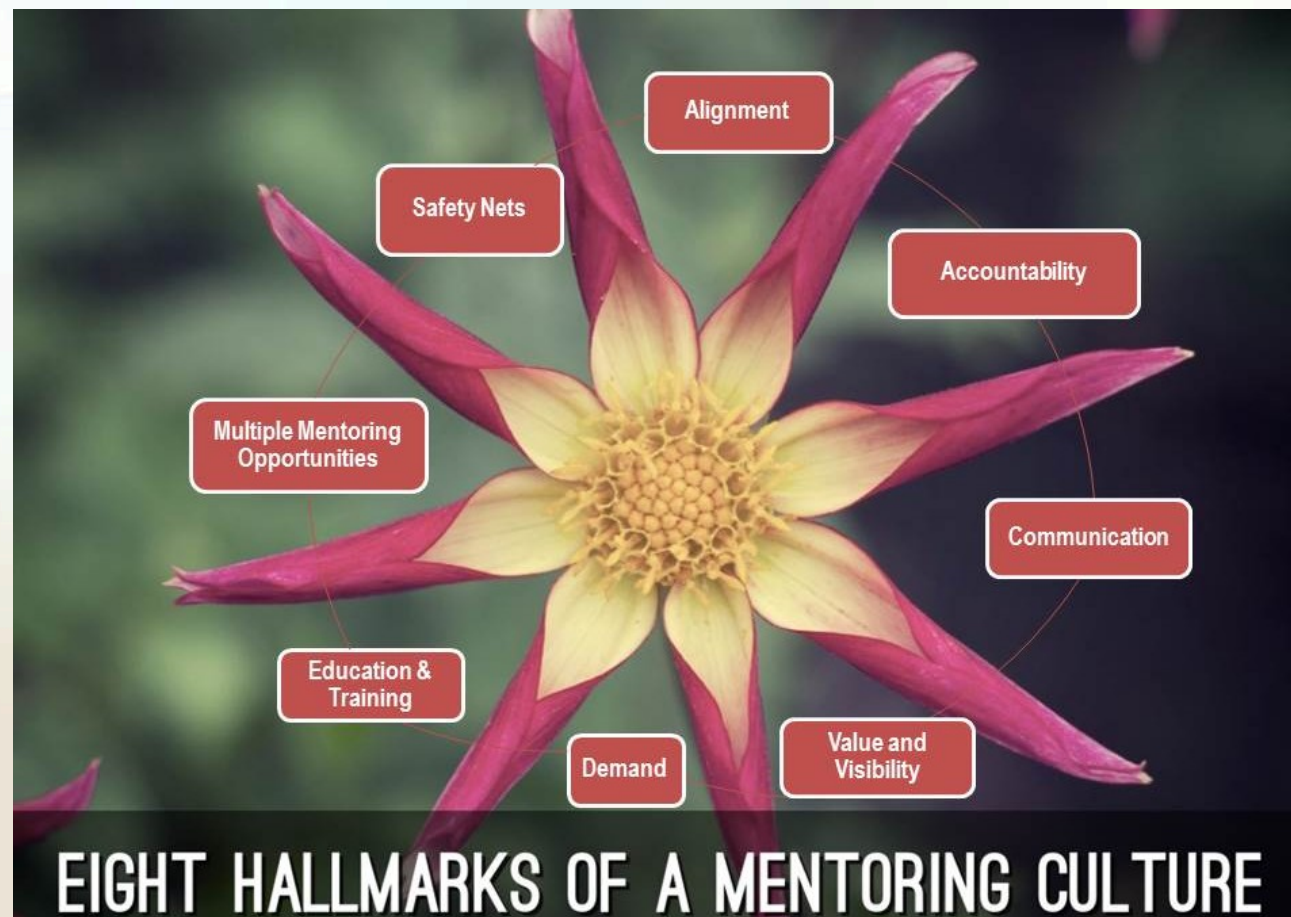
# Enhancing the Mentoring Journey

*A mentor is someone who can patiently assist with someone's growth and development in a given area. This assistance can come in the form of guidance, teaching, imparting of wisdom and experience.*

*Chicago Computer Society*

# Increasing success: The Mentoring Culture

(Zachary, 2006)



# Accountability

...enhances performance and produces long-lasting results

# Alignment

...the consistency of mentoring practices within the institutions culture.

# Communication

...fundamental to achieving excellence and positive mentoring results.

# Value and Visibility

Sharing personal mentoring stories, role modelling...high leverage activities that create and sustain value and visibility

# Demand

.....the multiplier effect



# Multiple Mentoring Opportunities

...no single approach, type or option for mentoring.

# Education and Training

...opportunities must strategically be placed into organizations training and development agenda.

# Safety Nets

...to overcome and avoid potential stumbling and/or roadblocks with minimum repercussion and risk.

# Achieving Balance and Success

*A great mentor has a knack for making us think we are better than we think we are...They make us get more out of ourselves, and once we learn how good we really are, we never settle for anything less than our very best.*

*The Prometheus Foundation*



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[http://www.philly.com/philly/columnists/toby\\_zinman/20111112\\_Cirque\\_du\\_Soleil\\_s\\_Quidam\\_\\_a\\_bit\\_short\\_on\\_sizzle.html](http://www.philly.com/philly/columnists/toby_zinman/20111112_Cirque_du_Soleil_s_Quidam__a_bit_short_on_sizzle.html)

# Eight Rules of Mentoring (Nemanick, 2016)

- Lead by following
- Chart a course
- Create a safe place
- Good questions beat good advice
- Balance empathy and action
- Foster accountability
- Fill the toolkit
- Honor the journey

# Keep in mind...

❖ **Patience** is not simply the ability to wait - it's how we behave while we're waiting. - Joyce Meyer

❖ **Tact** is the art of making a point without making an enemy. - Isaac Newton

❖ Ambition is the path to success. **Persistence** is the vehicle you arrive in. -Bill Bradley

❖ **Diplomacy** is the art of letting somebody else have your way. - David Frost



# 24 x 3 Rule



<https://hbr.org/2011/07/learning-optimism-with-the-24x.html>

# Ethics in Mentoring

Reciprocity  
Responsibility  
Integrity  
Respect

# As a mentor...

- Be a good example
- Offer problem solving strategies
- Encourage excellence
- Listen and support
- Confront unprofessional behavior
- Offer challenging opportunities

<http://teachingcommons.cdl.edu/cdip/facultyservice/Mentoringskillsandstrategies.html>



## **MENTORING**

*Successful people never reach  
their goals alone.*

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