Mentoring

A Mentor:
- Teaches
- Guides
- Opens doors
- Cuts red tape

Roles Played by a Mentor
- Takes a personal interest in your career.
- Guides you on your way up the leadership ladder.
- Introduces you to influential people
- Teaches you the “ropes”
- Gives you access to those with power
- Looks out for you; gives you advice
- Brings your accomplishments to the attention of others.
Mentoring: Two Basic Functions

1. Career Function
   - Sponsorship
   - Coaching
   - Protection
   - Exposure and Visibility
   - Assignment

2. Psychosocial Function
   - Develop a sense of competence and self-confidence
   - Role modeling, confirmation, counseling and friendship

The Mentoring Relationship
   - Mentoring is a mutually beneficial relationship
   - Meets emotional and political needs for both
   - Mentor serve as a guide, sponsor and role model
   - Ideal mentor is:
     - nurturing, supportive and protective
     - aggressive, assertive and risk-taking
   - Ideal protégé is successful and adds value to the organization
Qualities A Mentor Looks For in A Protégé

- Assertiveness
- Competence
- Independence
- Intelligence
- Loyalty
- Commitment
- Ability to form alliances
- Desire and ability to accept power and take risks

How To Be Chosen By A Mentor

- Maintain a high profile
- Volunteering for a variety of tasks
- Show a desire to learn
- Accept criticism constructively
- Learn to read signals from others
- Develop political savvy:
  - ability to read other's body language
  - understand non-verbal communications

What to Look for in a Mentor

- In a powerful position within the organization or referent group
- Has advanced experience and knowledge.
- Competent at what they do
- Compatible with your personality
- Strong interpersonal skills
- Able to motivate
- Willing to help you grow
- Share credit for successful projects
- Give critical feedback regarding your performance
- Has time for you
Characteristics A Mentor Should Bring to the Mentoring Relationship

- Good Teacher
- Listener
- Motivator
- Supportive
- Patient
- Empathetic
- Admired within the organization for behavior, values, professionalism and competence

Women as Mentors

- Few female mentors are available
- Fewer women at top of organization
- Women usually don’t have extra time
- Busy pursuing their own career
- Female competition
  - Older women may feel threatened by younger women
  - Women do not feel as secure as male colleagues

Risks to Cross-Gender Mentoring

1. To avoid pitfalls with close male-female working relationships they push each other away
2. Female protégés are more likely to experience greater social distance, discomfort, and over-protectiveness than male protégés from male mentors
Risks to Cross-Gender Mentoring con’t

3. Both the male and female must deal with sexual tensions, fears and public perceptions of the relationship.

4. Women who approach men to be their mentors may be misunderstood and seen as making sexual advances both by the mentor and others in the workplace.

Risks to Cross-Gender Mentoring con’t

5. Men maintain standards for female protégés.

6. Male mentors may draw criticism from colleagues because he has gone outside the “old boys network” to sponsor a woman.