

# **Growing Yourself as a Leader: The Promise of the Mentee/Mentor Relationship**

**Session: W-45**

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# Presentation Goals

Participants will learn:

- What Mentoring is and is not.
- How mentoring programs can create value for an organization.
- The benefits to individuals (both mentor and mentee) of an intentional mentoring relationship
- How social work departments can use mentoring programs to increase employee engagement and build psychological safety.

# Mentorship Definitions



# Mentorship vs. Supervision

## Mentorship:

Formalized activity which is non-evaluative and has two functions:

Educational – exposure to new practice areas, Peer support

Supportive – provides peer support, opportunity for self reflection

## Supervision:

“...professional supervision is defined as the relationship between supervisor and supervisee in which the responsibility and accountability for the development of competence, demeanor, and ethical practice take place”.

*(NASW: Best Practice Standards in Social Work Supervision)*



# The Essence of Mentoring

Rapport is what makes mentoring truly transformative and more than just an organizational responsibility.

- + Rapport is defined as mutual trust and respect, a shared understanding of one another's values and perspectives, and strong communication.

# What Does the Literature Say?

ROI

Harvard Business Review

Inter-Generational Mentorship

Reverse Mentorship

Organizational Fortitude





# The ROI On Mentorship

75% of executives credit mentoring with playing a key role in their careers.  
[Barbian, Jeff. "The Road Best Traveled," Training, May 2002]

77% of companies with formal mentoring programs report that mentoring is effective in increasing retention and improving performance. [A Recipe for Employee Retention: Building the Business Case for Workplace Mentorship (July 2015)]

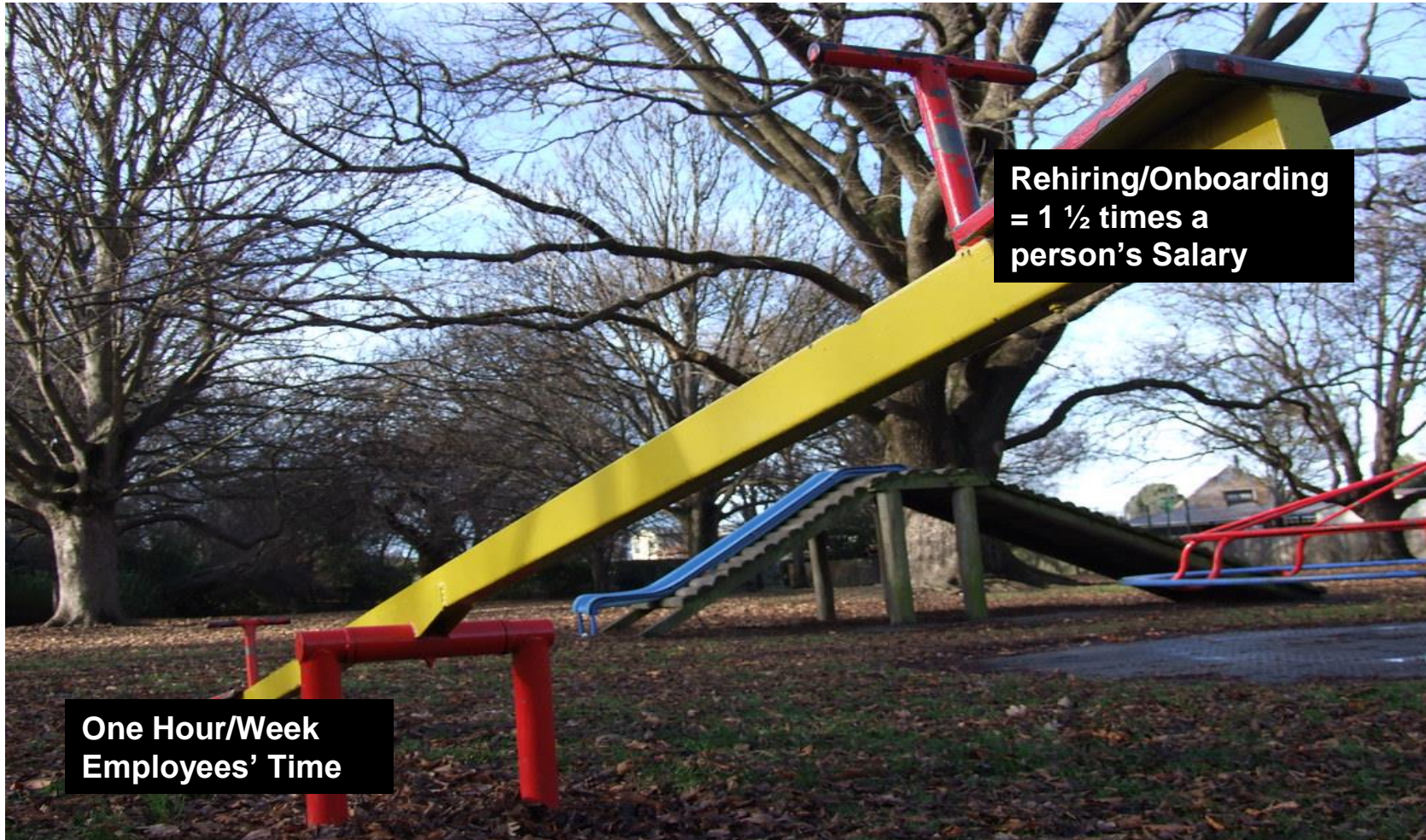
67% of businesses reported an increase in productivity due to mentoring.  
<https://nationalmentoringday.org/facts-and-faq/>

