
Mentoring

Confessions of a Skeptic

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Origins of The Idea

- French prehistory
- African – it takes a village
- Homer's Odyssey
- French court



Adapted from:

<http://www.canr.msu.edu/vanburen/what's%20mentoring.html>

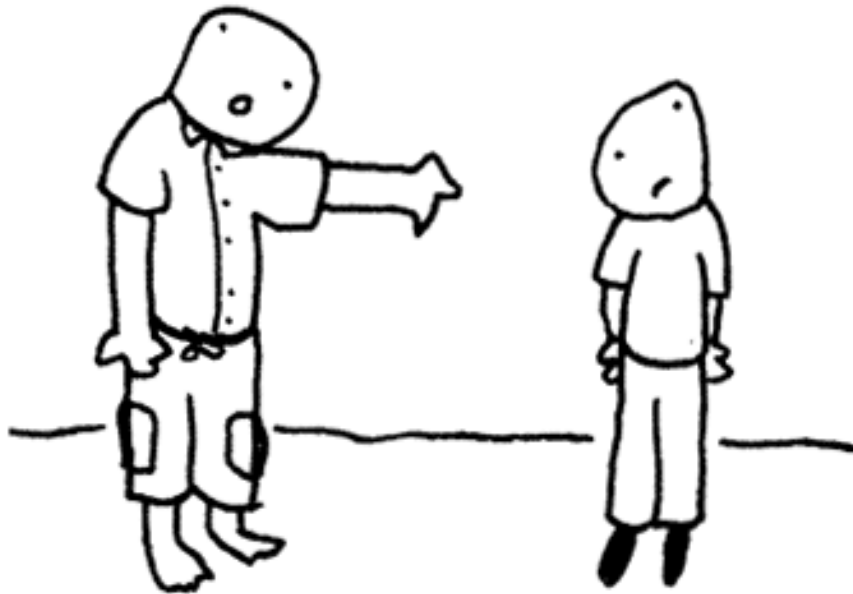


Applications of the Idea

- Teacher – Student
 - Adult – “lost” child
 - Monk/Nun – novice
 - Seasoned professional – junior colleague
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Variations on the Idea

- Reverse mentoring – technology
- Cross discipline – Life coach



as your life coach,
i am hereby giving
you the advice to
always dress like a
jimmy buffett fan
to actualize your full
earning potential

Definitions of the Idea

- Developmental assistance offered to a colleague (protégé) by someone more experienced (mentor) in the particular development area. The protégé relies on the mentor's guidance, knowledge and experience to gain greater skills, perspective, performance and/or achievement for the future.
 - *“Mentors are the people we wish to emulate; those people who pull us to new heights and push us to reach ever higher.”* Dr. E. Chambers *
*From Journal of Sensory Studies **25 (2010) 1**.
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Acting on the Idea – Learning About Each Other

- Tell your mentor/protégé a little about yourself (interests, hobbies, background, etc.)
 - Describe your “professional” style
 - What non-related work experiences are you most proud of?
 - Summarize your career and its progression.
 - Describe your current job, and key areas of responsibility?
 - What do you most enjoy about your work?
 - Where from your work do you derive the most satisfaction?
 - What are your top three professional strengths?
 - Describe the development area that you want to strengthen?
 - What are your short-term and long-term goals?
 - What experiences have helped you grow the most?
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Issues with the Idea

- Not enough time
 - Poor engagement
 - No tangible benefit to the mentor/protégé
 - Lack of support for process
 - Can't be structured
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Pitfalls of the Idea

- Good mentors are hard to find
 - Can supervisors/managers be good mentors?



Bosses

- Focus on achieving the objectives of the department and the company.
 - The manager assigns tasks, evaluates the outcome, conducts performance reviews, and recommends possible salary increases and promotions.
 - Hold significant power over employees' work lives
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Result

- Most employees demonstrate only their strengths and hide their weaknesses in the work environment.



Mentors

- Focus on developing the protégé professionally and personally.
 - Do not evaluate the protégé with respect to the current job, do not conduct performance reviews of the protégé. Do not provide input about salary increases and promotions.
 - Create a safe learning environment, where both can discuss issues openly and honestly, without worrying about negative consequences on the job.
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Working the Idea: Mentor's Role

- Encourage protégé to take ownership of their development.
 - Allow the protégé to drive, facilitate and coordinate the relationship
 - Share your career story and key lessons learned.
 - Be a role model
 - Give and ask for feedback often.
 - Maintain confidentiality in your relationship.
 - Guide protégé to make their own solutions
 - Make it easy to meeting regularly
 - Continually evaluate the relationship
 - Introduce your protégé to your network
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Result

- Because the roles of manager and mentor are fundamentally different, structured mentoring programs should never(?) pair mentors with their direct reports.

Adapted from **Do you think a manager should act as a mentor**. Grace Sanchez, available at <http://www.management-mentors.com/about/corporate-mentoring-matters-blog/bid/48405/Do-you-think-a-manager-should-act-as-a-mentor>



Pitfalls of the Idea

- Good mentors are hard to find
- Potential protégés don't want to admit need for guidance
- Does business trump mentoring?
- Natural or Structured?



Working the Idea: Protégé's role

- Initiate, coordinate and drive the relationship
 - Share history and discuss goals to be accomplished
 - Be specific and clear about what you want
 - Facilitate discussions on how to accomplish goals.
 - Be open to learning
 - Give thoughtful consideration to advice/suggestions
 - Discuss outcomes
 - Be open to accepting and giving feedback
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Pitfalls of the Idea

- Good mentors are hard to find
- Protégés don't want to admit need for guidance
- Does business really come first?
- Natural or Regulated?



Rewards of the Idea

- Deep, satisfying relationships in an increasingly shallow social milieu
 - Passing on of collective wisdom; tacit, implicit organizational knowledge; “lore”
 - Engaged mentors and protégés provide creative “juices” to the business at hand
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Final Idea: Pay it Forward

- *“Mentors help us achieve our goals, but they also help us realize that we must become mentors to promote personal and professional success for ourselves and others.”*

ibid. Dr E. Chambers

Some Internet Based Ideas

- <http://www.forministrykenya.com/vsItemDisplay.dsp&objectID=25DA1F3D-9742-4013-B8495AED25FAE8FB&method=display>
 - <http://managementhelp.org/guiding/mentrng/mentrng.htm>
 - <http://www.coachingandmentoring.com/Articles/mentoring.html>
 - <http://www.management-mentors.com/>
 - <http://leadership.nasa.gov/>
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Dedication – To My Mentors

- Dr. C.W. Dill, TAMU
 - Dr. M. Zeece and Dr. R. Wehling, UNL
 - Dr. William Stringer, UMC
 - Jerry Carpenter, UMC
 - Dr. Don Osborn, UMC
 - Dr. Hildegarde Heymann, UCD
 - Tammy Rossochacki, IFF
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