

Mentor-Mentee Relationship : How to make it work effectively



Shakila Merchant, PhD
Program Director, CUNY HIRES
Assistant Director, CUNY CREST Institute
smerchant@ccny.cuny.edu



The City College of City University of New York
July 1, 2016

Environmental Scientist 1990-2002



AN ISO 9001 : 2000 ORGANISATION

**Doctoral Degree
from IIT
Roorkee 2000**

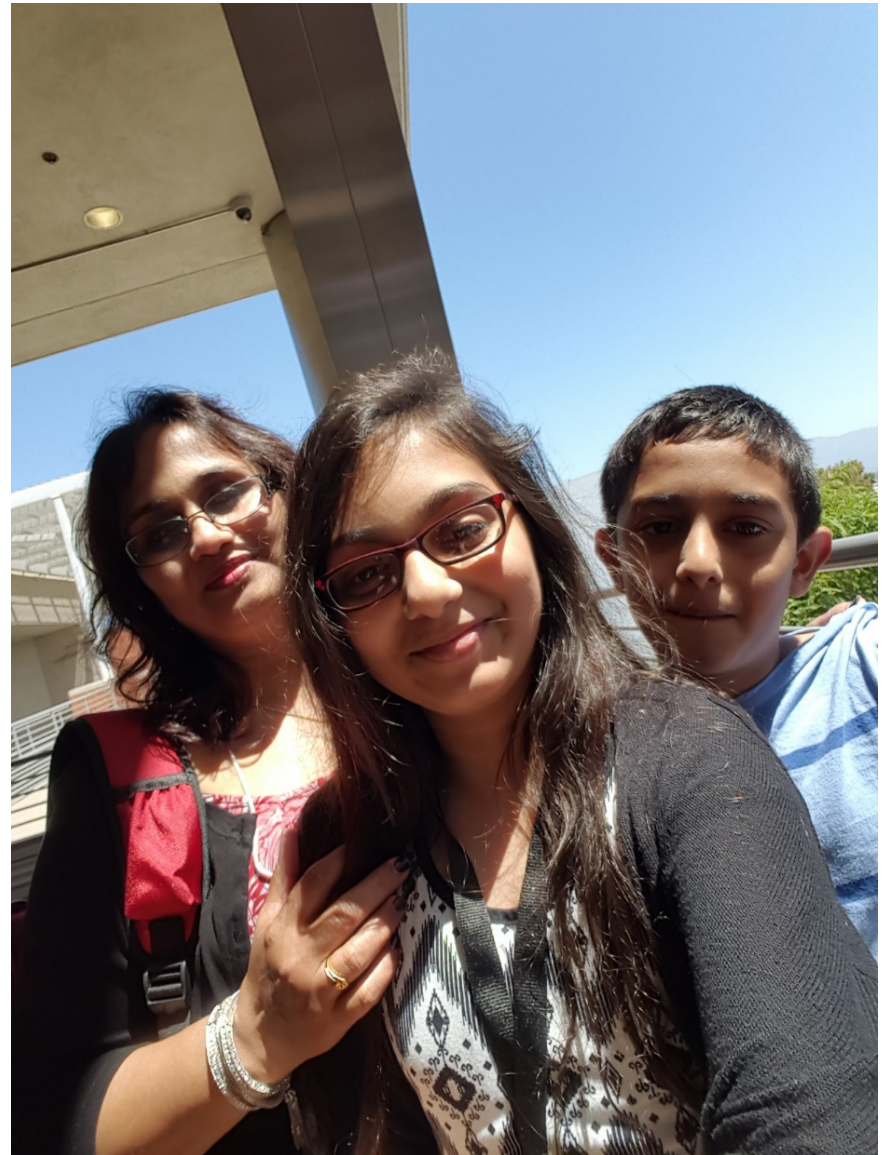


**Director of
Education,
NOAA-
CREST
center, The
City College -
2002**





Zaina and Faraz Merchant at a Satellite Education Conference in LA, summer 2015



Mentorship

- ∞ A mentor is an individual with expertise who can help develop the **career of a mentee**. The mentor guides, trains, advises, and promotes the career development of the mentee.
- ∞ Two types of **mentoring functions**:
 - Career
 - Psychosocial
- ∞ Two types of **mentoring relationships**:
 - Formal
 - In-formal



