



# **Mentoring for Career & Leadership Development**

2018 AWIS DC Mentoring Circles Kickoff Event  
January 29, 2018

Dr. Julie I. Johnson  
National Science Foundation

Dr. Nadeene E. Riddick  
AAAS S&T Policy Fellow

# AGENDA

A. Welcome and Introductions

B. Getting to know you – Understanding Preferences

C. Mentoring Basics

- What is mentoring?
- Relational Mentoring
- Phases of Mentoring
- Successful vs Unsuccessful mentoring
- Goal Setting
- Feedback & Assessment tips

D. Conclusion & Reflection Questions

## Who's Here?

Who has had a mentor?

Who has been a mentor?

Has your previous experience involved

- one-on-one mentoring?
- group mentoring?
- mentoring someone older than you?

Your burning question about

- finding/working with a mentor?
- being a mentor to others?





# Understanding Preferences

## GETTING TO KNOW YOU

### **NORTH**

Acting – “Let’s do it”;  
Likes to act, try  
things, plunge in

### **WEST**

Paying attention to  
detail – likes to know  
the who, what, when,  
where, & why *before*  
acting

### **EAST**

Speculating – likes to  
look at the big picture  
& possibilities *before*  
acting

### **SOUTH**

Caring – likes to know that  
everyone’s feelings have been taken  
into consideration & that their voices  
are heard before acting

## Reflection about the directions/styles

1. List 4 adjectives describing the strengths of your style.
2. List 4 adjectives describing the limitations of your style.
3. What style do you find most difficult to work with and why?
4. What do people from the other directions or styles need to know about you so you can work together effectively?
5. What do you value about the other 3 styles?



# **MENTORING BASICS**



## WHAT IS MENTORING?

Mentoring is a **collaborative** learning relationship between individuals who share **mutual responsibility and accountability** for helping the mentee work toward the fulfillment of clear and mutually defined learning goals.

Mentoring is used to assist individuals at specific stages of development or transition and lasts for a sustained but defined period of time. The mentoring relationship provides a **developmental opportunity for both parties** and can thus be of **mutual benefit**.



# WHAT IS MENTORING?

## Traditional Mentoring

- Mentor acts as expert
- Mentor does not expect to learn from mentee
- One way influence from 'expert' mentor to 'naïve' mentee

vs.

## Relational Mentoring

- Focus on mutuality & reciprocity
- Both parties expect to grow & learn
- Shared influence



## RELATIONAL MENTORING (1)

Relational mentoring follows a reciprocal perspective and focuses on the following:

- ***Personal learning and growth:*** Both mentor and mentee educate each other of different expertise one may have that the other does not
- ***Reliance on communal norms:*** Mentors and mentees give without expecting repayments from each other
- ***Inspiration:*** Encouraging “mutual inspiration” where both mentor and mentee are inspired to perform at a higher level



