



# Concept and background of mentoring Mentors` training in Spain 24.1.2023



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# Background of mentoring

- Roots in history
- Method to guide new teachers (variations in different countries e.g. mentoring
  - as supervision
  - as individual support
  - as collaborative self-development



# What is mentoring?

1/2

- Ambiguous and multidimensional concept
- The definition varies by field of science
- A mentor advise or train mentee, especially a younger colleague
- A mentor is more experienced than a mentee







# What is mentoring?

2/2

- Relationship between an experienced person and someone who is in the initial stages of his/her development.
- The Oxford English Dictionary defines a mentor as an 'experienced and trusted adviser'.





# Mentoring and related concepts

Mentoring is only one  
way  
to support  
a novice employee  
at the workplace.





# Purpose of mentoring is to drive personal growth

Skills

Knowledge

Understanding

Professional identities

Competences

Commitment to work







# What does “to drive personal growth” mean in mentor`s work?

1/2

- What kind of skills and knowledge do you need as a mentor? How do you know if you have them?
- How can you help your mentees to learn?
- What is “competence” in this context? How do you support competence development?





# What does “to drive personal growth “mean in mentor`s work?

2/2

- What do your mentees need to understand about online learning? How can you increase their understanding of online teaching/learning?
- What does “to support identity development” mean in a mentor's work?







# Four generations of mentoring – four ways of mentoring

## The 1<sup>st</sup> generation:

- one-sided transfer of information from the parent and experienced person to younger colleague. The mentor is active and transfers current practices. The mentee is a passive recipient.

## The 2<sup>nd</sup> generation :

- emphasizes the active role and understanding of the mentee

## The 3<sup>rd</sup> generation:

- emphasizes coaching and guiding the mentee's learning process.

## The 4<sup>th</sup> generation:

- equal dialogical and developmental peer-based mentoring, where the idea is a learning partnership and the development of something new.

What is your  
way to work  
as a mentor?



# Mentoring styles

**1. Determining/instructional mentoring style**

**2. Accepting mentoring style**

**3. Confrontational mentoring style**

**4. Catalyzing mentoring style**



# Mentoring styles

## 1. Determining/instructional mentoring style

The mentor:

- gives instructions, advice and orders
- may even monitor their compliance

## 2. Accepting mentoring style

Empathic understanding and emotional support that allows the mentees to work on their feelings and experiences.

The role of the mentor:

- structure emotions
- help accepting inevitable changes
- facilitate learning of new roles and skills



# Mentoring styles

## 3. Confrontational mentoring style

The mentor:

- demonstrates the contradictions between talk and actions of the mentee
- acts as a mirror - helping the mentee to look at and see his/her own actions.

Usually requires deep trust and a long-term relationship between the mentor and the mentee

## 4. Catalyzing mentoring style

Based on an open discussion.

The mentor:

- tries to find out how the mentee interprets and structures the situation.
- asks questions that aim to help the mentee clarify information as a basis for his/her own thinking, decision-making and actions = understanding the situation from many perspectives

In what kind of situations is it appropriate to use each style?





# Back to basics: **Mentoring** is.. and what is needed from the mentor

- A one-to-one relationship over a period of time between a less experienced person (mentee) and a more experienced person (mentor), which provides consistent support, guidance and practical help → time and competence
- A process by which an experienced person shares their personal skills, knowledge and experience with another person → willingness to share your “capital”



# Back to basics: **Mentoring is..** and what is needed from the mentor

- A means of enabling a less experienced person to gain the necessary skills, knowledge and confidence to be able to perform at a higher level → ability to tolerate that the other becomes as good or better than you
- An opportunity for a less experienced person to gain access to impartial, non-judgemental guidance and support → ability to be impartial and non-judgemental even you disagree



# Back to basics: **Mentoring is..** and what is needed from mentor's side...

- A process of working together to achieve predetermined goals and objectives → willingness to co-operate and co-create
- A two-way process through which both parties gain satisfaction from the progress, and success is attained through working together. → willingness to be a mentor and learn
  - [Mentoring in summary \(apprenticemakers.co.uk\)](https://www.apprenticemakers.co.uk)

“A good mentor newer stops learning”



# Mentoring in practice

- Mentees
  - How do you find people/teachers/colleagues to mentor?
- Individual-, peer- and group-mentoring
  - Do you already have plans which mentoring process to use? What might be the most suited in your organisation?
- Co-mentoring
  - Are you going to mentor alone or with someone else?





# Thank you!