Best Practices in Mentoring

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Agenda

1. Defining Mentoring
2. Benefits of Mentoring
3. Best Practices in Academic Mentoring
4. Outcomes of Mentoring
Defining Mentoring
Mentoring

“A reciprocal and collaborative learning relationship between two (or more) individuals who share mutual responsibility and accountability for helping a mentee work toward achievement of clear and mutually defined learning goals.”

Coaching

“Coaching is *instructional*, often with a *particular goal* or focus, such as developing technical or soft *skills* or related learning and growth, and can be used as a way to train someone on a discrete task or series of tasks.”

*Making Mentoring Work*, Catalyst
Sponsorship

“Sponsorship is when one partner, usually someone at a more senior level and/or an individual with strong influence within an organization, assists a protégée in gaining visibility for particular assignments, promotions, or positions. The role is often recognized as having a career, job, or opportunity-related purpose with some inherent degree of accountability on the sponsor's part.”

*Making Mentoring Work, Catalyst*
Mentors are advisors, people with career experience willing to share their knowledge; supporters, people who give emotional and moral encouragement; tutors, people who give specific feedback on one’s performance; … models of identity, of the kinds of person one should be to be an academic.

Benefits of Mentoring
Benefits for mentees

- More rapid and smoother socialization into organizational culture
- Increased career satisfaction, self-efficacy, identity, and morale
- Increased probability of long-term success & better professional networks
- Higher rate of promotion and earnings
- Accelerated leadership development
- Increased motivation to mentor others
- Increased productivity
- Decreased job stress and conflict

Benefits for mentors

- Personal satisfaction and fulfillment
- Enhanced creativity and professional synergy
- Career and personal rejuvenation
- Motivation to remain current
- Expanded professional networks
- Development of a loyal support base
- Recognition for helping to develop talent

Benefits for organizations

- Increased productivity and organizational stability
- Stronger long-term organizational commitment and citizenship
- Increased socialization and communication
- Retention of valued employees
- Preservation of intellectual and institutional memory
- Support of cultural diversity
- Improved leadership capacity and succession planning
- Development of a mentoring culture
- Cost effectiveness


Best Practices in Academic Mentoring
Achieve appropriately matched dyads.

- Consider your experience and expertise.
- In what areas could you provide the most effective mentoring?
- Be prepared to provide input on who you should mentor based on these things.
Establish clear purpose and goals.

• Set the ground rules
• Guide goal-setting
• Reciprocity
• Time commitment
• Activities over time
Set the ground rules, or align expectations

- Define Functional, Relational, and Project expectations

- Document agreed upon expectations of each other in a mentoring agreement.

- Revisit your expectations throughout relationship to ensure continued alignment.
Guide goal-setting

- Consider both mentee & organizational goals.
- Goals may be broad or focused, but should be measurable.

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Questions to guide goal-setting

1. What does success look like to you?
2. What is the outcome you want?
3. What do you want to be different in 3 to 5 years?
4. What are the obstacles you’re facing?
5. What can you control?
6. What are the options you’ve come up with?

Reciprocity

- Identify why you mentor.
- Articulate your goals, wants, needs in the context of the mentoring relationship.
- Mentoring relationships are more committed and successful when the mentors perceive a benefit to themselves.

Mentoring is “a reciprocal and collaborative learning relationship between two (or more) individuals who share mutual responsibility and accountability for helping a mentee work toward achievement of clear and mutually defined learning goals.”

Time commitment

- Reduces risk of disappointment and unmet goals / expectations
- Define realistic timelines for achieving goals
Activities over time

• Enforces realistic timelines for achieving goals
• Solidifies the mentoring relationship
Solidify the mentoring relationship.

• Create collegiality.
• Establish regular communication.
• Exchange regular feedback.
• Build a supportive environment.
Create collegiality.

• Establishing mutual respect and trust are essential to collegial and collaborative relationships.
• Helps foster mentee’s academic success
• Improves overall work environment and faculty retention

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Establish regular communication.

- Supports goal achievement
- Facilitates relationship building
- Regularity outweighs method
Exchange frequent feedback.

• Encourage mentees to ask for and accept feedback.

• Mentees may need guidance in effectively accepting feedback.

• Help mentees identify challenges.

• Feedback increases productivity.
Best practices for giving feedback.

- Establish a safe space.
- Establish a shared understanding.
- Acknowledge the mentee’s contributions and strengths too.
- Be specific.
- Keep it simple.
- Keep it private.
- Maintain eye contact and a measured tone. Be gentle and empathetic.
Build a supportive environment.

- Build a supportive environment through:
  - listening,
  - displaying empathy,
  - giving encouragement, and
  - providing authentic feedback

- Enhances mentee’s independent thinking, creativity, offering of ideas, and soliciting of feedback
Advocate for and guide the mentee.

• Provide psychosocial support.

• Advise on life balance / alignment.

• Advise on career progression.

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Provide psychosocial support.

- Motivate mentees and provide moral support.
- Mentees value being acknowledged as a person and as a professional.
- Mentees value mentors who listen to their concerns.

*Psychosocial support is the provision of psychological and social resources to a person by a supporter intended for the benefit of the receiver's ability to cope with problems faced*

*Wikipedia*
Advise on life balance / alignment.

- Time management
- Priorities
- Boundaries
Advise career progression.

- Setting professional goals
- Mapping a career plan
- Establishing career milestones
- Identifying advancement opportunities
Integrate the mentee into academic culture.

• Acclimate to academic norms and expectations
• Teach networking skills
• Facilitate socialization to academic culture
• Reduces mentee stress
Outcomes of Mentoring
Outcomes of nurse faculty mentoring

- Orientation to the faculty role
- Socialization to the academic community
- Development of teaching, research, and service skills
- Facilitation of the growth of future leaders in nursing & nurse education

Resources


Activity & Discussion

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