

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

Course
On

Human Resource Development

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Lecture 28: Mentoring (Contd.)

So welcome to this 6th section on mentoring and you remember that we started discussing about the concept of mentoring and how it is carried out and what is the entire process to implement that mentoring now what we are going to discuss the important issue related to mentoring and one of the important issues that we are going to discuss is that if you want to make mentoring program very effective and successful then we have to see that how to develop that good relationship between mentor and mentee the entire process you remember we talked about regarding or identifying the mentors mentees matching them.

And then look at the exceptions and then again matching that all this is related to what we call mentoring a mentoring relationship so this relationship is very important to carry out the process effectively so that mentored and mentee both are developed right so what we are going to discuss here is that how to how do we go about developing a good relationship and the mentoring what are the different kind of relationship that can be developed what are the factors which are going to effect this relationship right.

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Types of Mentoring Relationships

- Structured/Short term
 - New employees, new grad students
- Structured/Long term
 - Groomed to take over position, master a trade or craft
- Informal/Short term
 - Off the cuff, brief contact, strong intervention
- Informal/Long term
 - “friendship” mentoring, available to listen and advise

So we start the discussion about discussing about the different type of mentoring relationship now if you look at different type of mentoring relationship it could be classified into depending up on whether it is structured or not unstructured and similar weather this relationship is going to be end very soon are it is going to continue for a longer period of time right so on these two dimensions we are going to defined this types of mentoring relationship and in the process we can have structured short term relationship which means it is going to be something kind there of what you call a orientation program in the organization structured short term so when we are going to talk about structure short term it means which is going to be there for few days.

And maybe it is given to all new employees we join the organization right so all new employees are new graduates who come to the industry so they need to be accounted with the need to be familiar with the systems structure and process of the organization and that is why we allow or go for this kind of mentoring relationship so that you come to as a supervisor your colleagues and these kind of things right.

So this is structured but it is in the short term right it means it is not going to benefit them in the long term and it is basically for understanding of the structures systems and process so that you also know about your supervisor and other with who you are going to have a long term relationship and what in the new feature so the second one is structured and it is recommended in the long term right.

This is more important for the industry prospective because you are going to develop personally and professionally those people how are going to take higher positions as senior positions in the hierarchy in the long term so for them you are going to develop mentoring program to train and educate them so that they can take senior positions in the organization the idea here is that you become them make sure that they become an expert in whatever they are doing.

So that they can take similar position in that particular or area of functions so the idea is that you are going to maintain longer term relationship the process and it is going to various structured program every 6 month may be 1 year and for one year you are going to continue groom him mentor him then you also solve it up to one it to all the activities that you does end and you see whether the person is in a position to take and position thought right, so this is what we call as structured long and here you go for a formal mentoring where you allow a person to be mentored depending upon this capabilities and the you look at his potential and see whether he has growth up potentials and see whether he has growth up potentials are not.

And if you find that the person highs the growth potential then you go for this kind of formal structure mentoring program right going to unstructured it could also be there are informal, informal in the sense that he the person is going to decide about whose is groomed he himself decides about the mentor right, so you make a brief content with the senior person or supervisor or ready course in the who is going to help you in the initial data right in a short so you have brief contacts.

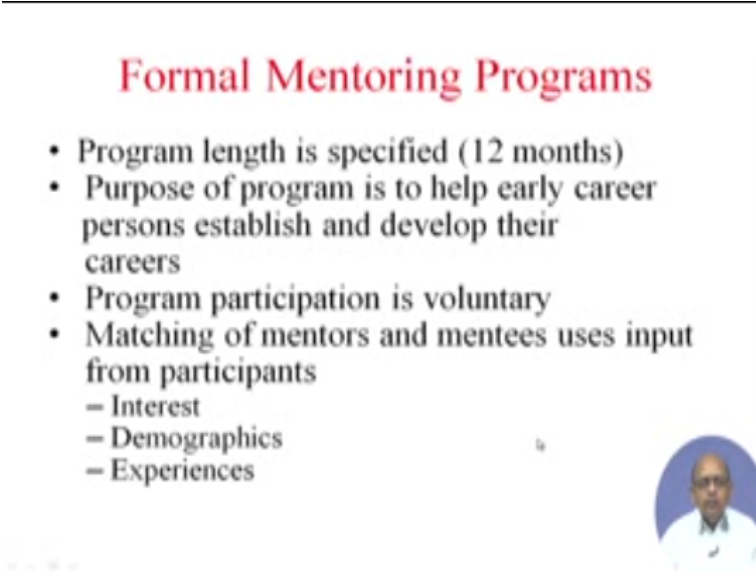
But the interventions here is very strong so that it has a impact on the individual so far as growth and development and in the earlier days it is very, very important because you find somewhat whose is going to take correct to measure that you are able to establish yourself in the organization so that you can grow end up right, then finally we have a informal long term relationship or it is basically like you find somebody who is going to act as you coach advisors frame like that.

