

Mentoring Others: a Webinar

presented by Mary Beth Weber
for LibraryLinkNJ
July 22, 2015

Mentor

- The Merriam Webster dictionary defines the word as “a trusted counselor or guide”.
- In Homer’s *Odyssey*, Odysseus places his friend Mentor in charge of his son Telemachus while Odysseus leaves to fight in the Trojan War.

Pathways to Mentoring

- Someone may seek you out for advice
- You may informally mentor someone.
- You may be assigned a mentee as part of a formal program.



Benefits of Mentoring

- Helps orient new employees.
- Can improve job performance.
- Prepares future leaders and furthers personal and career development.
- May complement other professional development activities.
- Opportunities, contacts, feedback, a sounding board, encouragement, a confidante.
- Research has shown that those who have been mentored report higher salaries, more frequent promotions, greater job satisfaction, and are less likely to leave their jobs (Murrell, 2007).

Types of Mentoring

- Formal- Traditional; often provided at one's place of work or through a professional organization.
- Peer- Mutual involvement between peers.
- Group- A group of individuals are mentored by one person.
- Self-Managed- Mentee is responsible for his/her own professional development and seeks mentoring as it's needed.

Is Serving as a Mentor Appropriate for You?

- Are you prepared to invest the time and effort?
- What skills, knowledge, experience can you provide?
- What are your strengths?
- Is it a commitment that you can realistically make?
- What type of person do you want to mentor?
- What you want to get from the relationship?

You've Agreed to be a Mentor-- What's Next?

- If you're participating in a formal program, review the guidelines. Also review them with your mentee.
- Consider the length of the commitment.
- Be clear about what you can/can't do for your mentee.
- Know when it's appropriate to refer your mentee to someone else.
- Plan for your next steps...



Meetings

- The first order of business is to contact your mentee.
- Arrange to meet him/her.
- Agree on frequency of meetings and how (in person, phone, Skype/Google Hangout, email, or a combination).
- Set limits.
- Have an agenda for each meeting.
- Consider planning for the next meeting before your meeting ends.

Goals

- Discuss what your mentee wants to achieve and how that might be accomplished.
- Develop mutually agreed upon goals.
- Provide constructive feedback as your mentee reaches his/her goals.
- Review the goals as the relationship proceeds.

Qualities of an Effective Mentor

- Excellent communication skills
- Patience
- Flexibility
- Punctuality
- Confidential
- Positive role model
- Willingness to share knowledge and expertise
- Values continuing education and professional development

Communication

- Be an active listener.
- Ask your mentee thoughtful questions that will prompt him/her to discuss his/her needs and what's important to him/her.



Patience

- Take the relationship seriously.
- Understand that it will require time and commitment.
- You need to be involved long enough to make a difference.
- Give your mentee time and space.

Flexibility

- Be open to new ideas.
- Respect points of views that differ from your own.
- Suspend judgment.
- Respect your mentee's ability to make choices.
- Don't impose your values on your mentee.

Punctuality

- Be reliable and consistent. Make sure you're available when you've said you'll be.
- Don't cancel meetings unless absolutely necessary.
- Don't be late for meetings.

Confidential



- Provide an accepting and supportive atmosphere.
- Be aware that your mentee might share confidential and sensitive information.
- Don't betray confidences.
- Another case when you must suspend judgment.



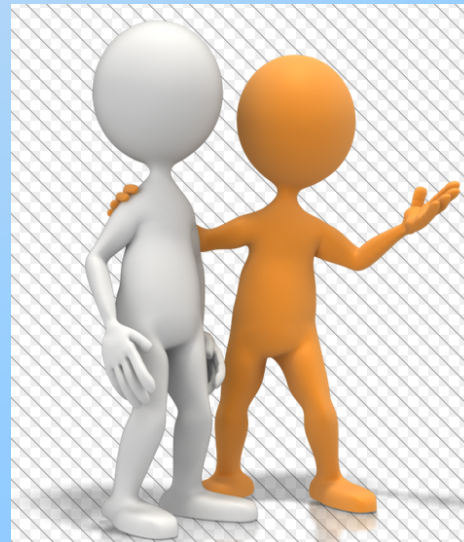
Positive Role Model

- Motivate your mentee by setting a good example.
- Don't tell your mentee anecdotal stories or brag of your success.



Willingness to Share Knowledge and Expertise

- Consider how your skills, knowledge, and experience will benefit your mentee.
- Play to your strengths.



Values Continuing Education and Professional Development

- Recognizes the importance of continual learning.
- Benefits personal growth and career development.
- Open to new ideas.
- Avoids getting stuck in a rut.
- Is active professionally and stays current with professional literature and other sources of information (websites, blogs, etc.).

Tips for an Effective Mentoring Relationship

- Have empathy for your mentee's challenges.
- Develop a rapport. Take the time to get to know your mentee.
- Set goals and a plan.
- Mentoring relationships are both dynamic and reciprocal.
- Commitment is essential.

Tips for an Effective Mentoring Relationship (continued)

- Shared values.
- Respect.
- Trust.



Barriers to Effective Mentoring

- Unclear understanding of the mentor's role and responsibilities.
- Lack of commitment to the relationship.
- Poor match.
- Misunderstanding of the mentee's needs.
- Miscommunication.

Barriers to Effective Mentoring

(continued)

- Overdependence.
- Setting unrealistic goals for the mentee.
- Mentor uses the relationship for personal gain and recognition at the mentee's expense.

Closure

- Recognize when to bring the relationship to a conclusion.
- If either party makes a request to end the relationship, it can possibly mean that:
 - The relationship wasn't productive. Either party should be honest about why they want to end the relationship. Mentoring programs often address how to handle such issues.
 - The mentee has reached his/her goal and feels his/her needs have been fulfilled. This is personal growth and is a good thing.
 - The mentor has provided all the expertise he/she possesses and the mentee is ready to proceed on his/her own.
- Discuss next steps.

Continuing the Relationship

- The relationship can continue if both parties feel comfortable.
- Mentee can periodically check in with mentor.
- Mentee may consult mentor for his/her advice.
- Mentor can provide mentee with contacts, resources, etc.

Resources

- Audrey J. Murrell, “Five Key Steps for Effective Mentoring Relationships,” *Katz Quarterly* 1, no. 1 (2007).
- ALA Mentoring resources: http://www.ala.org/educationcareers/mentoring/mentoring_and_recruitment_efforts
- LibraryLinkNJ’s MentorNJ: <http://librarylinknj.org/MentorNJ>