Mentoring Functions

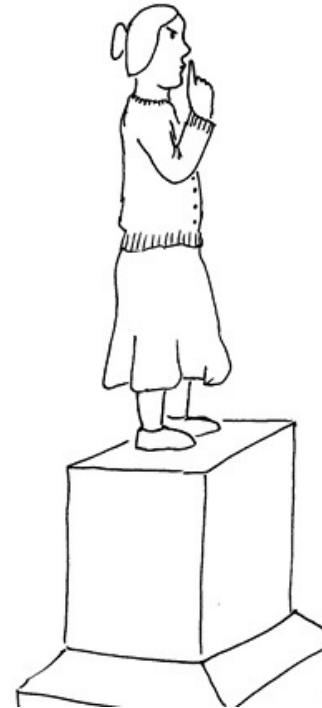
- ☞ Career Functions: Help the mentee climb the ropes and prepare for career advancement.
 - Coaching
 - Challenging assignments
 - Exposure and visibility
 - Protection



Mentoring Functions

∞ Psychosocial Functions: Help the mentee develop a sense of competence and clarity of identity.

- **Role-Modeling**
- **Acceptance and confirmation**
- **Counseling**
- **Friendship**



Stages of Mentoring

- ☞ Initiation Stage
- ☞ Cultivation Stage
- ☞ Separation Stage
- ☞ Redefinition Stage



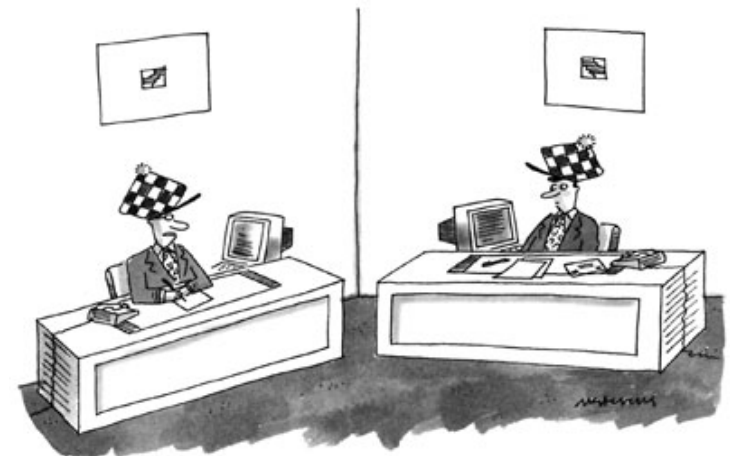
Advantages of Mentoring

☞ Advantages for the mentee:

- Career advancement
- Salary
- Organizational/professional identification

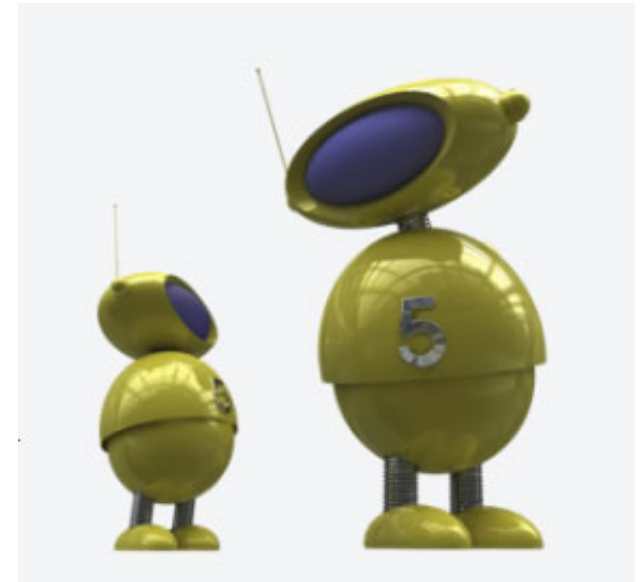
☞ Advantages for the mentor:

- Career enhancement
- “Passing the torch to a new generation”
- Learning from mentee – new technologies, new developments, important features of next generation



Disadvantages of Mentoring

- ∞ Disadvantages for the **mentee**:
 - Overdependence on the mentor
 - Micro-management from the mentor
 - Negative halo from mentor who fails
- ∞ Disadvantages for the **mentor**:
 - Mentee dependence on mentor
 - Time, energy commitment to mentee
 - Negative halo from mentee who fails



Your First Meeting

- ∞ Step 1 - **Get Acquainted**
 - Find the commonalities
 - Look for uniqueness
 - Explore hobbies
 - How similar/different are your behavioral styles?
- ∞ Step 2 - **Discuss Your Overall Mentoring Goals**
 - Where are you going?
 - What are your visions and aspirations?
 - Where are you now?
 - What are your strengths, weaknesses and behavioral style?
 - Choose your top 3 mentoring goals.
- ∞ Step 3 - **Create a Mentoring Agreement**
 - Clarify mentoring goals, roles and responsibilities.
 - Establish a meeting schedule.
- ∞ Step 4 - **Solicit Supervisory Support**
 - Make plans to brief the supervisor on your plans