So if you look at this informal long term process you will find a some like friendship so you develop friendship was is fine to a senior person who is going to help you can whose is always available to listen and advice for your group head right so if you look at these type of mentoring relationship you can have either former line formal means that organize is going to provide their

mentor and informal you are going to select it and for as it every concerned it would either shorter longer right.


So most of the organization go for structure pattern and also structure long term depending up their requirement and if people are employee feel that they need to get some advice for seniors then they also go for informal mentoring, so the initiating here taken by the individual in case of informal mentoring and initiating is taken by the organize and in case of formal now what is more than important is to talk about formal mentoring word that is.

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Formal Mentoring Programs

- Program length is specified (12 months)
- Purpose of program is to help early career persons establish and develop their careers
- Program participation is voluntary
- Matching of mentors and mentees uses input from participants
 - Interest
 - Demographics
 - Experiences



More structured and organized where the initiative is taken by the organizations so the length is maybe up to one year because it is very, very important to monitor and follow the activities of mentoring to ensure his growth and development so most of the formal structures mentoring program may go up to where in okay I have in more sometime, so it may vary from 6 month or 12 months time sometimes which is specified as an example but not necessary that it is going to be 12 months.

It may vary from 6 to 12 months are sometimes when go more depending up on the requirement of the organization now the idea here is this kind of form mentoring is to see that those who are in the beginning of their carrier the kind of group they can be groom they can be developed or period of time to take senior of positions as I discuss with you so the purpose of this program is to help early career right those have just about have the talent okay and the competency and they

need to be done okay and this actually is then to ensure the talent development organization development activities so that you could stay with the organizations and kind with them and then their career and progression ratio and that is why more organization go for this kind of program by selecting.

A few who need to be mentored to take what you call a senior level position in their airways. Then the people who are going to be their earlier career they need to establish and develop themselves so the first stage in the career you know that their need to disables themselves they need to prove their worth in the organization by doing what they know.

So at the first stage after they had join a job it is very, very important for them to establish their worth and once they are able to establish their worth and they show capability, they have the potential then it is seen that how they can be develop right, so it is very important to see that how can they develop their career. Now this kind of program see though it is announced and then you go for it market it you convey meeting with various departments okay, to ensure that you get some good mentees the participation is voluntary, the voluntary they seems that the women mentor should come forward and then organization is going to allow sorry, a lot them a mentor who is going to be responsible for personal and profession growth.

But you do not force somebody to come and join this program as MNT approaches you for growth and development, right. The idea is that when you go for this kind of program so once you have the people come forward to decide to become a mentee then you see that who is going to be related to him as a mentor so accordingly you also identify a mentor and then you match the requirements look at the mutual expectations look at the qualification experience of both the people and see whether there is a compatibility or not between the two.

So that if you are able to better match probably the kind of relationship that they are going to have would be long term and it is going to be very fruitful relationship. Similarly what is expected from the participants when it comes to matching that you have to see the interest of the mentors as well as mentees look at the demographic call profiles okay, it means there is gender rise, culture and all kind of things and then you also look at the kind of experience is they have.

So this is to match for both the mentors and mentees in order to see that the relationship continues for a longer period, right.

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Formal Mentoring Programs

- Advocate developmental networks
- Monitoring program: Relationships should end as soon as they become dysfunctional



So moving to this formal mentoring program again we will look into that what is to be done right, so you go for a development networks so you need to advocate development networks in order to show that the relationship continue and then it are so to see that how the development is going to happen in formal mentoring program, right. So similarly also need to see that this kind of I mean this kind of mentoring program since it is structure and it is for particular duration once the task are mentoring is complete the program should end, okay on a satisfactory note for both.

Mentors as well as mentees in terms if there growth and development in terms of their satisfaction and other things, right. So we are going to see if you do not that once the relationship between the mentor and mentees though it may continue you know inform live it formally this kind of relationship should end so that it is not going to be dysfunctional because if you are going to continue in the longer round it is not going to be very effective.

