

FACULTY OF JURIDICAL SCIENCES

Lecture-10



Mentoring

Mentoring is a relationship between a senior and a junior where the elder person guides the younger person through difficult times, gives advice and support. In an organization, the senior helps the junior through his early career. He gives guidance, suggests training if required, and helps make the right career choices.

The act or process of helping and guiding another person to support their personal development.

Mentoring can be traced back to Homer's Odyssey and the character, Mentor. Besides that interesting factoid, it's not easy finding a single definition that describes everything mentoring encompasses. But what we can give you is a list of terms that you'll see throughout this site.

Mentorship - a personal development relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person. The mentor may be older or younger but have a certain area of expertise. It is a learning and development partnership between someone with vast experience and someone who wants to learn.

The purpose of mentoring is to connect an individual who has a lot of knowledge and experience with someone who hasn't gained the same knowledge or experience—yet.

By having someone who knows more than yourself share advice, offer guidance and be a sounding board for your thoughts you stand to benefit from experience beyond your own. Whether in your career or life, having a mentor is crucial to all of our continued growth and development.

A mentor is someone who helps you grow your skills, make better decisions, and gain new perspectives on your life and career. As a mentee, your mentor will leverage their experience to give you guidance on your career or life now and in the future.

Types of mentoring

Traditional One-on-one Mentoring

A mentee and mentor are matched, either through a program or on their own. Mentee-mentor partners participate in a mentoring relationship with structure and timeframe of their making or as established by a formal mentoring program.

Distance Mentoring

A mentoring relationship in which the two parties (or group) are in different locations. Sometimes called “virtual” mentoring.

Group Mentoring

A single mentor is matched with a cohort of mentees. Initial program structure is provided while allowing mentor to direct progress, pace and activities.

STAGES OF MENTORING

Initiation Stage

In the **initiation stage**, two individuals enter into a mentoring relationship. For informal mentoring, the matching process occurs through professional or social interactions between potential mentors and mentees. Potential mentees search for experienced, successful people whom they admire and perceive as good role models. Potential mentors search for talented people who are "coachable." Mentoring research describes this stage as a period when a potential mentee proves him- or herself worthy of a mentor's attention. Both parties seek a positive, enjoyable relationship that would justify the extra time and effort required in mentoring.

Formal mentoring programs manage the matching process instead of letting these relationships emerge on their own. Good matching programs are sensitive to demographic variables as well as common professional interests. The assignment of a mentee to a mentor varies greatly across formal mentoring programs. Mentors may review mentee profiles and select their mentees or program administrators may match mentors and mentees. Regardless of the method, a good formal mentoring program would require both parties to explore the relationship and evaluate the appropriateness of the mentor–mentee match.

Cultivation Stage

The **cultivation stage** is the primary stage of learning and development. Assuming a successful initiation stage, during the cultivation stage, the mentee learns from the mentor. Two broad mentoring functions are at their peak during this stage. The career-related function often emerges first when the mentor coaches the mentee on how to work effectively and efficiently. Coaching may be active within the mentee's organization when a mentor assigns challenging assignments to the mentee, maximizes the mentee's exposure and visibility in the organization, and actively sponsors the mentee through promotions and recognition. Mentors outside of the mentee's organization can also provide valuable advice on how to thrive and survive; although they lack organizational power to directly intervene on behalf of the mentee. The psychosocial function

emerges after the mentor and mentee have established an interpersonal bond. Within this function, the mentor accepts and confirms the mentee's professional identity and the relationship matures into a strong friendship.

The cultivation stage is generally a positive one for both mentor and mentee. The mentor teaches the mentee valuable lessons gained from the mentor's experience and expertise. The mentee may also teach the mentor valuable lessons related to new technologies, new methodologies, and emerging issues in the field.

Separation Stage

The **separation stage** generally describes the end of a mentoring relationship. The relationship may end for a number of reasons. There may be nothing left to learn, the mentee may want to establish an independent identity, or the mentor may send the mentee off on his or her own the way a parent sends off an adult child. If the relationship's end is not accepted by both parties, this stage can be stressful with one party unwilling to accept the loss. Problems between the mentor and mentee arise when only one party wants to terminate the mentoring relationship. Mentees may feel abandoned, betrayed, or unprepared if they perceive the separation to be premature. Mentors may feel betrayed or used if the mentee no longer seeks their counsel or support.

Redefinition Stage

During the **redefinition stage**, both mentor and mentee recognize that their relationship can continue but that it will not be the same as their mentoring relationship. If both parties successfully negotiate through the separation stage, the relationship can evolve into a collegial relationship or social friendship. Unlike the cultivation stage, the focus of the relationship is no longer centered on the mentee's career development. The former mentor may establish mentoring relationships with new mentees. Likewise, the former mentee may serve as a mentor to others.