

MENTORING & MILLENNIALS: Is it working?

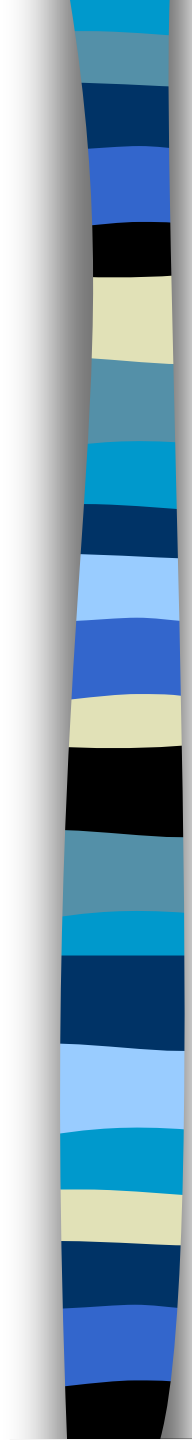


Mentor: A Wise and Trusted
Teacher or Guide



The CSU Extension Mentor Program

- Has been in existence for 24 years for county-based faculty
- Two surveys – 2002 and 2016
 - 2002: Surveyed mentors (63) and mentees (61) from past 5 years
 - 64 % (40) return rate for mentors
 - 61 % (37) return rate for mentees
 - Conducted 2 focus groups (one each for mentors and mentees to elicit additional information)

- 
- 2016: Surveyed mentors (96) and mentees (48) from past 5 years
 - 25 % (24) return rate for mentors
 - 25 % (12) return rate for mentees



Mentee Key Themes

2002

- Appreciated the experience
- 62 % said their expectations were met
- Mentors:
 - Helped mentees understand the Ext. system, system expectations, and political environment
 - Gave content support, suggestions, resources, and introductions to peers
 - Provided a sounding board, answered questions
- 57% evolved into strong peer/co-worker relationships
- Slightly less than half had supervisor inquire about the relationship
- 81% developed informal mentors



■ 2016

- 33% said their expectations were met (62% IN 2002)
- Identified fewer # of interactions than mentors did
- Most did not acknowledge that the mentor relationship was substantial (57% indicated strong relationships in 2002)
- Only 1 in 12 had their supervisor ask about the relationship (just less than 50% in 2002)
- 100% developed informal mentors and rated those self-selected mentors as equally or more helpful (81% in 2002)



Mentor Key Themes

- 2002
- 2/3 felt the mentor relationship had evolved into peer friendships and strong co-worker relationships
- 50 % felt they were adequately prepared
- 33 % felt they were not adequately prepared
- 50% indicated they would have preferred training to be a mentor (variety of methods)
- Just less than half had their supervisors ask how the mentoring relationship was going



■ 2016

- 50% felt adequately prepared (50% in 2002)
- 25% felt they were not adequately prepared (33% in 2002)
- 25% would have liked more training (50% in 2002)
- 42% suggested training ideas
- 54% NEVER had their supervisor ask how the mentoring relationship was going (just less than half had their supervisors ask in 2002)



Mentor and Mentee Suggestions

- 2002 & 2016

- Provide training for mentors
- Encourage mentors to take role seriously (2002)/select mentors who WANT to be a mentor (2016)
- Assign mentors in close geographic proximity
- Provide questions/script/specific actions for mentors/mentees
- Match programmatic responsibilities of mentor and mentee
- Provide more structure to the program
- Provide recognition for mentors



Another perspective:

Extension Mentoring: Steps Leading to
Greater Program Effectiveness

(Place & Bailey-
Journal Of Extension)



Guidelines and Recommendations for a Structured Mentoring Program

- Mentor Selection - Wanted to be a mentor!
- Pairing Process - assigned, but exit strategy
- Orientation - expectations, guidelines (web)
- Mentoring Handbook - contentious
- Contact and Interaction – scheduled times
- Incentives and Rewards for Mentors – no!
- Statewide Mentoring Program Coordination – uniformity and structure



Question to ponder...

Are mentors and mentees different today?

If they are – what does that mean for mentoring programs?



What do we know about Millennials?

- 77-80 Million (27% of the population)
- 34% of current workforce (75% by 2025)
- Most important to them:
 - To be a good parent, have a successful marriage, and help people
- Average tenure in a job: 2-3 years
- 52% believe corporate loyalty is outdated



And, we also know they believe:

- Trying is better than succeeding
- Their generation will make a bigger difference in the world than previous generations (79%)



Millennial Values

- Transparency
- Social networks
- Branding/Worth
- Approachable/
accessible leadership
- Making a difference
- Authenticity
- Experiential/interactive
experiences
- Loyalty (to people)
- Individuality!
- Integrated work/life
- Fun
- Informality (but
polite)
- Family & community
- Diversity
- Collaboration/team
work
- Support
- Tolerance
- Achievement
orientation
- Optimism, hope



What Motivates Millennials?

- They like and expect:
 - **Coaching**. Raised with constant coaching and feedback. Relationship is key.
 - **Collaboration**. Natural collaborators, particularly when the group's purpose and goals are understood.
 - **Measures**. Raised with a lot of structure and measuring systems.
 - **Motivation**. They want a work environment that is comfortable, flexible, family oriented, and which inspires them to contribute without fear of being criticized.
Meaningful work!
- So....what does that mean?



Keys to Successful Mentoring

- #1 Develop a Relationship of Trust
 - The relationship comes first. Get to know each other first. Face-to-face is essential.
- #2 Define Roles and Responsibilities
 - What each of you will and won't do. Coaching!
- #3 Establish long and short term goals
 - How often to meet, things to work on together in programming,
- #4 Collaborate to Solve Problems
 - It's a two way street!



Recommendations - 2016

- Select mentors who want to be mentors – establish a process for determining who is interested
- More clearly define the expectations for mentors/mentees
- Encourage EARLY contact between mentor & mentee
- Offer training for mentors – on line, written guide
- Provide recognition for mentors
- Define the role of supervisors in supporting the mentor/mentee relationship
- Provide additional expectations and training for **supervisors** on how to support the onboarding process for their new staff.
- Provide a mechanism for changing mentors if the match does not seem to be working



SOME ASSUMPTIONS

- The mentor and mentee both have valuable knowledge and skills.
- Mentees are highly motivated and will grow if engaged in dialogue.
- Organizational change occurs through growth in people.



What A Mentor Can Do

- Be authentic
- Respect confidences
- Explain organizational culture
- Be POSITIVE, stress positive attitudes
- Act as a sounding board-listen, listen, listen!
- Ask probing questions (not criticism)
- Help/coach mentee on key projects
- Emphasize the positive to motivate your mentee