

The Usefulness of Mentoring

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THE UNIVERSITY OF
TENNESSEE
KNOXVILLE

COLLEGE OF LAW

Objectives



- Identify and articulate the benefits of a constellation of mentors.
- Identify and articulate the skills and attributes of effective mentors.
- Develop strategies to identify, connect, and work with mentors and strategic leaders

But First, a Question



Why Mentoring?



Why Mentoring?



- Through mentoring, skills of technical competence and problem solving can be developed.

Why Mentoring?



- Through mentoring, skills of self-awareness, social awareness, empathy, relationship management, and awareness of others.

• (Quinn 2005)

Why Mentoring?



- Through mentorship, the skills of self-management and management of teams can be developed.

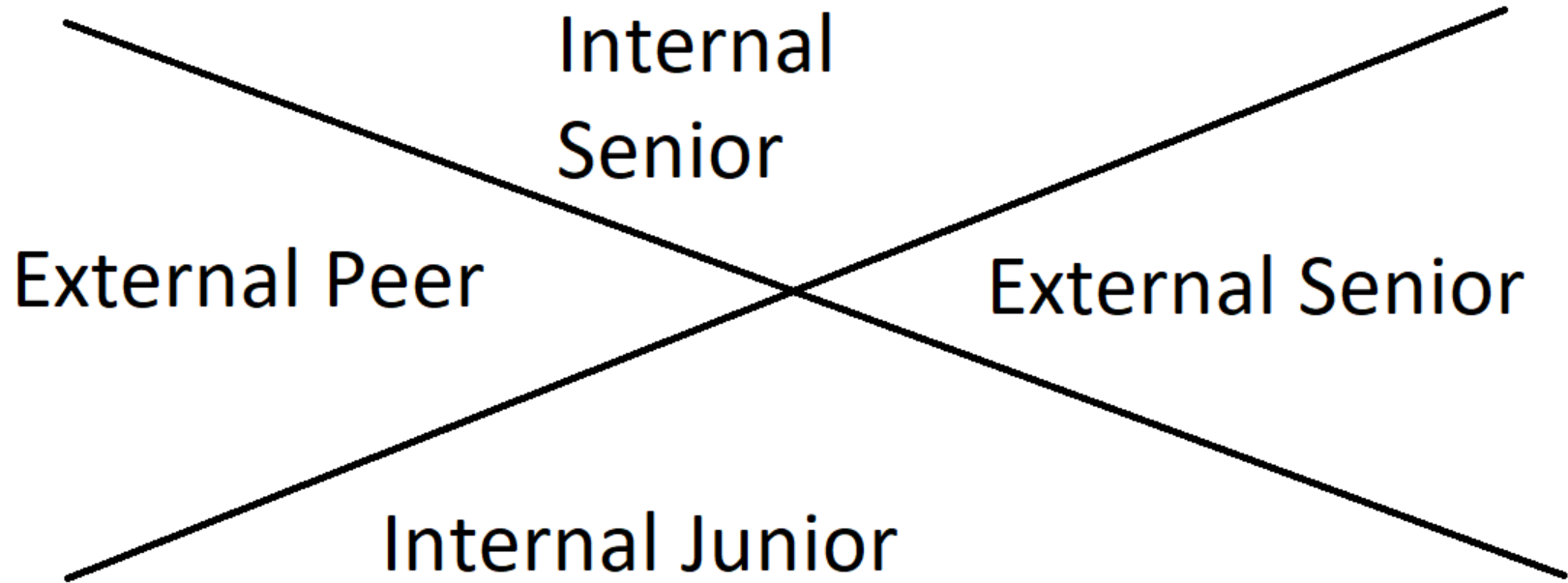


One Source?

- Through mentoring, skills of technical competence and problem solving can be developed.
- Through mentoring, skills of self-awareness, social awareness, empathy, relationship management, and awareness of others.
- Through mentorship, the skills of self-management and management of teams can be developed.



Axis of Mentoring



Operationalize Mentoring

- Skills/Attributes of effective mentors:
 - Active listening
 - Empathy
 - Authenticity
 - Modeling
 - Ability to deliver and receive honest feedback
 - Self-awareness
 - Trustworthy
 - Advocates
 - Facilitates

•(Harter 2002).

•(Michael V Smith, 'Modern Mentoring: Ancient Lessons for Today' *Music Educators Journal* 62 (2005)).

Operationalize Mentoring



Operationalize Mentoring

- Barriers to effective mentoring:
 - Unclear expectations
 - Lack of commitment
 - Missed opportunities
 - Lack of preparation
 - Lack of modeling/credibility
 - Experience Gap—too wide, not wide enough.

•(Harter 2002).

•(Eby et al., 2004).

Operationalize Mentoring

- Skills/Attributes of effective mentees:
 - Active Listening
 - Ability to ask appropriately
 - Drive/Motivation
 - Plan in Advance
 - Gratitude
 - Reflection
 - Incorporation

Operationalize Mentoring

- Skills/Attributes of less effective mentees:
 - Look for answers
 - Do not thank
 - Expect to take without giving
 - Look to one source
 - Fail to ask
 - Fail to clarify expectations

	Arrangement	Status	Focus	Tools	Relationship Driver
Supervisor	Formal	Higher	Career Advancement, Team Mission	Experiences, Advice/Feedback, Guidance, Support, Network, Skills	Supervisor
Mentor	Formal or Informal	Higher, Same, or Lower	Career Advancement	Experiences, Advice/Feedback, Guidance, Support, Network, Skills	Mentee/ Protégé
Sponsor/ Advocate	Formal or Informal	Higher	Promotion	Network, Seniority	Sponsor
Coach	Formal or Informal	Higher, Same, or Lower	Performance	Skills, Feedback	Coach

SMOKEY SAYS:



HERE'S THE TL;DR

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