Mentoring, Sponsoring, and Coaching Junior Faculty

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Newly Promoted Associate Professor Workshop

Susan Bulkeley Butler Center for Leadership Excellence

What is mentoring?

Mentors

- Offer guidance, stories, and advice based on their lived experience
- Come from a similar industry, geography or career background
- Provide direct feedback, advice, and practical solutions to day-to-day challenges
- Derive benefits from the relationship by developing communication skills and growing their leadership equity

Mentoring is usually a two-sided relationship

Coaches

- Ask powerful questions to people so that they can come up with the answers themselves
- Take a more holistic by encompassing all areas of life and the person as a whole
- Provide less "advice" and more impartial, non judgmental feedback which should be taken as constructive criticism for achieving better results

Coaching tends to be a one sided relationship

Sponsors

- Are more senior stakeholders, willing to use their reputation and credibility in service of their protege
- Endorse proteges directly, using their influence, power and networking to help give them exposure to better career opportunities
- Are involved in long-term relationships as trust and credibility builds over time

Sponsorship is usually a two-sided relationship

https://www.mentorshipmoment.com/blog/mentorship-vs-coaching-vs-sponsorship-finally-explained

What is mentoring?

Mentoring vs. Counseling

- "A mentoring relationship is ***informal***, meetings are in various settings, and the duration is typically long term. A counseling relationship is formal, sessions are typically in a counselor's office, and the duration is usually not as long term as a mentoring relationship.

- Another difference is the value of the advice provided. ***A mentor's advice is well received on a personal and holistic level because of personal familiarity and professional admiration.*** A counselor's input is respected due to training and how their expertise has helped other patients.

- The cost of both approaches is another big difference between them. Counseling has various levels of cost, as this service is a vocation. Insurance can cover some of the costs, but this is not always the case. ***Mentoring is free***."

https://positivepsychology.com/coaching-mentoring-counseling/#:~:text=A%20mentoring%20relationship%20is%20informal,term%20as%20a%20mentoring%20relationship.

What is *mentoring in the workplace*?

A “relationship between a younger adult and an older, more experienced adult [who] helps the younger individual learn to navigate the adult world and the world of work” (Kram, 1985, p. 2)

- ***career-related support***
  - sponsorship, exposure and visibility, coaching, protection, and challenging assignments
- ***psychosocial support***
  - role modeling, acceptance and confirmation, counseling, and friendship

Allen, T. D., Eby, L. T., Poteet, M. L., Lentz, E., & Lima, L. (2004). Career Benefits Associated With Mentoring for Proteges: A Meta-Analysis. *Journal of Applied Psychology, 89*(1), 127–136. https://doi.org/10.1037/0021-9010.89.1.127

What is *mentoring in academia*?

A relationship between a relatively less experienced person and a more experienced person, where the more experienced one helps the other learn to navigate the academia

- ***career-related support***
  - Helping to connect with others in the field/campus (i.e., networking), offering advice on how to navigate departmental politics, guiding through the P&T process, job search, salary negotiation, etc.
- ***psychosocial support***
  - role modeling, acceptance and confirmation, counseling, and friendship

Supportive Mentor Behaviors

- Promoting
- Guiding
- Teaching
- Protecting
- Counseling
- Affirming
- Personalizing
- Responding

