



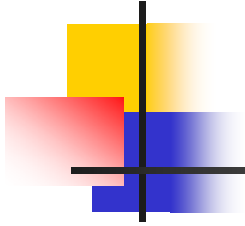
Mentoring

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November 29, 2005 OHSU School of Medicine Workshop

Sponsored by the TALENT Program, SOM Dean's Office,
and Center of Excellence in Women's Health



What do you think of
when you think of mentoring?



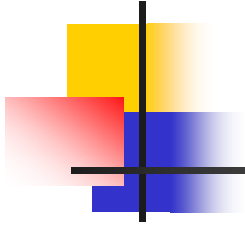
Unpacking what it means to mentor and be mentored

Career Functions

- Sponsorship
 - Opening doors
- Coaching
 - Teaching/feedback
- Protection
 - support/buffering
- Exposure
 - visibility
- Challenge
 - stretch assignments

Psychosocial Functions

- Role Modeling
 - demonstrating appropriate behaviors, attitudes, values
- Counseling
 - providing a forum for exploring personal & professional dilemmas
- Acceptance/Confirmation
 - support/respect
- Friendship
 - caring/sharing beyond work



Could a single relationship satisfy
all those needs over the course
of an individual's career?



The tough job of a mentor

- “Walks on water” expectations
- Coaching/teaching
- Pushing/pulling
- Holding close/letting go

Herminia Ibarra, “Making Partner: The Mentor’s Guide to the Psychological Journey.” Harvard Business Review, March-April 2000



Mentoring 101

- Communicate explicitly what works for you and why
 - Brief comments before or after an interaction that share why you behaved as you did, how it works for you
 - Sharing more in-depth reflections offline



Mentoring 102

- Encourage professionals to develop a repertoire of role models
 - Is the role model successful? (effectiveness)
 - Would her behavior work for me? (feasibility)
 - Is her persona appealing, and would I want to be like her? (attractiveness)



Mentoring 103

- Provide emotional and practical support to professionals at the most difficult moments
 - Coaching through the process of experimenting
 - Conscious listening to help the person figure out what they want



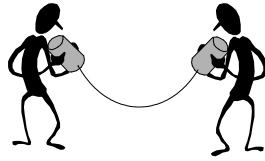
Mentoring Recommendations for Early Career Faculty

- Build your own personal “coaching staff.”
- Include peers in your own “coaching staff” as valuable sources of career support.
- If you want to have a mentor, be a mentor to others.
- Cultivate awareness of what you have to give back in a mentoring relationship.



Mentoring Recommendations for More Senior Faculty

- Unpack the myth of the “perfect” all-in-one mentor
- Clarify your own boundaries –psychologically and in your external world
- Experiment with engaging in “mentoring conversations” one at a time
- Get your own personal “coaching staff” in place to support you



Listening

Automatic Listening

Interrupt
Ignore
React
Reload
Deny



Listening to my own agenda

Problem Solving

Evaluate
Analyze
Advise
Offer solutions
Ask specific questions



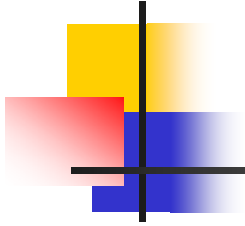
Listening to fix the problem or the person

Conscious Listening

Be curious
Acknowledge
Guess feelings
Summarize
Ask about wants



Listening to learn and empower



How do you want to increase the mentoring in your life?

- Mentoring others?
- Building your own "coaching staff"?
- Something else?