So you have to ensure that the period and the structure for which these to has been done okay, once this January is over there should be finish at means they should come to an end this relationship though they may continue in formally but they should not formally do it right. Because if it they are going to continue.

Even the after the tenure there is a possibility of becoming it this dysfunctional and this is are going to be good path either the mentor in the monitor because the mentor continuous to develop

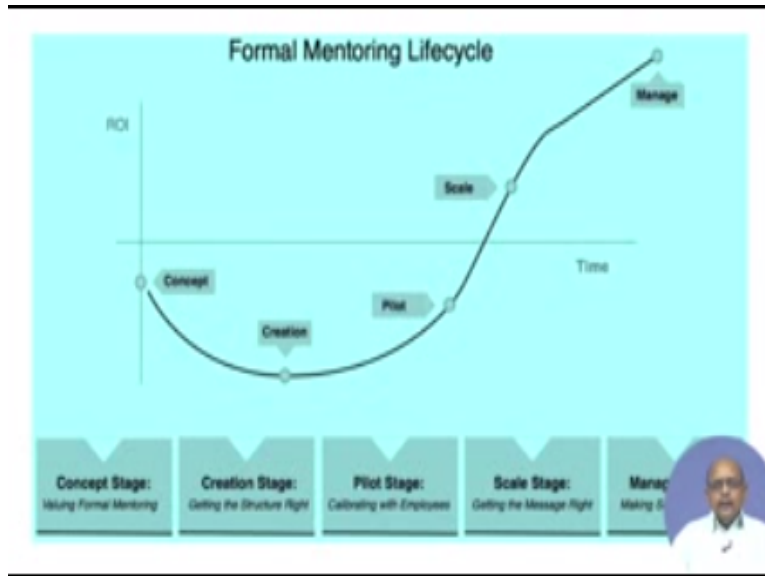
him or think about the mentees and the mentees continuous to think about the mentor all the time for his growth and development.

So wherever there is any problem you will continue in to run to the mentor so this kind of situation we should avoid so that it does not become dysfunctional right and then you also need to avoid or this program from certain criteria you remember we talked about in terms of process in term so outcome light of this relationship process relationship of the program relationship of the process and also ultimately the outcome of this mentoring program and that is how we are going to evaluate the meant formal mentoring program.

Sometimes it is saying that to the informal mentoring is more powerful effective compare to the formal mentoring program there could be several reasons for that because in informal mentoring it is a natural choice between the mentors and mentees okay. So somebody who is moves in the experience professional in picks of someone looking at his growth potential and then try to maintain them right.

So if that happens and the needs and expectations the interest matches then there is a possibility then the growth and development where happens and this relationship becomes must stronger the process in out from evaluations are better even the mentoring outcomes may be better but when it you are going to be forces to your relationship or when they go from matching and then you get in to relationship in formal way there is a possibility of become in it to dysfunctional if the expectations and the needs or not. So that is to be avoided right.

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So what we are discussing so far is the mentoring and the type of mentoring relationship both formal and informal and what the benefits are going for a formal mentoring fiddle. Now if you look at this mentoring cycle formal mentoring cycle what happens it differs in two stages okay so now you start with first stage okay first stage when you go for into the mentoring relationship and then here basically you would go for see that whether this mentor relationship is going to act some kind of value to your competencies your knowledge enfilade whether it is going to help you in carrier or not.

So this kind of needs and expectations are there from the mentors okay and you always think in terms of return or investments so return investment means that is you are going to invest in to this kind of relationship in a mentoring program and you want to learn something then how it is going to impact and add value to you personally and professionally right so this is the first stage and from where you move to the next stage that is creation and at this stage basically what happens you get in to the relationship you will try to built up this good relationship based unexpected trust confidence and this kind of things so that this relationship moves further right.

And then what happens the mentor starts helping the mentees in the growth process okay. so he goes for some kind of experimentation to ensure that whether the mentee is really capable to do it or not okay so that is what is known as the pilot stage when the mentor is going to test the competence the skill and other things are related to the mentees whether you would be able to sale through or not.

So what is very important at this stage is that you need to calibrate the employ the mentee by the mentor so that he is able to move ahead because this is the stage where you are going to assess the strength and witness of the employee he also going to assess his growth potential he is you can go for potential appraisal you can use assessment in to is or other feedback say sources to see whether the employee is really capable of moving hide in the carrier or not whether this employee can really grow and develop so you can go for even potential appraisal okay.

