

Mentoring Role & Rewards

Job Rewards for Proteges

- Learn approaches that worked
- Learn informal network
- Learn the ropes

- Reality test skills, build competence and confidence
- Get objective feedback

- Get visibility, contacts
- Know different parts of organization

- Get more opportunities
- Have a road map for promotion

- Take risks, make mistakes

Mentoring Roles

COACHING: Participating in joint tasks; Questioning; Teaching; Giving options; Offering advice on how to present self, create change, manage; Offering views on events, who supports what, personalities, quirks and views of key people & how best to communicate with them.

ASSIGNING: Providing challenging projects, OJT, & performance feedback.

EXPOSING: Inviting to in-house, public meetings & social events; Presenting at meetings; Assigning tasks that allow for legitimate contact with key people.

SPONSORING: Nominating for title expansion, function change, in-house training, key projects, lateral & upward promotions, & professional appointments to boards; Giving good press informally.

PROTECTING: Taking responsibility for late schedules, & for “stepping on toes”; Taking credit & blame in controversial situations; Intervening discretely with problems involving one’s supervisor.

Job Rewards for Mentors

- Confirm the value of my experience
- Redirect creative challenges
- Review past choices and events

- Get help with required tasks
- Get information, fresh ideas, objective feedback

- Develop respect for being a “people developer” from peers, supervisor

- Create legacy of one’s values, views
- Obtain reciprocal future support
- Get satisfaction, pride from helping

- Confirm ability to intervene

Personal Rewards for Proteges

- Get an image of who one might be
- Discover valued parts of self

- Feel accepted, positive regard
- Disagree and clarify values
- Take risks, make mistakes

- Explore personal concerns that interfere with work
- Integrate family-work priorities
- Counteract alienation

- Maintain mutual peer relationship
- Feel liked

MODELING: Being a role model.

ACCEPTING: Showing confidence in their decisions; Being non-evaluative, genuine, & warm; Giving undivided attention; Withholding “off the top” advice.

COUNSELING: Helping to problem solve personal concerns with empathy; Being a sounding board; Listening actively.

BEFRIENDING: Conversing informally and socially; Liking one another.

Personal Rewards for Mentors

- Gain personal respect
- Rediscover valued parts as seen in protege

- Feel respected, recognized
- Find value in what “I” have to offer

- Relive , rework similar concerns of one’s past
- Experience another’s growth as self growth

- Stay in touch with younger generation, see the future now
- Be in touch with youthful part of self