



Developing of Leadership Skills through Mentoring - The Association of Mentoring in Science

Overview

1. Mentoring in science
2. The Association of Mentoring in science –
“Forum Mentoring e.V.”
3. Best Practice “ feRNet“
4. Conclusion

What is Mentoring?



In Greek mythology Odysseus of Ithaca went to fight in the Trojan War and entrusted the care of his son, Telemachus, to an older and wiser friend, Mentor.

Telemachus and Mentor developed a **strong relationship** built on the foundations of **guidance and support**.

The word “mentor” has become synonymous with teacher, counsellor, coach, facilitator, motivator and friend.

What is Mentoring?

Athena (in the form of Mentor)
and Telemachus



What is Mentoring?

„Mentoring“ = a relationship between an experienced person (**mentor**) and someone who has less experience, usually a younger person (**mentee**).

What is Mentoring?

Academic Mentoring is to support the professional growth of the individual who is in the early stage of their career and to promote excellence in teaching & learning, research and academic leadership

Why Mentoring?

- considerable lack of women
- more female students \neq more women in higher level
- *obtain* knowledge vs. *contribute* knowledge
- mentoring provides professional socialization
- personal support

Why formal Mentoring?

- women are still under-represented in higher-level positions
- women in academia lack the much needed support and encouragement
- long tradition and exclusionary practices of all-male or male-dominated informal networks
- mentoring programs pursue the aim of integrating female researchers into established networks
- Mentoring, as an instrument of promoting junior scholars

Types of Mentoring

Informal

Unplanned
No or little organizational involvement
May not be measured
Natural relationship requiring little or no training
No standards set for selection of Mentors

Formal

Planned
Organisational involvement
Measured and monitored
Training for all participants usually provided
Assessment and selection for Mentors

Types of formal Mentoring

Formal Mentoring Programs

One-to-One	Peer	Group
<ul style="list-style-type: none"> • Mentee - Mentor • Structured programs match mentors and mentee • Generally focused on specific goals • Individual and personal 	<ul style="list-style-type: none"> • Individuals at the at similar point in their career • Less formal • Peers provide important advice and guidance 	<ul style="list-style-type: none"> • One mentor work with 4-6 mentees • Meetings once or twice a month • Lacks personal relationship that most people prefer

Mentoring Principles

- non-hierarchical
- voluntary
- confidential
- regular exchange
- trust

Role of Mentees

- responsible for your career goals
- ready to listen and to share your ideas
- receive objective feedback
- give objective feedback to your mentor
- realistic expectations
- commitment

Role of Mentors

- Personal connection
- Trust and mutual respect
- Define career goals
- Provide networking opportunities
- Share your knowledge
- offer information, advice, references, and resources
- offer constructive feedback
- Advise, not manage

Mentoring Functions

Career Functions

Sponsorship
Exposure and Visibility
Coaching
Protection
Challenging Assignments

Psychosocial Function

Role Modelling
Acceptance and Confirmation
Counselling
Friendship

Potential Benefits of Mentoring

For Mentees	For Mentors
<ul style="list-style-type: none"> Career/Job satisfaction Salary Promotion Job performance Self-confidence Clear professional identity Optimism New Knowledge and Skills Lower stress Less work-family conflict Cultural Adjustment Leadership Skills 	<ul style="list-style-type: none"> Career/Job satisfaction Generativity (giving back) Salary Promotion Job performance Reputation Employee loyalty Organizational Commitment New Knowledge and Skills Cross-cultural Learning Leadership Skills

The Forum Mentoring

- federal association for mentoring in science
- founded (2001) as a network of coordinators of different mentoring programs in science
- aim is to achieve equal opportunities in science and research
- networking and support
- specific consideration of women in academic studies, science and research
- center of competence for mentoring in science

The Forum Mentoring

- represented by more than 100 programs
- provides a platform for knowledge transfer,
- communication
- cooperation



Quality assurance

The quality standards refer to:

- **Conceptual requirements** (concept approach, Budget and resources planning)
- **Institutional conditions** (Information-, event, contact and quality management, program-documentation and quality standards)
- **Program elements** (selection process, framework/supporting program, mentoring forms, requirements of the mentoring-relationship, matching, contents of the mentoring-process, training/qualification, coaching and networking)

Quality assurance

According to the quality criteria, the mentoring programs are characterized by the following elements:

- Selection process (mentoring program vs. mentoring system)
- Supporting program
- Mentoring – Training/Coaching – Networking
- Advice and support by the program coordinators

Best Practice – feRNet female Researchers Network

- feRNet is directed to advanced doctoral, post- doctoral and habilitation students
- allows young researchers to exchange with a scientifically experienced person, and networking beyond the borders of their own university
- Mentoring relationship (One to One combined with peer-mentoring)
- Framework program (career relevant workshops)
- 18 month duration
- Matching: Each mentee has different ideas and expectations of the mentoring relationship and so there are various role expectations of a mentor. Each mentee can request a mentor (worldwide)
- Opening, between and closing event
- Agreement for the organization of the mentoring partnership



Best Practice – feRNet Mentoring Agreement

Organization of the Mentoring Relationship

The mentoring relationship is entered for the period of 18 months, i.e. between _____ (day/month/year) and _____ (day/month/year).

Mode of Contact

Unless otherwise specified, mentee and mentor commit to regular meetings in person. Mentoring partnerships in which one of the partners lives abroad commit to meeting in person at least once during the time of the program.

Meeting place: _____

Interval of the meetings: _____

(if possible not longer than 3 months)

In addition mentor and mentee agree to regular mentoring conversations

by telephone by E-mail via Skype etc.

in an estimate interval of _____

The mentee and the mentor agree to make use of other ways of communicating in case of need.

Contents of the Mentoring Relationship

Thematic main focuses:

Aims:

Expectations for the Mentoring Relationship

Mentee:

Mentor:

Conclusion

- Informal experience and know-how
- Integration into networks
- Empower self-confidence
- Successful in scientific community
- Finding the own career path

Mentoring is an active role playing and thus helps with career advancement

I`d like to thank you all for
your attention and interest!