So these kind of things can be done by the mentor in order to ensure that the person is moving to the part of the growth and development and then at the fourth stage that there is a skill stage both of them work together they meet very frequently they decide what need to be done with the help and advice of the mentors and then they are trying to move ahead right. So this is the time that you think about his growth and development by your commitment engagement and resources so that the person is able to move wide and ultimately the last stage you make sure that it happens okay so now if you look at this is stage here this is the time frame up to here there is no problem but sometime what happens instead of moving up you go around and that is why the relationship becomes this functions so in along to some went relationship you need to make sure that this is the continuous engagement commitment from sides both the parties mentor's as well as mentee.

So that they can continue to grow in develop and see that this relationship is manestial and another is effectively for growth and development of the mentor's so if you look at this you can find out that use this formal mentoring cycle and the mentor has to goes to this stages and sometimes if it becomes this functional at particular stage then this relationship ends okay.

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Progression of Formal Relationship

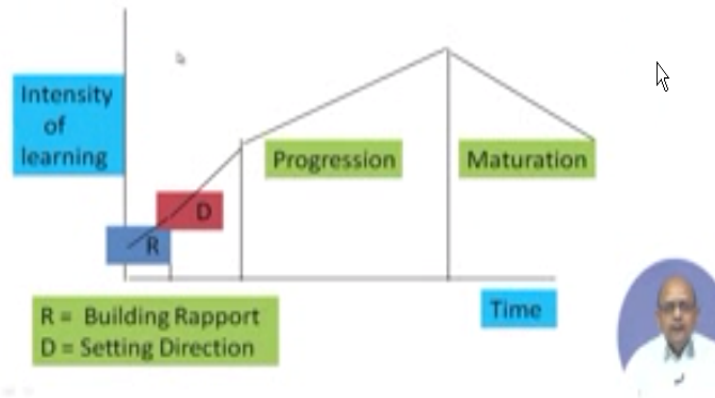


And growth and development will happen right then from this you see that how we move the head okay how we progress so start with what happens we try to once you get into mentor's program the first stage is to basically building the relationship then you go for negotiating agreements okay what is to be done how it is to be done and all kinds of thing then you have the responsibility to develop the mentoring okay and ultimately you go for ending the relationship okay.

If you look at number 3 and number 4 or determine only complex if you are not able to engage and negotiate agreements probably 3 and 4 kind of thing achieved so it is very, very important to develop good relationship and based on trust and mutual trust and confidence and respect for each other then you negotiate agreements will talk about it and then you have to see that how the mentees would develop and interest needs and expectations and capabilities and once is develop then you go for relationship right.

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Phases of the Mentoring Relationship



These are the relationships R is building relationship D setting direction then we progress then the relationship is basically gets matured over the period of time and then you go for ending right and this is the intensity of relationship this may go or preparing the bond intensity of the relationship so also follow the learning principle that is limit to that.

And once the limit is achieved then the mentoring is happens okay if you move that it is not possible it goes down okay after this actually should decide to go for ending in the relationship in the formal; manner right these are the different stages.

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So you can see here what happens in the different stages okay and what are the things that is required at the different stages okay at the first stage what happens okay you are going to identify mentor's and mentee's so this are going to select them based upon the interest and all kinds of things and here these are the things that need to build up right.

Like the interest needs expectations all kinds of things okay so that they come together okay to form a group okay so all kind of demographic personal and professional things re looked into and then they worked to this relationship matching and this relationship matching is very, very expect see very, very important because if you are not able to match the relationship between mentor and mentee.

If there is a level of compatibility what accepted level then build in a productive way so right so this is very, very important then you basically identify the rules of the mentor's and mentee's okay how do carry this relationship oaky how frequently of going to meet how to communicate okay and then what are the rules and the responsibilities of both the domain okay.

And what is to be done in transferring knowledge and skill from the mentor and mentee's and then after days you move to the next stage right you go for follow up of monitoring what is happening and this could be done by the mentoring right. And then if you find that the test is going on has expected then you can conclude the partnership. It means if it looks at this shows us 67 month time is the long term fort having a mentoring. And then you go for reinventing everything if it is not working well right. So there is the process cycle which needs to be taken up now.

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The Mentor's Map



This is the mentors map, what do you mean by the mentors map? It means this is what is expected from the mentors sharing the growth and responsibilities right. These are 4 important characteristics which are required, that is listen understand, listen understand what does it mean? But these need to be continuously, when you say listen understand, so that is the understanding right. Similar when it comes to understanding that we have to complain, what is the problem? How it can be solved.

