

## **MENTORING & RESEARCHERS**

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**A TRADITION OF  
INDEPENDENT  
THINKING**



**UCC**

**University College Cork, Ireland**  
Coláiste na hOllscoile Corcaigh

# Session this morning.....

- Mentoring Schemes in UCC
- What is mentoring?
- Principles
- Role of mentor & mentee
- Some practicalities
- Confidentiality
- Next Steps



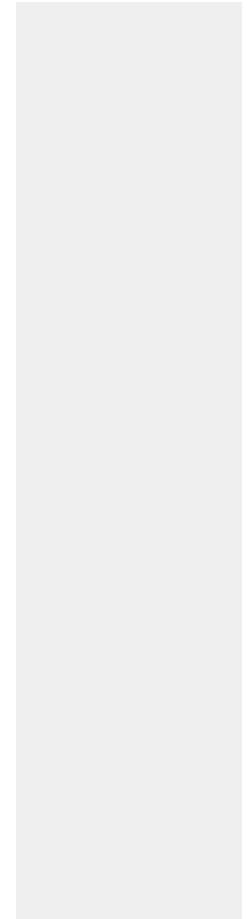
# Mentoring Schemes in UCC

All similar principles & goals

- Mentoring For Researchers
- Career Development Mentoring
- Mentoring For Newly Appointed Staff
- Female Academic Mentoring
- Aurora Mentoring Scheme

**Match** based on (amongst other things)

- mentee needs / goals
- experience of mentee & mentor
- personal styles



# What is mentoring?

- Structured process where experienced individual (mentor) helps another person (mentee) to develop his/her goals & skills through time limited, confidential one to one conversations.
- Supportive relationship - role of the mentor to help, advise & provide information & guidance to mentee.
- No line management relationship between mentee & mentor
- May work in similar areas or share similar experiences
- Relationship based upon mutual trust & respect

# Benefits

- Support & encouragement, learning & sharing of knowledge - enable staff deliver to their full potential
- Help with understanding how UCC works – formal & informal
- Achieve a greater work-life balance
- Greater self / new-found confidence & self-awareness
- Increase cross unit networking
- Increase inclusivity across the university
- New insights
- Assimilate into their surroundings and new role (where relevant)

# Principles

- Mentee led
- Goal oriented (*concrete goals*)
- Environment of openness, trust & mutual support
- Both parties respectful of each other's time, experience & difference
- Partnership approach
- No hidden agendas & non judgemental
- Confidential process

# Mentoring vs. other development forms

## Training

- Directive - focussed on meeting set learning outcomes and skills gaps

## Coaching

- Non directive - encourages autonomy
- Forward looking

## Mentoring

- Directive guidance & advice based on experience

# Mentoring Is Not.....

- Taking on mentees problems or work
- Dealing with personal issues or performance
- Giving answers or solutions
- Taking a counselling role
- Protecting the mentee



# 'Expectations'

Mentors:

'Expectations of your mentee'

Mentees:

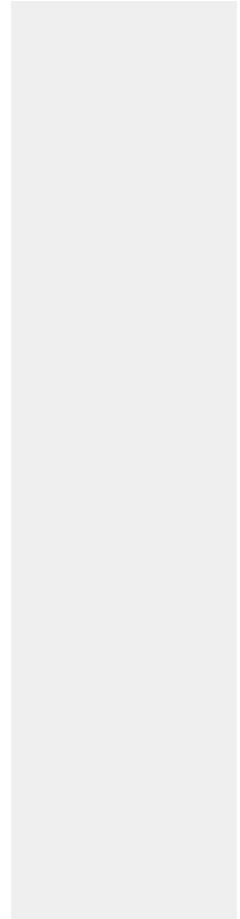
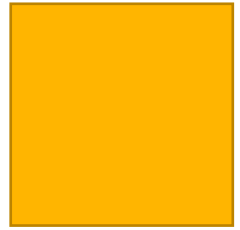
'Expectations of your mentor'

