Objectives of Session

- Brief Overview
- Benefits Associated with Workplace Mentoring
- Key Factors Associated with High Quality Mentoring Relationships
- Formal Mentoring Programs Within Organizations
  - Challenges associated with mentoring program success
  - Best practices for formal mentoring programs
Mentoring Occurs Across Settings

- **Community/Youth**
  - Deterring risky behavior and positive youth development
    - e.g., [Big Brothers Big Sisters](https://www.bbbs.org/)

- **Higher education/Academia**
  - Improving academic adjustment, retention & success of college students
    - e.g. [Ronald E. McNair Post baccalaureate Achievement Program](https://www.mcnairprogram.org/)

- **Workplace**
  - Personal and career development
    - e.g., [Microsoft, Hewlett-Packard, IBM, Procter & Gamble, Wachovia](https://www.wachovia.com/)
Key Features of Workplace Mentoring

- One-on-one relationship
  - Typically between experienced and less experienced
- Mutually beneficial
- Some face-to-face contact
- Two functions/sets of behaviors provided by the mentor
  - Career
  - Psychosocial
Mentor Behaviors

Career - aspects of relationship that prepare the protégé for career advancement

- Sponsor protégés for projects or important assignments
- Provide coaching and performance feedback
- Protect the protégé from career mistakes or derailment
- Help the protégé coordinate professional goals
Mentor Behaviors

**Psychosocial** - aspects of relationship that enhance the protégé's sense of competence, identity, and work-role effectiveness

- Convey respect for the protégé
- Counsel the protégé through difficulties
- Serve as a role model for effective behavior
- Provide support and encouragement
<table>
<thead>
<tr>
<th>Type of Relationship</th>
<th>Dimensions for Comparison</th>
<th></th>
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<th></th>
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<td></td>
<td><strong>Scope of support received</strong></td>
<td><strong>Extent of reciprocity</strong></td>
<td><strong>Role prescribed behavior?</strong></td>
<td><strong>Time-bound interaction?</strong></td>
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<td>Workplace mentoring</td>
<td>Task-related, professional, &amp; personal</td>
<td>Moderate to high</td>
<td>Sometimes</td>
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<td>Workplace friendship</td>
<td>Task-related, professional, &amp; personal</td>
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<td>Social support at work</td>
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<td>Supervisory relationship</td>
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<td>Coaching relationship</td>
<td>Task-related &amp; professional</td>
<td>None required</td>
<td>Yes</td>
<td>Yes</td>
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</tbody>
</table>

Eby, 2011
Benefits of Mentoring

- Protégés
- Mentors
- Organizations
Benefits of Mentoring for Protégés

- The receipt of mentoring is related to:
  - Higher compensation & faster salary growth
  - More promotions & higher expectations for advancement
  - Higher job & career satisfaction
  - Greater career commitment

- Effect sizes are small to moderate
Benefits of Mentoring for Mentors

- Mentoring others is related to
  - Stronger perceptions of career success
  - Higher job satisfaction & organizational commitment
  - Faster promotion rates
  - Higher incomes
  - Personal gratification

- Effect sizes are small to moderate
Benefits of Mentoring for Organizations

- Little research focused at the organizational level
  - Some evidence to suggest...
    - Having a formal mentoring program associated with organizational attractiveness
    - Organizations with a greater proportion of employees who are being mentored report higher overall agency performance

- Individual-level outcomes can translate into benefits at the organizational level
Factors Associated with High Quality Mentoring Relationships

- Protégé individual differences
  - Ability, learning orientation, open to feedback

- Mentor individual differences
  - Empathetic concern, helpfulness, proactivity, openness to experience

- Organization
  - Open climate for employee development
Formal Mentoring

- Number of companies with formal mentoring programs continues to grow
  - Typically medium to large organizations
    - 71% of Fortune 500 firms report formal programs
  - All different industries & sectors
  - 75% of executives report that mentoring played a key role in their career (ASTD report)
Research on Formal Mentoring

- Less effective than informal mentoring
  - Reasons include less commitment, motivation, & unrealistic expectations

- But, **high quality** formal relationships can rival informal relationships
  - Program design features can increase the likelihood of high quality relationships
  - Program understanding & mentor commitment
Charles Weekly is the Human Resources Director of Teetop Industries. The CEO of Teetop read a recent article in the popular press about the benefits of mentoring. He has charged Charles with creating a mentoring program for Teetop. When Charles asked the CEO for some direction regarding the objectives of the program, the CEO replied, “That is what I am paying you for. Mentoring is good. Make it happen.”

