

Mentoring for organizational success

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By participating the session, participants will be able to:

- Understand the concept and benefits of mentoring
- Locate mentoring in Leadership
- Identify their mentoring needs and importance
- Understand the roles of mentor and mentee
- Describe the steps of mentoring
- Apply learning skills of mentoring

Concept

A mentor is an individual with expertise who can help develop the career of a mentee. The mentor guides, trains, advises, and promotes the career development of the mentee.

Continued...

Support, guidance, assistance, or advocacy given by one person to another in order to achieve an objective or several objectives over a period of time.

A process by which an older and more experienced person takes a younger person under his/her wing, freely offering advice, support and encouragement. The mentor becomes, among other things, a role model who inspires the mentee.

Performance-Linked Mentoring



Through effective mentoring, the supervisor can help an employee become an increasingly effective performer.

Need of Mentoring

- 1) Technology
- 2) Globalization and diversity
- 3) Changes in the workplace
- 4) Learning Organizational and transformation
- 5) Growing importance of knowledge and skills
- 6) Changing roles and expectations of workers
- 7) Innovations etc.

Importance of Mentoring

- **Improvement in job performance**
- **Acceleration of learning**
- **Low turnover**
- **Empowerment of employees**
- **Promotion of organizational change**

Values

- **Service**
- **Humility**
- **Integrity**
- **Trust openness**
- **Empowerment**
- **Courage**
- **Curiosity**

Qualities of a Mentor:

- Empathy
- Confidentiality
- Open and warm
- Sensitive
- Language Skills
- Commitment
- Professionalism

Mentoring situations...

- **Assigning a new challenging task; reviewing results.**
- **Determining with an employee his/her training needs.**
- **Showing an employee how to perform a task.**
- **Discussing a plan for employee career advancement.**
- **Discussing poor employee performance.**

Role of Mentors

- ❖ Offer advice and feedback that helps mentee .
- ❖ Listen
- ❖ Share experiences
- ❖ Foster skill building
- ❖ Refer and network
- ❖ Be sensitive to difference between developing a mentee and using a mentee.
- ❖ Be aware of dynamics of relationship.

Role of Mentees

- Seek counsel and advice, not a supervisor who directs actions.
- Active participation
- Seek new capacities, not just knowledge
- Remain open to multiple influences
- Own responsibility for success
- Over bearing mentor, mentor exploitation of mentee's work.
- Synthesize lessons learned from all mentors – become your own person.
- Recognize dynamics of relationship.

Advantages of Mentoring

Advantages for the mentee:

- **Career advancement**
- **Growth and Development**
- **Organizational/professional identification**

Advantages for the mentor:

- **Career enhancement**
- **“Passing the torch to a new generation”**
- **Learning from mentee – new technologies, new developments, important features of next generation**

Disadvantages of Mentoring

Disadvantages for the mentee:

- Overdependence on the mentor
- Micro-management from the mentor
- Negative image to mentee who fails

Disadvantages for the mentor:

- Mentee dependence on mentor
- Time, energy commitment to mentee
- Negative image from mentee who fails

Two types of mentoring functions:

- Career
- Psychosocial

Mentoring Functions

Career Functions: Help the mentee learn the ropes and prepare for career advancement.

- Coaching
- Challenging assignments
- Exposure and visibility
- Protection

Mentoring Functions

Psychosocial Functions: Help the mentee develop a sense of competence and clarity of identity.

- Role-Modeling
- Acceptance and confirmation
- Counseling
- Friendship

Steps of Mentoring

- ❑ Initiation Stage
- ❑ Cultivation Stage
- ❑ Separation Stage
- ❑ Redefinition Stage

- Not all stages are beneficial to the mentor or to the mentee.

Formal Mentoring Programs

Program length is specified (week or months ???)

Purpose of program is to help early career (psychologists, Research officer??) establish and develop their careers:

- ❖ **Program participation is voluntary**
- ❖ **Matching of mentors and mentees uses input from participants**

Formal Mentoring Programs

- Advocate developmental networks
- Monitoring program: Relationships should end as soon as they become dysfunctional
- Evaluation of program
- Little research on formal mentoring programs.
- Available research supports informal mentoring
- as a stronger relationship with better outcomes.
- No current research examining quality of formal
- mentoring programs and their outcomes.

(Wanberg, Welsh, & Hezlett, 2003)

The best mentorship relationships are characterized by:

- Honest, two-way exchange
- Respectful debate on differing views
- Critical assessment of ideas
- A leveling of the power gradient
- Mutual and unconditional acceptance
- Respect for limits and boundaries

After the Program Ends

- ❖ **Many relationships come to a natural end when a mentee learns enough to be independent from specific mentors.**
- ❖ **New mentoring relationships with others may be more beneficial than continuing an exhausted relationship.**
- ❖ **Program end may not mean the end of the relationship – informal mentoring can continue if both parties agree.**
- ❖ **Pilot program will assess how mentoring met needs of both mentees and mentors.**

Skills

- **Active Listening**
- **Problem solving skills**
- **Facilitation**
- **Commitment to learning**
- **Reflection/ feedback**
- **Building relationship**
- **Analytical thinking**
- **Advocacy**

Challenges to Managers as a Mentor

- ❖ An increasingly Diverse Work Experience
- ❖ A Culture of Greed and Individualism
- ❖ Overwork
- ❖ Traditional Preparation of Managers
- ❖ Life is ever a learning process due to development

Mentoring Schedule for a Performance Improvement Plan.

Date:

Name of the Employee:

Supervisor :

Performance to be improved: Building an effective team:

Action to be taken	By whom	When	Where	Results
Evaluate each subordinate as team member <u>If Lower determine why.</u> <u>Read a book</u> <u>Attend a Workshop on team building</u> <u>Attend training on team building</u>				

Any questions??????

Thank you



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