What are the issues then you are going to get the feedback then you are around your role as a facilitator, and you are supposed to answer the question that is post by him. Similarly we are going to clarify the thinking that is possible if you continuously listen and understand to the individual okay right that is very important and then you have to see that how are you going to contribute?

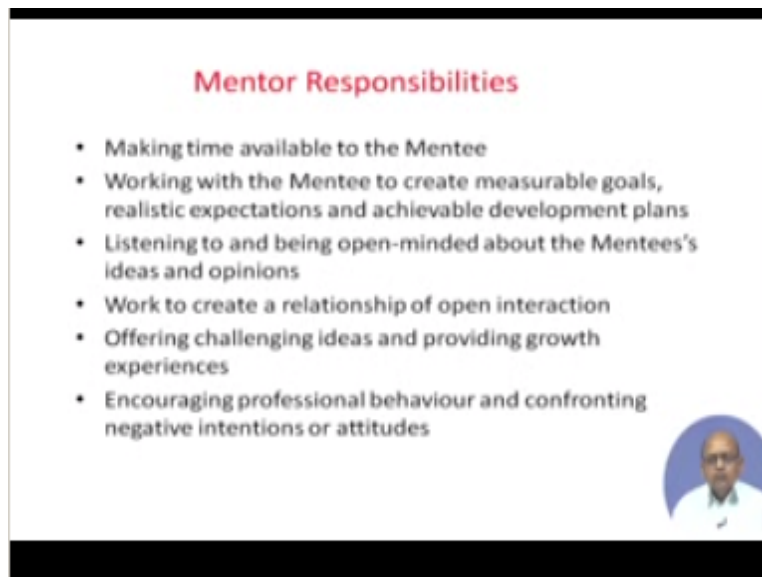
The contribution from the mentors comes from, they give the ideas sharing experiences and asking to explore the alternatives, there are two different models. So here we are using the development model where you can facilitates the process and allow the mentor to explore the ideas, you do not explore the ideas. Your task is to provide certain ideas and ask him to explore the ideas in order to be successful.

In the process you can experience to see that how you have done these things, when they are the class what you did, how did you grow and develop yourselves. So you can say your experiences that can provide him some input for the growth and the development. And then once you get the

input ask him to go for it pushes for the captions that are very important. So you give him everything that is required and you ask him to do whatever is done by him okay.

And then he should take the governorship of doing the job right and in the process he is going to facilities and learning and see to it the grow and develop. And that happens only if you continuously go to listening and the understanding to clarify certain roles.

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Mentor Responsibilities

- Making time available to the Mentee
- Working with the Mentee to create measurable goals, realistic expectations and achievable development plans
- Listening to and being open-minded about the Mentees's ideas and opinions
- Work to create a relationship of open interaction
- Offering challenging ideas and providing growth experiences
- Encouraging professional behaviour and confronting negative intentions or attitudes

So what we are going to see discuss is the mentors responsibilities as we talked a lot about it, it means we have divide time that is very important , meet frequently, and you also need to achieve the development plan which can be achieved by the mentees. So this is the in consultation with the mentees he is going to talk about it. Listen to him have the open minded whatever the mentees come forward with in the terms of ideas and then go back okay. Whether it is good or not, whether it can explore or not.

And you share your experience, so these are some of the mentors' responsibilities very important to see that right and then you need to develop a relationship establish a good rapid so that it could be open interaction they should not have any clear mentors to you and accept impressions it is very important it should be very we need to create a environment and having an environment very clear this is the things we can express this sensor relate to certain issues which we had in this that is very important.

And offering ideas which are challenging in nature and share your growth experiences and that can give you an input to work on it right similarly also encouraging to behave in a very professional do not tell him that you are going to several although do not tell that you are going to do something validity that if you do it professionally probably it will be good and never there is any kind of negative intentions or attitudes part of you say the mentees asking for in kind of favor as subjectivisms then that is provided by the mentees.

Because if you are going for that in this process define you to always look for favor and this kind of things so mentors are part there to provide favors mentors are there to facilitate both kind of mentors in a very objective way in a very professional way best of way in that which to mentor always right and in the process your role is to share critical knowledge and insights that will relate to anything that will happen into realities these are going to share experiences that senior and probably that could help into utilize and do whatever is required.

