Building Effective Mentoring Relationships and Developmental Networks

Prepared for University of Rochester Faculty

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Agenda

- **What** does mentoring look like in today’s global, fast changing, and volatile context?

- **Why** are developmental networks the best approach to mentoring?

- **How** can individuals and organizations foster effective mentoring practices?
The Traditional Mentor…….

An individual higher up in the organization who provides developmental support including guidance, coaching, counseling, and friendship to a protégé.
## Content of Help

<table>
<thead>
<tr>
<th>Career</th>
<th>Psychosocial</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Advocacy</td>
<td>• Role modeling</td>
</tr>
<tr>
<td>• Coaching</td>
<td>• Counseling</td>
</tr>
<tr>
<td>• Exposure and Visibility</td>
<td>• Acceptance and Confirmation</td>
</tr>
<tr>
<td>• Protection</td>
<td>• Friendship</td>
</tr>
<tr>
<td>• Challenging Assignments</td>
<td></td>
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</tbody>
</table>
# Potential Benefits of Mentoring

<table>
<thead>
<tr>
<th>For Mentees</th>
<th>For Mentors</th>
<th>For Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career/job satisfaction</td>
<td>Career/job satisfaction</td>
<td>Talent management (succession planning)</td>
</tr>
<tr>
<td>Salary</td>
<td>Generativity (giving back)</td>
<td>Retention</td>
</tr>
<tr>
<td>Promotion</td>
<td>Salary</td>
<td>Recruiting</td>
</tr>
<tr>
<td>Job performance</td>
<td>Promotion</td>
<td>Performance</td>
</tr>
<tr>
<td>Self-confidence</td>
<td>Job performance</td>
<td>Stronger Networks</td>
</tr>
<tr>
<td>Clear professional identity</td>
<td>Reputation</td>
<td>Social equity and diversity</td>
</tr>
<tr>
<td>Optimism</td>
<td>Employee loyalty</td>
<td></td>
</tr>
<tr>
<td>New Knowledge and Skills</td>
<td>Organizational commitment</td>
<td></td>
</tr>
<tr>
<td>Lower stress</td>
<td>New Knowledge and Skills</td>
<td></td>
</tr>
<tr>
<td>Less work-family conflict</td>
<td>Cross-cultural Learning</td>
<td></td>
</tr>
<tr>
<td>Cultural Adjustment</td>
<td></td>
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</table>

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Developmental Relationships

- Primary purpose is learning (task and personal learning)
- Range from episodic to long term
- Multiple functions (career, psychosocial)
- A variety of roles in and out of organizations
- Variations in strength of ties
Formal Developmental Relationships

- Mentor
- Coach
- Sponsor
- Step-ahead Mentor
- Peer Mentor
- Peer Coach
- Reverse Mentor
- Co-Mentor
- Learning Partner
- Developer
- Mentoring Circle
A New Mindset on Mentoring

“The traditional mentoring arrangement just doesn’t work anymore. A single senior colleague can’t possibly keep up with all the changes in the fast-moving world of work...People should create and cultivate developmental networks instead – small groups of people who provide regular advice and support.”

(Kram and Higgins, 2008)
Past and Present Conceptualizations of Mentoring*

Traditional Mentoring Perspective
- Hierarchical
- Single, dyadic relationship
- Intraorganizational

Developmental Network Perspective
- Multilevel
- Multiple dyadic, networked relationships
- Intraorganizational and Extraorganizational


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Developmental Network

Mentor(s)

Leader(s)

Peer(s)

Direct Report(s)

Professional Associates

Personal Support System

YOU
Structure of the Network

Low Range
- employer
- professional association
- you

High Range
- employer
- community
- professional association
- family
- school
- you

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Step 1: Developmental Network Assessment

- Consider the following:

“During the past year, who are the people who have taken an active interest and concerted action to help you to advance your career by providing professional and/or personal guidance?”

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Developmental Network Characteristics

- **Size**
  - How many developers?
- **Diversity**
  - Is there variety in your network?
- **Density**
  - How interconnected is your network?
- **Tie Strength**
  - How intimate are your connections?
- **Multiplexity**
  - How many types of support do developers provide?
# Developmental Relationship Comparison

<table>
<thead>
<tr>
<th>Purpose</th>
<th>SPONSOR</th>
<th>COACH</th>
<th>MENTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocate for protégé’s</td>
<td>Advancement on task or</td>
<td>Personal &amp; professional development</td>
<td></td>
</tr>
<tr>
<td>promotion</td>
<td>professional goal(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Focus</td>
<td>Increasing protégé’s visibility</td>
<td>Immediate challenges and opportunities</td>
<td>Both immediate and long-term issues</td>
</tr>
<tr>
<td>Role</td>
<td>Internal leader</td>
<td>Internal or external</td>
<td>Leader at any level; usually not direct report</td>
</tr>
<tr>
<td>Methods</td>
<td>Expand protégé’s perceptions</td>
<td>Professional development, facilitate</td>
<td>Holistic discussions that support career development and</td>
</tr>
<tr>
<td></td>
<td>of capabilities; mobilize network</td>
<td>transitions, remediate derailing behavior</td>
<td>personal growth</td>
</tr>
<tr>
<td>Results</td>
<td>Promotion</td>
<td>Generate actionable learning; performance</td>
<td>Objective and subjective career success</td>
</tr>
<tr>
<td>Duration</td>
<td>Flexible</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6 months - 1 year</td>
<td></td>
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</tbody>
</table>