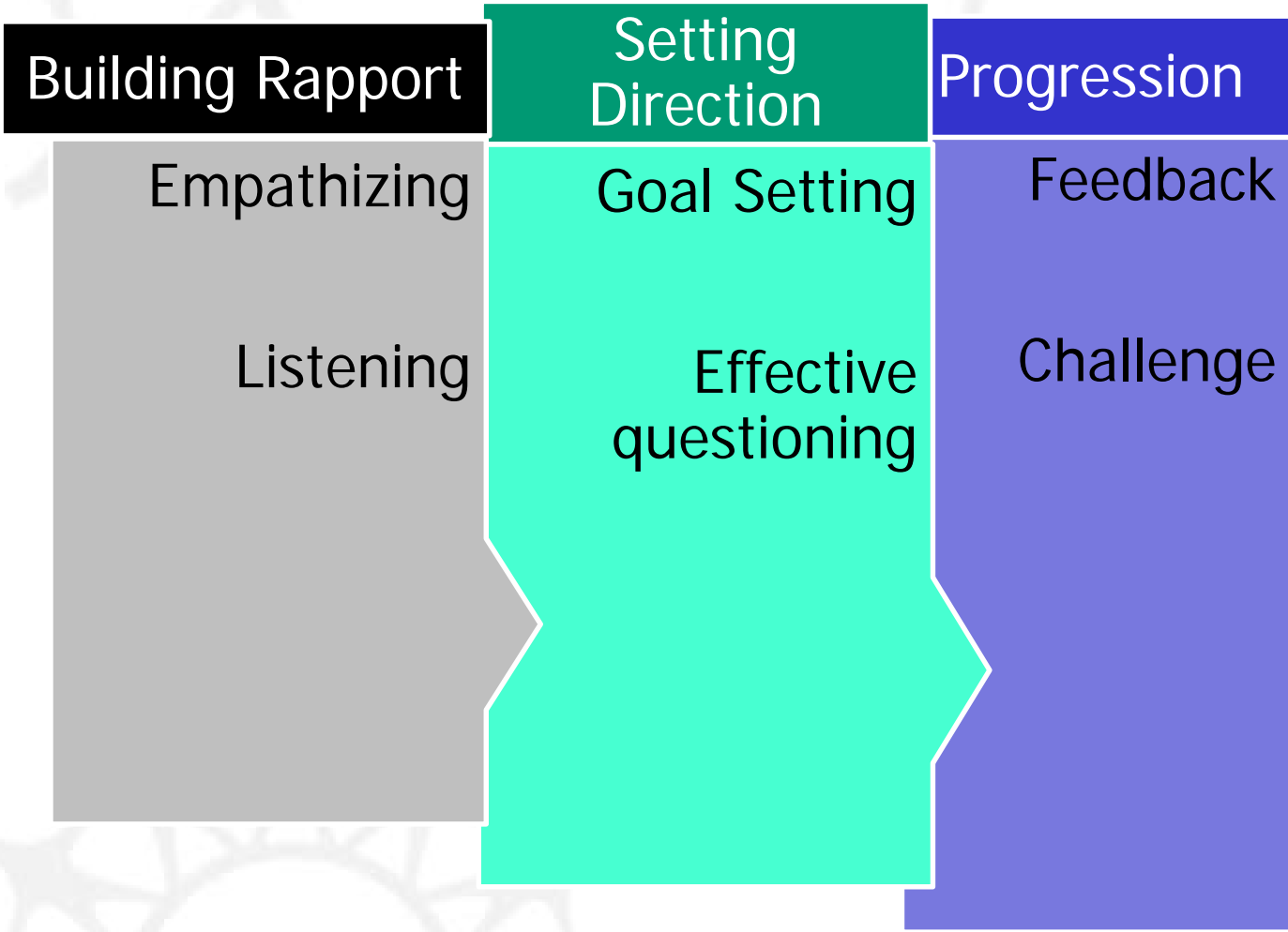
## RELATIONAL MENTORING (2)

Relational mentoring follows a reciprocal perspective and focuses on the following:

- ***Shared influence and mutual respect:*** Both mentor and mentee have reciprocal influence, mutual empathy and concern, and vulnerability
- ***Relational trust and commitment:*** Both mentor and mentee commit to each other and the mentoring relationship



# 3 PHASES OF MENTORING



# WHAT IS MENTORING?

## Successful Mentoring



- Provide constructive feedback; receive feedback
- Offer advice; not forcing mentors ideas on mentee
- Clear communication; communicate as peers
- Takes time to build rapport
- Genuine interest in personal and professional well-being of mentee
- Managing expectations
- Personal commitment to support mentee for pre-determined time frame
- Respect mentee and his/her ability and right to make own choices

# WHAT IS MENTORING?

## Unsuccessful Mentoring

- Poor communication skills (e.g., listening, open-ended questions)
- Lack of interest in personal well-being or personal/prof goals
- Disconnected, unfriendly, didn't seem to care about mentee
- Misaligned expectations – mentor had different goals than mentee
- Offering advice that was not applicable
- Criticized, judged mentee

### GOAL SETTING

- As part of a mentor experience, you should create a plan that identifies the goals and milestones.
  - Think about your developmental goals for the year. For each, you will identify resources, obstacles, and strategies to develop as a professional.
- 
- 

## GOAL SETTING

The top five actions of those who successfully attain their behavior change goals:

1. They choose only 1 –2 goals to work on.
2. They make their behavior change goals public.
3. They ask colleagues for 'feedforward' suggestions on their goals.
4. They create a simple action plan to follow.
5. They make their goals visual to remind themselves and others.





