Building Effective Mentoring Relationships

Objectives & Expectations

At the end of this session, participants will:

Objective: Understand elements and characteristics of effective mentorship

Learning Outcomes:
1) Identify competences and functions for the establishment of effective mentoring relationships
2) Distinguish the stages and types of mentoring relationships
3) Recognize the relationship between mentoring and leadership
4) Evaluate their own developmental network

You cannot teach humans anything. You can only help them discover it within themselves.
~ Galileo

Mentoring

• Definition: Lack of consensus. Depends on: context, purpose, values, and competences (Kram, K.E., 2004).

• Attributes: Relationship; learning partnership; process; reciprocal-asymmetrical; dynamic (Allen, T. & Eby, L., 2007).

• Use: Instrument to facilitate learning and growth (Levinson, et. al., 1981).
Mentoring Definition

Mentoring is a helping relationship based on an exchange of knowledge, experience and goodwill. Mentors help someone less experienced gain confidence, clearer purpose, insight, and wisdom. In developmental mentoring, the mentor, too, is changed by the relationship (EMCC).

**Intentional strategy** that involves a process of establishing, cultivating, and nurturing a developmental relationship between a mentor and a protege with the purpose of promoting the learning and growth of the participants (IMA).

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Baghera

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Moglee
Leadership Styles

Charismatic

Autocratic

Transformative

Pragmatic

Democratic

Servant

Participative

Situational

The Leadership Challenge

• Leadership is a relation
• Leadership opportunities are everywhere
• Leadership development implies learning and personal growth

Practices of Exemplary Leadership

★ Model the Way
★ Inspire a Shared Vision
★ Challenge the Process
★ Enable Others to Act
★ Encourage the Heart

### Mentoring Functions

**Career functions**
- Coach
- Challenge
- Inform
- Goal setting
- Set standards

**Academic functions**
- Identify resources
- Guide scholarly work
- Supervise research
- Monitor progress
- Foster publications

**Psychosocial functions**
- Acceptance
- Confirmation
- Counsel
- Encouragement
- Friendship

### Skills Development

### Sponsorship & Networking

**MODELING**

### Mentor Characteristics

<table>
<thead>
<tr>
<th>Instrumental behaviors</th>
<th>Relational behaviors</th>
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</thead>
<tbody>
<tr>
<td>Professional skills</td>
<td>Positive</td>
</tr>
<tr>
<td>Challenging behaviors</td>
<td>Understanding</td>
</tr>
<tr>
<td>Communication skills</td>
<td>Open, respectful</td>
</tr>
<tr>
<td>Focused</td>
<td>Supportive, encouraging</td>
</tr>
<tr>
<td>Available</td>
<td>Interested, caring</td>
</tr>
<tr>
<td>Direct, realistic</td>
<td>Honest, integrity</td>
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<tr>
<td>Practical, reflective</td>
<td>Emotional intelligence</td>
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**Positive characteristics**
- Success
- Experience
- Power / Influence
- Respect / Role model
- Talent / Confidence

**Negative behaviors**
- Demanding
- Distant
- Stressed
- Inconsistent
- Arrogant

### Mentor Competences

#### Mentor Competences

#### Mentee Competences

**Source:** Clutterbuck, L. (2011). Presentation at the 2011 Mentoring Conference, Albuquerque, NM.

High Quality Connections

…interdependent and generative relationships that promote mutual growth, learning, and development (Kram, 2008)

Requirements:
• Self-Awareness
• Self-Management
• Empathy
• Social Skills
• Cultural Awareness

Critical Elements:
• Curiosity
• Questioning
• Deep Listening
• Accountability

Outcomes:
• Positive thinking
• Mutuality
• Empowerment
• Knowledge & Skills
• Identity


Mentoring Networks

Low Range
employer
professional association
you

High Range
employer
community
professional association
family
school
you


Shifting the Paradigm

Mentee Role
From passive receiver to active learner

Mentor Role
From authority to facilitator

Learning Process
From mentor-directed to self-directed; from face-to-face to multiple and varied opportunities

Focus
From knowledge transfer and acquisition to critical reflection and application

Mentoring Cycle

1. Define roles, functions, and responsibilities
2. Establish objectives and timelines
3. Create accountability measures and strategies
4. Anticipate challenges, adjust, be flexible
5. Self-awareness, develop skills

Basic Best Practices

- Know Thy Protégé
- Expect Excellence
- Affirm, Affirm, Affirm
- Provide Sponsorship
- Be a Teacher & Coach
- Encourage & Support
- Offer Counsel in Difficult Times
- Protect When Necessary
- Stimulate Growth: Challenge
- Self Disclose (When Appropriate)
- Allow Increasing Mutuality
- Provide Correction
- Be an Intentional Role Model
- Translate Ethics Theory
- Recognize Companionate Love

Source: Johnson, W. B. (1999). The Elements of Mentoring
Mentoring Institute

Reading Recommendations


Questions?

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