How should Charles proceed?
Recognizing Barriers to Mentoring Program Success

- What are the challenges associated with designing and implementing mentoring programs?
  - Program level
  - Relationship level
Program Level

- Reliant on short-term funding
- Lack of support for program administration
- Lack of a culture of volunteering or mentoring
- Stand-alone initiative with over-ambitious goals
- Time compression
Relationship Level

- Lots of potential problems
- Both protégé & mentor report problems
- Should not be surprising
  - We have all had bad relationships
  - All relationships have benefits and costs
  - Relationships are a lot of work
  - Relationships change over time
- More likely to occur in formal mentoring relationships
Problems Reported by Protégés

- Mismatches (values, work styles, personality)
- Lack of mentor expertise (technical, interpersonal)
- Mentor neglect
- Inappropriate delegation by mentor
- Credit-taking by mentor
- Tyrannical behavior by mentor
Problems Reported by Mentors

- Time drain
- Protégé is unwilling to learn
- Egocentric and defensive protégé
- Mismatches (values, work styles, personality)
- Disingenuous or submissive protégé
- Jealous or competitive protégé
Do These Negative Experiences Matter?

- Yes!
- Mentoring problems are associated with:
  - Less favorable work attitudes
  - Less favorable career attitudes
  - Psychological reactions (e.g., stress)
  - Psychological withdrawal (e.g., disengagement)
  - Turnover intentions
- Negative experiences often more salient than positive
- Protégés probably more affected than mentors
Keys to Formal Program Success

- Clear objectives
- Support from the top
- Thoughtful matching process
- High quality mentors
- Provide training and set expectations
- Ongoing interaction support
- Evaluation
Establish Clear Objectives

- Common objectives of mentoring programs:
  - Retention (47%)
  - Enhancing performance/specific skills (37%)
  - Succession planning/career development (29%)
  - Diversity development (22%)
  - Organizational socialization (20%)

- Link program to other HR systems
Support from the Top

- Find a high-level champion
  - Do not want to be perceived as latest fad
  - Communicate

- General support
  - Does management role model effective mentoring?
  - Is mentoring behavior valued in the organization?

- Are there resources available to support a mentoring program?
  - Shared enthusiasm for a program
  - Group or board to oversee a program
  - Monetary resources for pilot programming, training etc.
Thoughtful Matching

Challenge:
- Naturally occurring mentoring relationships often developed based on similarity
- Formal mentoring relationships often based on dissimilarity

What to Consider:
- Give mentors & protégés input into the match
- Perceived similarity associated with positive outcomes
- Mixed results regarding actual demographic similarity
- Consider preferred work styles and logistics
High Quality Mentors

Select mentors carefully!
- Not everyone has the skills to be a mentor

Effective mentors...
- Are dedicated to the development of self and others
- Are committed to the role and the formal process
- Have expertise that is critical to the situation and are willing to share
- Give honest feedback
- Push the protégé to excel
- View their work as a “calling”
Thank Your Mentors
Training

- Three tier system

Basic training
Basic Training

- Define mentoring
- Outline program objectives
- Review responsibilities of mentors and protégés
- Review role of program staff
- Set expectations for what the program can and cannot do
- Establish relationships structure and boundaries
- Describe potential relationship challenges
Training

- Three tier system

  - Relationship skills
    - Information tailored to unique goals, objectives of program
  - Basic training
Ongoing Interaction, Support, Accountability

- Accountability systems – coordinating body, HR dept, mentor, protégé
  - Procedure for terminating bad matches

- Opportunity to share experiences
  - Peer to peer mentoring

- Email contact
  - Check in on goal progress
  - Copy of initial guidebook
  - Comparative information
Evaluation

- Collect data at regular intervals (e.g., 3, 6, 12 month checkpoints)
  - Quantitative and qualitative
  - Must tie back with purpose and goals of the program
  - Document the value of mentoring in financial terms
Evaluation

**“Soft” Data**
- Track benefits
  - Increased job satisfaction
  - Decreased stress
- Compare outcomes of mentored group to group not mentored

**“Hard” Data**
- Compare the cost it would take to reach same outcome through other means (e.g., traditional training)
- Analyze regretted loss turnover among mentored versus nonmentored employees
Key Future Research Needs

- What is the best way to match mentors and protégés in formal programs?
- What is the specific content needed for effective training?
- More practice-research collaborations
Closing Thoughts

- Mentoring has the potential to add value
  - To protégés, mentors, the organization

- There are also challenges

- Careful planning and program monitoring can increase the chance of program success
  - Program must have clear purpose and goals
  - Expectations of participants should be managed
  - Provide on-going support

- Informal mentoring should not be viewed as a replacement for informal mentoring within the organization
Acknowledgements

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