Mentor v Boss - A Case Study Approach

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Factors Impacted by Mentoring

- Diverse work environments
- Varied skill levels
- Succession planning
- Increase loyalty and decrease turnover

Mentor vs. Boss

Mentor:
- someone who teaches and advises a less experienced colleague

- a trusted counselor or guide

- growth oriented

Boss:
- the person who tells others what to do

- a person who exercises control or authority

- result oriented

Benefits of Mentoring – (Mentee)

- encouragement to expand skills

- professional growth

- exposure to new opportunities

- constructive criticism/feedback

- gain support and knowledge

Benefits of Mentoring – (Mentor)

- satisfaction in mentee's development

- reinforcement of one's own skills

- contributing to professionalism

- expands your network

- strengthens your knowledge

- establishes leadership skills

Responsibility of Mentor

- be truthful/honest with feedback

- be realistic with expectations

- provide guidance rather than direction

Responsibility of Mentee

- be truthful/honest about your goals

- be respectful of mentor's experience/expertise

- be comfortable with challenging/questioning guidance

Mentoring Scenarios

Traditional Mentorships: Involve employees with different tenures where the more seasoned mentor provides their mentee with ongoing advice, including guidance around career decisions and challenges

Peer Mentorship: A relationship between people who are at the same career stage or age, in which one person has more experience than the other in a particular domain and can provide support as well as knowledge and skills transfer.

Reverse Mentorship: Pairs a more senior employee with a more junior employee. Companies can implement reverse mentoring in a one-to-one or group setting. The younger employee serves as the mentor, providing senior members of the organization with up-to-date information on the latest frontline experiences, technical skills, and workplace culture.

Mentoring Circles: A peer-to-peer format that enables employees to find peers who share common interests or learning objectives and develop together as a group. People from across departments and generations can learn from one another, expanding institutional knowledge. Employees can also build cross-functional relationships with people of similar or diverse backgrounds.

Lacks Responsibility for Own Actions

Mickey has been in his current position for several years. He likes being part of big team working on projects together. He and the team often engage in social activities after work.

When team members call out issues with Mickey's tasks, he insinuates that others are dragging him down. He rarely, if ever, admits to his own failings.

What do you think the team leader would do?

How do you think a mentor could help Mickey?

Negative Attitude/ Doesn't Work Well With Others

Henry is a young professional who is in his first position post-college. He is part of a 5-person team within a larger 50-employee unit where teams collaborate outside their own teams frequently.

Henry's supervisor has been hearing from others that Henry can be abrasive in his critiques of others' work while being resistant to criticism/feedback of his own work. It's generally agreed that Henry's skills are undeniable and valuable to the company.

What do you think his supervisor would do?

How do you think a mentor would advise him?

Ineffective Communication Skills

Dana is manager of a large team who supervises several other team leaders. Dana is eager to take on projects and tasks for the team and is given plenty to do by management.

Several of the team members have gone to management to complain about Dana saying they are overwhelmed and don't understand Dana's priorities. They have told management they can't meet expectations and say they have told Dana this many times.

What do you think Dana's supervisor would say to him about this situation?

How to do think Dana's mentor might counsel him?

Resistant to Change

Gita is an programmer with many years of experience supporting her institution's admissions office. When her school adopted a new CRM platform, she was asked to write new code.

Over several meetings, Gita has complained about the new system, complaining about all the new work that she will have to take on. She is slowing down the project.

How do you think the Project Manager is reacting?

How might Gita's mentor counsel her?

Poor Job Performance

Elizabeth is a middle-aged employee with 10+ years of experience in her field. She has been at her current position for 8 months and is not performing well. She is unable to meet deadlines and has submitted less than acceptable work product.

Her supervisor was impressed with her experience and good references upon hiring but is frustrated by her performance so far.

What do you think her supervisor would do?

How do you think a mentor would adviser her?

Cell Phone Use

A small team of five is meeting to discuss an issue that impacts them all and their sub-teams.

During discussion, one person checks and responds to text messages. Others notice this and after the meeting, one person asks the supervisor who was in the meeting to address this as rude, distracting, and showing lack of attention to meeting. Supervisor dismisses concern as "that's the way people work now and you need to respect it".

Would you as supervisor tolerate this? Would you respond to the employee differently?

How would mentor a coach the one texting?

How would a mentor coach the complaining about the texting?

Additional Information

- **Mentorship in Higher Education: Practical Advice and Leadership Theories**
- **6 Ways to Get the Most Out of a New Mentor/Mentee Relationship**
- **How to Get the Most Out of Having a Mentor**
- **What Great Mentorship Looks Like in a Hybrid Workplace**
- **What Efficient Mentorship Looks Like**
- AACRAO Core Competency: **Professional Development and Contributions to the Field**
- AACRAO Core Competency: **Leadership and Management**
- Inc. Magazine: How to Start a Mentoring Program
- Forbes Magazine: What Matters Most In Managing Millennials? Communication
- Chronus: https://chronus.com/blog/why-mentoring-matters

Questions??

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