

Mentoring:

**An Enabling Relationship that Fosters
Professional Growth and Development**

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Seminar Overview

This seminar is designed to introduce mentoring as a strategy for enhancing the academic, career, personal and professional development of people. It is structured to provide participants with:

- ◆ **Philosophy and terminology of mentoring.**
- ◆ **Rationale for mentoring.**
- ◆ **Mentoring roles and responsibilities.**
- ◆ **Forming an effective mentoring alliance.**
- ◆ **Utilizing mentoring as a strategy for developing people.**

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Mentoring is an enabling, one-on-one relationship that foster individual growth and development. It is an integrated approach that brings together the functions of coaching, advocacy, nurturing, sponsoring, and tutoring.

The relationship involves an experienced individual (mentor) who influences the behavior, habits, performance and progress of a less experienced person (protégé).

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The Function of Mentoring

Mentoring is all about creating a culture that develops and enables. The focus is on:

- Establishing a climate where developing people is recognized as a valued activity.**
- Preserving, sharing and passing-on professional protocol, knowledge, techniques and skills.**
- Providing opportunities for empowerment and self-determination which transcends age, ethnicity, gender, generation and race.**

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Why Mentoring?

Individuals in effective mentoring relationships...

- ◆ **experience fewer adjustment problems;**
- ◆ **advance at a faster pace;**
- ◆ **are more productive; and**
- ◆ **are more responsible for the choices they make.**

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The Outcomes of Effective Mentoring

Mentoring relationships consist of assessing, coaching, demonstrating, teaching, interacting, and counseling. Through these actions, protégés gain an understanding of:

- 1. Traditions, protocol, and politics of the organization- norms, standards, methods of operating, history, values, hierarchy, etc.**
- 2. Skills and competencies required to meet performance expectations.**
- 3. Attributes and qualities that lead to success.**
- 4. Channels for advancement.**

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Mentoring and Academic/Career Success

Literature on mentoring shows a strong correlation between academic/career success and the contact, support and nurturing individuals receive from experienced professionals. Positive outcomes that accrue from effective mentoring practices are:

- early and effective socialization to the institution/organization;**
- reduced isolation and marginality from other peers;**
- increased self-confidence/self-motivation; and**
- early introduction to resources and contacts.**

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The Mentor

Mentors are information broker. To be effective, mentors must be willing to be generous with available fact, figures, interpretations, and sources.

Mentors foster opportunities for:

- **Accessing information**
- **Testing ideas**
- **Connecting to resources**
- **Receiving honest/open feedback**
- **Networking**
- **Enhancing self-esteem**
- **Validating**
- **Affirming potential**

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The 3P's of Effective Mentoring

Effective mentoring provides protégés an **EDGE** :

PROCESS – strategies (“how-to) for problem solving.

PERMISSION – the okay to function; grants permission.

PROTECTION – shields from outside attacks.

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Participants Questionnaire

Perceptions of Issues That Impact Students:

1. What do you perceive as the top mentoring needs of grad students?
A. _____ D. _____
B. _____ E. _____
C. _____ F. _____
2. What are the critical information needs of grad students ?
A. _____
B. _____
C. _____
3. Pertaining to today's grad students, what major adjustments do they need to make to realize their academic/career/professional/life goals?
A. _____
B. _____
C. _____
4. What can mentors do to eliminate barrier that may impede grad students growth and development?
A. _____
B. _____
C. _____

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Identifying and Choosing a Mentor

Identifying, cultivating and choosing a mentor is not easy. Further, doing it right takes time but the rewards are worth the time and effort.

Some specific actions:

- Do your homework – look, listen and learn,**
- Make a list of several potential candidate fro people you admire from afar.**
- Have a cup of coffee or lunch with successful people around you.**
- Look for people both inside and outside your organization.**
- Don't rely on just one mentor; you most likely will not be able to get all you need from any one person.**

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The Mentorship Alliance

Mentoring alliances are dynamic and symbiotic relationships designed to have protégés learn and develop under the tutelage of mentors. Effective mentoring relationships are forged as mentors and protégés get to know each other and establish communication linkages.

The foundation for the alliance is **TRUST!**

Building Trust
Familiarity + Comfort = Trust

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The Mentoring Alliance

An effective mentoring alliance offers:

MODELING

Mentors exhibit positive traits that if emulated, serve protégés well.

INFORMATION EXCHANGE

Mentors are an information base on resources, facilities, networking contacts, institutional policies, departmental protocol, opportunities/options, associations, etc.

CAREER/LIFE GOAL PLANNING

Mentors help protégés develop realistic development plans.

REALITY CHECK

Mentors' provide critique and feedback opportunities for self assessment.

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Mentors/Protégés Roles/ Responsibilities

Mentor's Roles/Responsibilities:

- ◆ Provide information and/or direct to appropriate sources.
- ◆ Serve as role model, confidant, and friend.
- ◆ Offer counsel and advice on expectations, values, opportunities and options.
- ◆ Share expertise, interest and knowledge.
- ◆ Help protégé formulate a developmental plan.
- ◆ Help protégé gain insight into career and personal growth opportunities.

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Mentors/Protégés Roles/ Responsibilities

Protégé's Roles/Responsibilities:

- ◆ **Take initiative and show resourcefulness.**
- ◆ **Create and sustain plans for integrating career, personal, professional goals with performance expectations.**
- ◆ **Establish workable alliance with mentor.**
- ◆ **Strategically apply attributes, knowledge, and skills to action steps life objectives.**
- ◆ **Demonstrate worthiness to be mentored.**
- ◆ **Show appreciation for mentor's time/support.**

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Goals

Fundamental to being successful is having goals to work toward. Goals are “I will statements,” that lay out what is to be accomplished. They represent what you are striving for; those objectives that your are willing to spent concerted time, energy and resources to achieve.

Successful people have specific and measurable goals for the many facets of their lives:

- CAREER
- DEVELOPMENT
- PERSONAL
- PROFESSIONAL
- FAMILY
- FINANCIAL
- SPIRITUAL
- CLELBRATION

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The Plan of Action

Creating a plan of action requires clarity of:

- GOALS** - purpose
- EXPECTATIONS** - outcomes
- MILESTONES** - check points

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Factors that Cause Mentoring Alliance Failure

- **Lack of focus and direction**
 - **What is the goal? What is to be accomplished?**
- **Lack of ownership.**
 - **Whose career is it ? Who is in charge?**
- **Lack of fit between personal and organizational goals.**
 - **Is there synergism between personal and organizational goals and expectations? Are there conflicts? Why? How can this be resolved?**
- **Lack of follow through.**
- **Failure to follow procedure and/or protocol.**
- **Failure or refusal to imitate “best practices.”**
- **Paralysis to act due to personal problems**
- **Lack of focused effort/energy towards goals.**

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Mentoring = T.I.E.S.

- T- Teaching**
- I- Intervening**
- E- Encouraging**
- S- Sponsoring**

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Questions If you have questions,

I hope to have **Answers!**

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