



Mentor Workshop

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Session Objectives

- Understand what mentoring is & is not
- Understand what each person can get out of the relationship
- Understand how mentoring adds value
- Identify barriers to effective mentoring
- Discuss skills needed to be an effective mentor
- Learn how to recognize & deter relationship problems



What is Mentoring (and is Not)

- Mentoring is a one-on-one developmental relationship
 - *More senior/experienced individual & more junior/less experienced individual*
 - *Mutually beneficial*
- *Mentoring requires sustained commitment on the part of both parties*



What Can Protégés Get from Mentoring?

➤ Career-related benefits

- *Sponsorship*
- *Exposure & visibility*
- *Skill building*
- *Protection*
- *Challenging assignments*

➤ Psychosocial benefits

- *Role modeling*
- *Friendship*
- *Acceptance & confirmation*
- *Counseling*

Kram (1985), Ragins & Cotton (1999), Ragins & McFarlin (1989)



What Can Mentors Get from Mentoring?

- Instrumental benefits
 - *Source of learning*
 - *Task assistance*
 - *Recognition by others*
 - *Networking*
- Relational benefits
 - *Rewarding experience*
 - *Loyal support*
 - *Psychological generativity*

Eby et al. (2006), Ragins & Scandura (1999)



How Does Mentoring Add Value?

- Socialization into the academy
- Career development
- Retention
- Performance enhancement
- Diversity development
- Build loyalty
- Used in a wide range of settings (academia, workplace, community)
 - *Effect sizes for mentoring strongest in academic settings (Eby, Allen, Evans, DuBois, & Ng, 2007)*



How Does Mentoring Add Value?

- For protégés, the receipt of mentoring is related to:
 - *More effective socialization*
 - *Greater scholarly productivity*
 - *Lower turnover intentions*
 - *Higher expectations for advancement*
 - *Perceived fairness of promotions decisions*
 - *Higher job & career satisfaction*
 - *Lower work-family conflict & stress*
 - *Higher compensation & faster salary growth**

Eby, Allen, Evans DuBois, & Ng (2007); Allen, Eby, Poteet, Lentz, & Lima (2004)



How Does Mentoring Add Value?

- For mentors, the provision of mentoring is related to:
 - *Stronger perceptions of career success*
 - *Higher job satisfaction & organizational commitment*
 - *Faster promotion rates (mixed findings)**
 - *Higher incomes (mixed findings)**

Allen, Lentz, & Day (2006), Collins (1994), Eby et al. (2006)



How Does Mentoring Add Value?

- Supportive climate for learning & development is essential
- Perceived organizational support for mentoring
 - *Overall support for mentoring*
 - *Perceived accountability for mentoring*
 - *Support for mentoring assessment*

Allen, Poteet, & Burroughs (1997); Eby et al., (2006); Eby Lockwood (2005)



Barriers to Effective Mentoring

- What are the biggest barriers to developing & sustaining effective mentoring relationships in your department?
 - *What can you personally do to overcome these barriers?*
 - *What recommendations can be made to your dean/department head?*



Skills Needed to be an Effective Mentor

- Listening skills & empathy
- Able to deliver direct & constructive feedback
- Conflict resolution
- Self-awareness
- Empathy & authenticity
- Interpersonal sensitivity
- Communication skills
- *Mentor readiness assessment*



Recognizing Problems

- Relationship problems
 - *Both mentors & protégés report problems*
- Problems stem from:
 - *Unclear expectations*
 - *Lack of preparation for the role*
 - *Weak interpersonal skills*
 - *Lack of commitment & motivation*
 - *Missed opportunities*



Deterring Problems

- Program design features
 - *Training for both mentor & protégé*
 - *Voluntary participation*
 - *Contracting & goal setting*
 - *Careful matching*
 - *Accountability systems (e.g., periodic check-ins)*
- What mentors can do:
 - *Opt out if not interested in mentoring others*
 - ***Mentor commitment & willingness assessment***



Deterring Problems

- Mentor behavior
 - *Commit to spending time with your protégé*
 - *Demonstrate engagement in the relationship*
 - *Be prepared for meetings*
 - *Offer constructive guidance*
 - *Avoid telling protégés “what to do” – help them figure out the right thing to do*
 - *Hold your protégé(s) accountable*
 - *Be sensitive to the power differential between you & your protégé*



Wrap-Up

- Mentoring relationships can be rewarding & fulfilling for *both mentor & protégé*
- Mentors & protégés play the *biggest role* in determining the success of a mentoring relationship
- Group discussion – Q&A