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Mentee Responsibilities

- Assuming responsibility for his or her own growth and development
- Being willing to create and develop goals and stay focused on them
- Actively seek challenging assignments, greater responsibilities, new experiences and learning opportunities
- Working to cultivate the mentoring relationship



Apart from mentors you also have certain responsibilities from the mentee right that is very important and when you are talking about mentees responsibilities that it is not the mentor who is responsible for your growth but it is you who are responsible for your own kind of growth a mentor is going to only facilitate while sharing his critical knowledge and experiences when twisting the load put certain rules and objectives that can be achieved by as a mentee you should be responsible you should be able to create your goals.

And objectives the most important thing that you need to be focused on if you are not focused probably not able to do it if when the mentee wants and initially sharing experiences right similarly you need to go for challenges assignments greater responsibilities new experiences and always look for possibilities very kind of learning new things okay and this kind of things can be provided by them but ultimately you have to take up their assignments responsibilities.

So if you are looking for this kind of things problem mentor also be having the case you are interested and allowed and finally you have to continue with them and so this relationship based on trust and respect you need to also need to be maintain one thing that can be said that both of the mentee is responsible to maintain the relationship so that it does not become the responsibilities right and if you have any problem you can communicate any one will have some solutions to these problems to the mentors right you have always be respect to feedback and any construct that is given by them to us.

So should be open to it this is not defended but he should try to take it well positive so that you can work out and the most important thing whatever goes on is discussed between you and the mentor you make it confidential it is very important he might be sharing certain things okay which may be confidential information with you so you need to maintain those confidentiality in the process right similarly if you are saying something to the mentor about it to your colleagues and peers when the mentors is supposed to maintain that confidentially right.

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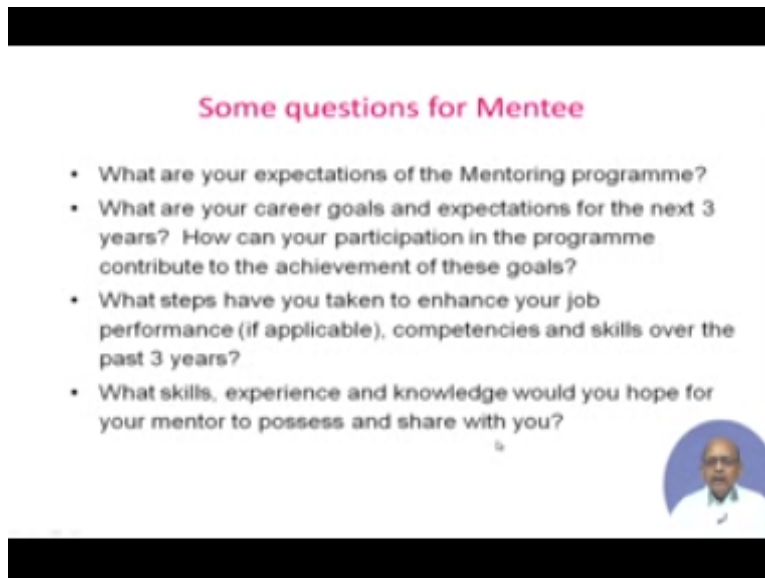
Some questions for Mentors

- Why do I want to participate in the Mentoring?
- What skills, experience and knowledge do I intend to pass on to my Mentee?
- What expectations do I have of my Mentee?
- Can I make time available?




So these are some of the questions that could be asked okay why do they participate in the process whether I have knowledge of experience that I can share with the mentees right theses are the questions for the mentors what is expect from the mentors because all this questions if you have right kind of answers probably that help you to come forward and act as a mentors right and whether you have time you can support and commitment are similar in questions for mentees I define right

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Some questions for Mentee

- What are your expectations of the Mentoring programme?
- What are your career goals and expectations for the next 3 years? How can your participation in the programme contribute to the achievement of these goals?
- What steps have you taken to enhance your job performance (if applicable), competencies and skills over the past 3 years?
- What skills, experience and knowledge would you hope for your mentor to possess and share with you?



What are your expectations of the mentoring programmed is very important okay for what your career goals and expectations the short term and the long term and do it in this kind of activity going to help you in the process or not so to achieving your goals in terms of personal information growth similarly you have it is to be seen whether you have taken any imitative practice or proactive in the process you need to be proactive actively participate in the process even before common mentoring program starts okay then I have to see that what are your expectations in terms of adding value to your knowledge.

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Session 4

Mentoring Activities