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How to be an Entrepreneurial Protégé

- **Knowing Why**
  - Self-awareness; values, goals, talents

- **Knowing Where**
  - Awareness of the career landscape

- **Knowing How**
  - Relational mindset and skills, proactivity, effective interactions, social skills

- **Knowing Whom**
  - Potential developers
Double-Bind Dilemmas for Women

- Extreme perceptions: too soft, too tough
  - Act *consistent* with gender stereotypes, viewed as less competent
  - Act *inconsistent*, considered unfeminine

- High competence threshold
  - Prove they can lead, over and over again
  - Manage stereotypical expectations constantly

- Competent but disliked
  - Perceived as competent *or* liked, rarely both
Second Generation Gender Bias

It is bias that erects powerful but subtle and often invisible barriers for women that arise from cultural assumptions and organizational structures, practices and patterns of interaction that inadvertently benefit men while putting women at a disadvantage.

Second Generation Gender Bias

Includes:

- Paucity of Role Models
- Gendered career paths and gendered work
- Lack of access to networks and sponsors
- Double Binds---masculinity and leadership tightly linked
Second Generation Gender Bias

Solutions:

- Educate Everyone about Second Generation Bias
- Create safe Identity Work Spaces
- Stress the importance of Leadership Purpose (not only presence)
Developmental Culture

 Encourages developmental initiation at all levels
 Informal career development matters
 Value in multiple and diverse perspectives

 As a leader, you support a developmental culture when you:
   Serve as a role model
   Share personal stories
   Support your direct reports
   Sponsor new initiatives
High Quality Connections (HQC)

... interactions characterized by mutuality, interdependence, and empathic and empowering processes that lead to personal growth and learning for both parties

(Dutton, 2003; Dutton & Heaphy, 2003)

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Outcomes of High Quality Relationships
(Baker-Miller; Dutton & Heaphy)

- Zest (increased energy and vitality)
- Empowered Action
- Increased Self Worth
- New Knowledge and Skills
- Desire for More Connection
# Continuum of Mentoring Relationships

*(Ragins & Verbos, 2007)*

<table>
<thead>
<tr>
<th></th>
<th>Dysfunctional</th>
<th>Traditional</th>
<th>Relational</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Perceived Quality:</strong></td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td><strong>Behaviors:</strong></td>
<td>Negative or</td>
<td>Career Development &amp; Psychosocial Support for Protégé</td>
<td>Career Development, Psychosocial Support for both Relational Behaviors</td>
</tr>
<tr>
<td></td>
<td>Dysfunctional</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outcomes:</strong></td>
<td>Negative</td>
<td>One-sided; Instrumental</td>
<td>Close Mentoring Bonds Mutual learning/growth</td>
</tr>
</tbody>
</table>

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Obstacles to Successful Relationships

✓ Unclear or unrealistic expectations
✓ Time pressure
✓ Poor interpersonal skills
✓ Difficulty with feedback
✓ Managing differences
  ▪ nationality
  ▪ gender
  ▪ race
✓ Organizational context
  ▪ politics
  ▪ change
Essential Relational Skills

1. Curiosity
2. Questioning
3. Deep listening
4. Self management
5. Accountability
Strategies for Improving the Quality of Developmental Relationships

- Follow the 3 Relationship Principles
  - Active listening
  - Self-disclosure
  - Feedback
- Do not rely on great chemistry and identification; it takes work to build a good relationship
- Treat the relationship as an opportunity for mutual learning

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Consequences of Having Different Developmental Networks

✓ “Hard” outcomes:

- In hierarchical professions, higher status networks lead to increased likelihood of promotion, organizational commitment

- More wide-ranging and diverse developmental networks are associated with greater likelihood of changing careers

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Consequences (continued)

✓ “Soft” outcomes:

- Diverse developmental networks can enhance the clarity of one’s professional identity

- It seems to take just one strong tie (that provides high amounts of psychosocial assistance) to feel satisfied at work
Fostering Developmental Networks

- Include in Talent Development Programs and Practices.
- Create formal programs as springboards for Developmental Networks.
- Encourage informal coaching and mentoring.
- Acknowledge and reward those who develop others.
- Design jobs to encourage peer coaching and mutual learning.
- Include mutual learning as essential purpose of task forces and work teams.
Practical Implications

- **Changes in Culture and HR Practices**
  - Education/Training
  - Performance Management Systems
  - Rewards and Recognition
  - Design of Work
  - Modeling

- **Formal Mentoring Programs**
  - One to one matching
  - Peer Mentoring, Peer Coaching
  - Mentoring Circles
  - Developmental Networks
  - Web-based mentoring
Circles/Groups

- Alternatives to 1-1 mentoring programs
  - Peer mentoring
  - Peer coaching
  - Mentoring circles
  - Peer coaching groups
  - Developmental networks

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Concluding Thoughts

✔ Developmental network perspective challenges the idea that there is one perfect mentor to “find”

✔ DNP offers a way for you to clarify who/how you receive developmental support in your career
  ▪ Raises questions: What is missing? What needs to change, given my goals?

✔ When it comes to mentoring and developmental networks, one size does NOT fit all
Available Summer 2014

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Thank you!