Robertson et al, manuscript in preparation

Dimensions of Supportive Mentor Behavior

Dimension	Supportive Mentor Behavior	Examples
Secure Base	Guiding	• Providing advice on how to achieve goals[3,5,6,7] • Sharing information about the field/organization[4,7] • Encouraging participation in new opportunities[6,7]
	Promoting	• Introducing to important people in the organization/profession[1,2,4,6,7] • Nominating for recognition and advancement opportunities[1,2,3,4] • Publicly giving credit for contributions and accomplishments[3,6,7,8]
	Teaching	• Providing opportunities for growth in skill/competency (e.g., challenging assignments, allowing room to experiment)[1,2,4,5,6,7,8] • Providing constructive feedback on how to improve[1,2,3,4,5,6,7,8] • Teaching new skills through direct instruction, questioning, or modeling/demonstration[1,2,3,4,5,6,7,8]
Safe Haven	Counseling	• Discussing protégé's negative emotions and adversities[1,2,4,6,7,8] • Providing advice on how to navigate adversities and solve problems[1,2,3,4,6,7,8] • Validating concerns[3]
	Protecting	• Shielding from reputational damage (e.g., defending from criticism, taking blame)[1,3,7] • Advising who/what to watch out for[2,7] • Protecting resources (e.g., time, money, space, energy)[7,8]
	Affirming	• Expressing confidence and trust in knowledge/skills/abilities; reassuring[6,7,8] • Providing positive feedback (e.g., appreciating strengths, praising work, celebrating accomplishments)[1,2,4,6,7] • Affirming belonging in organization/profession/field[6]
Global	Personalizing	• Asking about and discussing the protégé's unique background, history, goals, interests, expectations, and values[3,5,6,7,8] • Sharing personal information with the protégé (e.g., background, history, goals, interests, expectations, values)[1,3,4,5,6,7] • Engaging with the protégé in nonwork activities (e.g., sharing meals) and in nonwork locations (e.g., coffee shop, home)[1,4,7]
	Responding	• Communicating psychological and physical availability (e.g., open door policy)[2,4,7] • Responding quickly to protégé's requests and contact attempts[4] • Listening actively and attentively[2,3,4,5,6,7,8]

[1] Behavior mentioned in Kram (1988)
[2] Behavior mentioned in Anderson & Shannon (1988)
[3] Behavior mentioned in Crisp & Cruz (2009)
[4] Behavior mentioned in Yob & Crawford (2012)
[5] Behavior mentioned in Pfund et al. (2013)
[6] Behavior mentioned in Pfund et al. (2016)
[7] Behavior mentioned in Kraiger et al. (2019)
[8] Behavior mentioned in National Academics of Sciences (2019)

Robertson et al, manuscript in preparation

Some personal reflections…

- **Being a mentor**
  - Authenticity
  - Openness
  - Humility
- **Being mentored**
  - Intentionality
  - Proactivity
  - Multiplicity

What does the **Butler Center** do?

- Mission:

To develop leadership capacity through research, education and collaborations that helps advance and broaden representation in academic decision making… *with a particular emphasis on women*

- Provide research support, educational seminars, workshops, and experiences that enhance both aspiring and experienced (women) leaders' understanding and ability to manage their academic careers

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Key Initiatives & Programs

- FACULTY MENTORING PROGRAMS
  - Mentoring Triads
  - Speed Coaching Network
  - New Moms Coaching Network