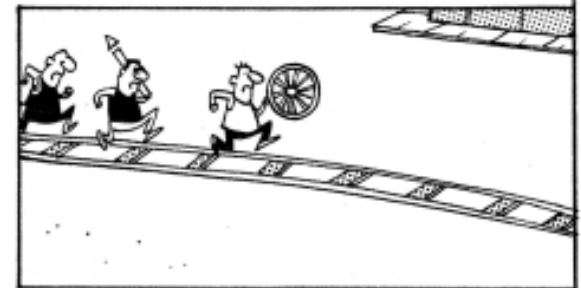


Creating a Mentoring Action Plan (MAP)

- ☞ **Step 1 - Review Your Top 3 Mentoring Goals**
 - List your mentoring goals in order of priority.
- ☞ **Step 2 - Create a List of Learning Activities**
 - Learning by doing (ex., special project, writing a memo, etc.)
 - Learning from others (ex., shadowing, situational mentoring, etc.)
 - Learning from challenging experiences or “stretch assignments” (ex., project outside of department, leadership role, etc.)
- ☞ **Step 3 - Create a Timeline**
 - Determine how many hours, days or weeks it will take to complete each activity.

ON THIS DAY

MAY 7 1997



Soccer hooligans completely dismantle a train on the way to a match in Germany, yet still manage to arrive on time.

Review your MAP

- ∞ Step 1 - **Reaffirm original goals and refocus energy**
 - What did we set out to accomplish together?
 - Should we shift our goals at all?
- ∞ Step 2 - **Redefine goals and amend the Mentoring Action Plan**
 - What learning activities would be realistic and have impact in the time we have left?
- ∞ Step 3 - **Identify and address problems or barriers**
 - What, if anything, has been difficult or disappointing in working together?
 - What could we each do to improve this partnership?

How to End a Mentoring Relationship

- ∞ **Step 1 - Take stock of how you have benefited from the mentoring relationship**
 - Did we accomplish our mentoring goals?
 - What have we appreciated about each other?
 - How have we helped each other grow?
- ∞ **Step 2 - A new beginning**
 - What are some ways we can plan to stay in contact?
 - Join the Alumni network
 - Social Network Facebook; LinkedIn; MySpace; Twitter

Mentors Dos

- Do provide mentorship only in your **areas of expertise**. Suggest other mentors as resources outside your expertise or when the attempted mentoring relationship is not working.
- Do indicate openness to being a mentor. **Be accessible to the mentee**.
- Do maintain clear, distinct boundaries with the mentee. **Set clear expectations**.
- Do treat the mentee **professionally and in an ethical fashion**. Be thoughtful and sensitive about the mentee's feelings and time.
- Do model **professional behavior**.

Mentor Don'ts

- ⌘ Don't take on **more mentees than is realistically manageable**.
- ⌘ Don't treat mentees as **free labor** – **be respectful**.
- ⌘ Don't make **personal requests** of the mentee.
- ⌘ Don't **gossip** about the mentee.
- ⌘ Don't **micromanage the mentee**. Provide **advice and counsel**, but do not direct the mentee to take specific actions.



Mentee Do's

- ☞ Do **set specific goals and expectations** for the mentoring relationship. Clearly communicate what you want from the relationship. Maintain distinct boundaries and understand what the mentor expects.
- ☞ Do be **proactive**. It is the mentee's responsibility to **maintain contact** with the mentor and **schedule future interactions**.
- ☞ Do treat the mentor **professionally and in an ethical fashion**. Be thoughtful and sensitive about the mentor's feelings and time.

Mentee Don'ts

- ⌘ Don't **expect the mentor to make decisions for you**. Learn to resolve problems and issues independently of the mentor.
- ⌘ Don't **take advantage of the mentor**. Respect the mentor's time and help.
- ⌘ Don't **gossip about the mentor**.
- ⌘ Don't take **rejection of a mentoring request personally**.



"I hope this bullhorn will make this meeting a little less boring."

Some of my favorite quotes on Mentoring...

- ☞ *"The greatest good you can do for another is not just to share your riches but to reveal to him his own." - Benjamin Disraeli*
- ☞ *"Mentoring is a brain to pick, an ear to listen, and a push in the right direction." - John Crosby*
- ☞ *"A lot of people have gone further than they thought they could because someone else thought they could." - Anonymous*

References

- ☞ The Mentoring Connection-
<http://www.mentoringconnection.com/BestPractices.asp>
- ☞ <http://www.apa.org/education/grad/intro-mentoring.pdf>