## Leadership Challenges

- Effectively delegating responsibility
- Decision-making
- Trust
- Communication
- Treading the friendship/enforcer relationship
- Confidence in speaking and sharing your thoughts with groups
- Building teams that work effectively
- Knowing when to stay on sideline and when to offer your thoughts to group
- Dealing with difficult people

# MAPPING YOUR PROFESSIONAL PATHWAY

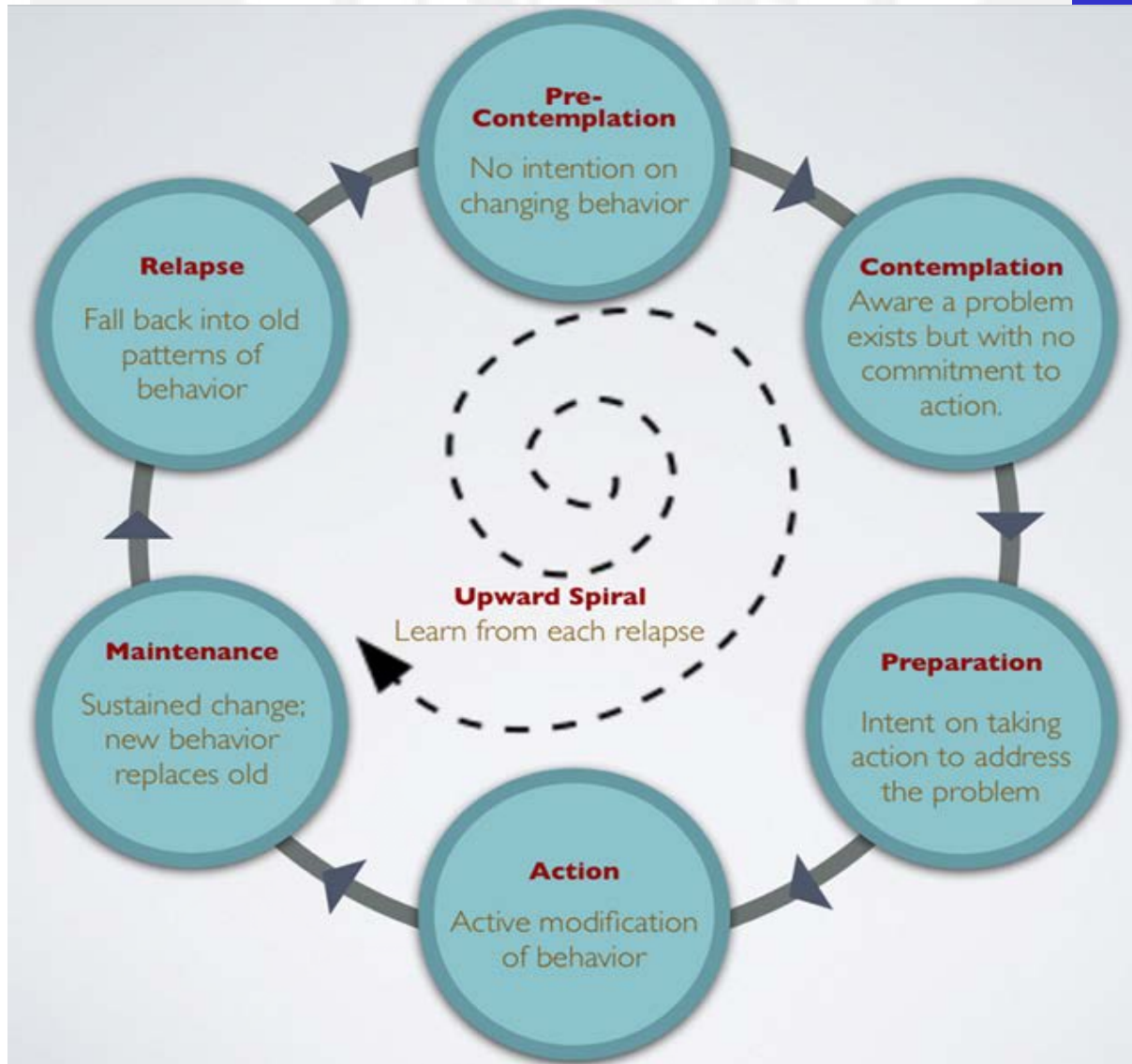


PROGRESSION



# PROGRESSION

Keep in mind that change is hard! And it is a cycle.



(Stages of Change Model; Prochaska & DiClemente, 1982)

## FEEDBACK & ASSESSMENT

- Giving and receiving feedback is important.
- It's important to check in during the relationship to see how things are going.