# Role of Mentee

- Actively engage with mentoring process & appointed mentor
- Drive the process - take responsibility for managing mentoring relationship including meeting commitments, arranging meetings etc.
- Set clear objectives and goals & realistic expectations around delivering on development needs
- Communicate directly, honestly & openly, be curious, pose questions, share ideas
- Be willing to listen & take on board constructive feedback & advice
- Retain responsibility for own learning

# Role of Mentor

- Provide guidance & support in addressing identified development needs
- Act as sounding board, providing encouragement & source of knowledge, stimulating insight
- Create new perspectives & different ways of thinking
- A figure with whom mentees can discuss their aspirations and concerns; who will listen; provide constructive feedback, challenge as appropriate
- See positives in mentee that they may be unaware of
- Support & encourage mentee to take positive action
- Help mentee to understand how things operate in UCC including the unspoken norms & values
- Introduce mentee to peers & colleagues as relevant to assist them become familiar with & integrate into the wider University



# Some Practicalities

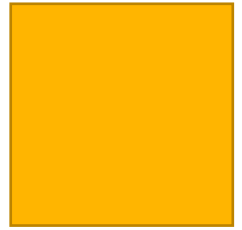
- Partnership generally lasts one year
- Can be up to 6 times annually but up to individual circumstances
- Duration of each meeting – decided between pairs, on average 60-90 minutes
- Meetings can occur where it suits both people



# 1<sup>st</sup> Meeting - Some suggestions

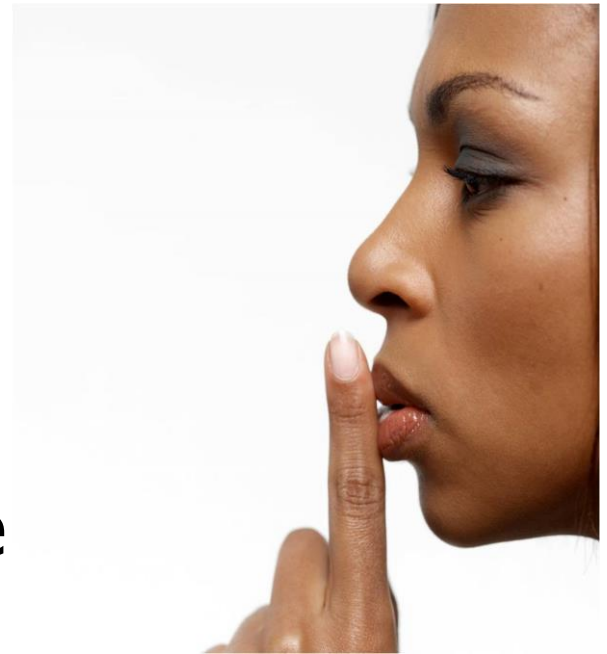
- Getting to know each other
- Discuss & clarify expectations & goals
- Boundaries – what is in & out
- Confidentiality
- In between contact?
- Post meeting follow up?
- **Mentee led process**

# Confidentiality



What does confidentiality mean you and your mentor/mentee?

In what circumstances would confidentiality need to be broke and how would this happen?



# If Difficulties Arise

Discuss between both parties

- May agree to finish partnership
- Discuss HR Research Manager
- May seek new mentor / mentee

# NEXT STEPS

Your goals & objectives – clear?

Have you a mentor in mind?

Email Mary O'Regan - [marykate.oregan@ucc.ie](mailto:marykate.oregan@ucc.ie)



# What Mentees & Mentors have said

## Mentees

- *'Really happy with the opportunity and grateful for everyone's time. Many thanks for all!'*
- *'So far, so great. Excellent process. Getting a lot out of it'.*
- *'I have found the mentoring process an extremely positive experience'.*

## Mentors

- *'It is a privilege to be able to encourage, advise or direct another person. Sometimes it only takes a short conversation, an opinion expressed or just a few words to make all the difference'.*
- *'I would encourage people to become mentors and in turn the mentees will become mentors'.*

# Questions and Answers