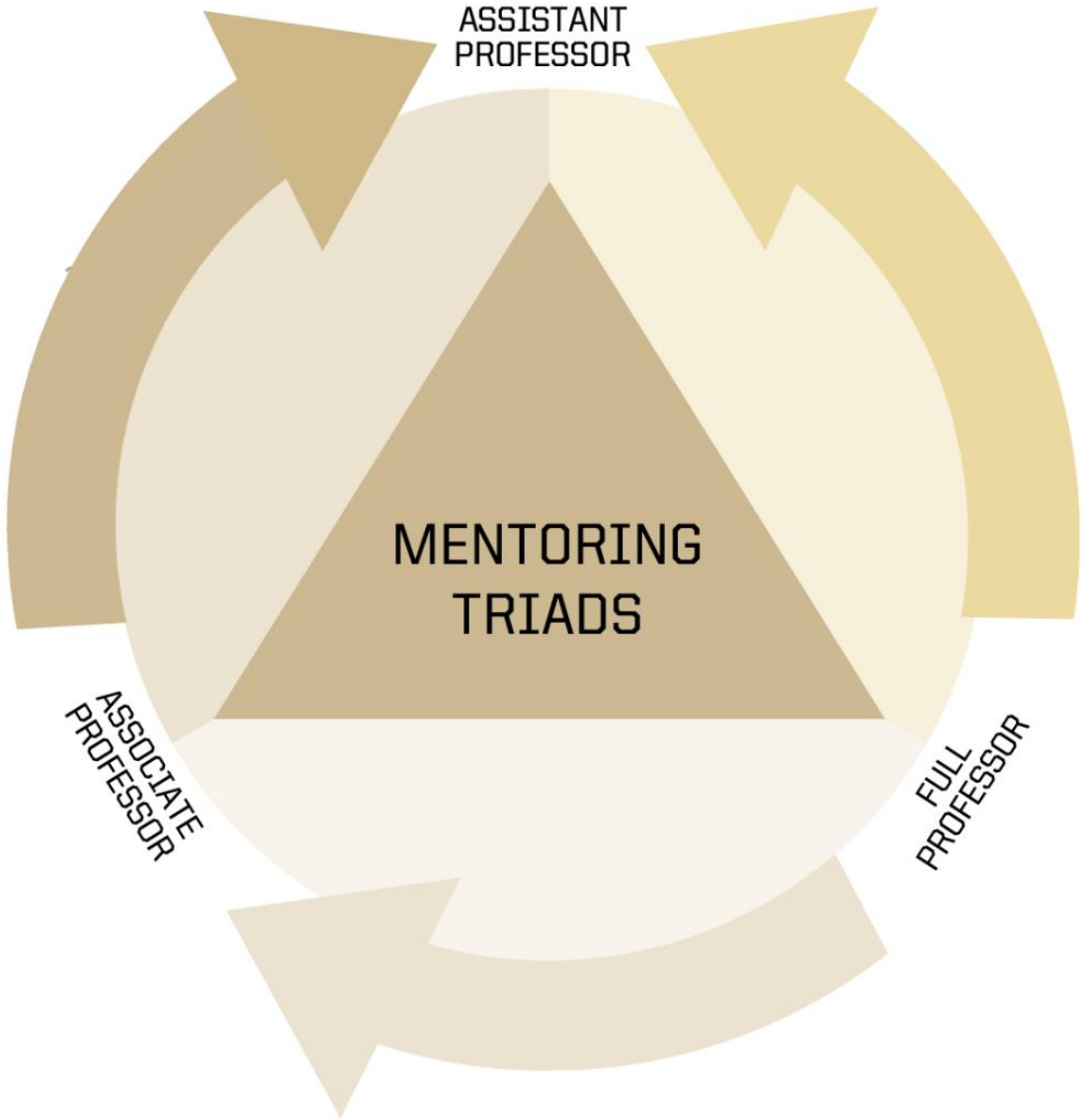
- CELEBRATE PURDUE WOMEN
- EDUCATION & PUBLIC OUTREACH
- LEADERSHIP & COACHING CONVERSATIONS
- DEVELOPMENTAL ASSESSMENT CENTER FOR LEADERSHIP (in the works)

Speed Coaching Network

1. External Grants
2. Developing Research Collaborations
3. Working Well
4. Supporting Others
5. Underrepresented Identity
6. Promotion and Tenure
7. Tough Interpersonal Situations

Speed Coaches (N=23+)

Dulcy Abraham | Chris Agnew | Jay Akridge | Ourania Andrisani | Carrie Berger | Clint Chapple | Elena Coda | Candace Croney | Patti Darbishire | Scott Lawrance | Sunnie Lee Watson | Linda Mason | David Purpura | Julio Ramirez | Kavita Shah | Jenn Simpson | Lynne Taylor | Zach Weber | Ann Weil | Jen William | Sang Eun Woo | Wayne Wright | Yuehwern Yih



Mentoring Triads

Full Professor Mentors (N=24+)

Dulcy Abraham | Ourania Andrisani | Elena Benedicto | Yaobin Chen | Elena Coda | Candace Croney | Janice Evans | Susanne Hambrusch | Birgit Kaufmann | Scott Lawrance | Chenell Loudermill | Lisa Mauer | David Purpura | Jennifer Richardson | Kavita Shah | Jenn Simpson | Louis Tay | Eugene Spafford |Bill Watson | Sunnie Lee Watson | Zach Weber | Ann Weil | Jen William | Christina Wilson-Frank

NEW MOMS COACHING NETWORK FOR FACULTY

Advisors

Allie Gabriel
Valerie Knopik
Laura Murray-Kolb

Coaches (2024-2025)

Sally Bane | Cezanne Elias | Abby Engelberth | Marisa Exter | Kristine Marceau | Kameron Moding | Anita Panjwani | Libby Richards | Elizabeth Schlesinger-Devlin | Kim Updegraff

Butler Center Resources

Creating a vibrant, healthy, and impactful **community** that supports leadership excellence and belonging

PURDUE UNIVERSITY | Susan Bulkeley Butler Center for Leadership Excellence

Stay in touch with us!

Email Sang (sewoo@purdue.edu) or the
Butler Center Team (ButlerCenter@purdue.edu)

Thank you for your attention!

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