# ROI Cont'd....

When peer mentoring is effective the “average engagement capital” can increase by 66%. [41 Reasons You Need Mentoring in Your Organization by Amanda Dreher (Oct 2016)]

95% of mentoring participants said the experience motivated them to do their very best. [The War for Talent. Boston: Harvard Business School Press, 2001]

Gartner and Capital Analytics at Sun Microsystems found much higher retention rates for mentees (72%) and mentors (69%) than other employees who did not participate in the mentoring program (49%). H



Rehiring/Onboarding  
= 1 ½ times a  
person's Salary

One Hour/Week  
Employees' Time

# How Mentoring Brings Value in Stressful Occupations

Effective mentoring generates trust between mentors and mentees, which supports the disclosure of personal information. As such, formal mentoring programs provide an opportunity to encourage the discussion of difficult and sensitive topics, which often remain undisclosed, and hereby normalize responses to stressful work situations.

Stressed at Work? Mentoring a Colleague Could Help, HBR 2019

# **Stressful Environments Cont'd...**

Coping mechanisms are shared and support provided for both mentee and mentor

People who served as mentors experienced lower levels of anxiety, and described their job as more meaningful, than those who did not mentor.

Mentoring offered a way to build trust within a relationship that laid a foundation for open and honest communication of sensitive topics.

Stressed at Work? Mentoring a Colleague Could Help, HBR 2019

# Why Mentoring Is Crucial for Millennials

In four years Millennials—the people born between 1977 and 1997—will account for nearly half the employees in the world.

63% of Millennials feel their talent and leadership skills are not being developed or utilized as they should be. [How Mentoring Can Help Increase Retention with Millennials July 15, 2016]

Not only do millennials expect a mentor, they also have extremely high expectations of mentoring. In fact, 75% of millennials deem mentoring critical to their success. [<https://recruitloop.com/blog/6-things-you-never-knew-about-mentoring/>]



# **Millenials Cont'd...**

Mentoring is a forum for offering immediate, specific feedback in the context of a trusting and supportive relationship

Does not replace clinical supervision but addresses the softer skills necessary for success

Increases trust and transparency within the organization

Expands their network within the organization

# What Millennials Want

## ...from their boss

### TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A BOSS

Will help me navigate my career path

Will give me straight feedback

Will mentor and coach me

Will sponsor me for formal development programs

Is comfortable with flexible schedules

## ...from their company

### TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A COMPANY

Will develop my skills for the future

Has strong values

Offers customizable options in my benefits/reward package

Allows me to blend work with the rest of my life

Offers a clear career path

## ...to learn

### TOP FIVE THINGS MILLENNIALS WANT TO LEARN

Technical skills in my area of expertise

Self-management and personal productivity

Leadership

Industry or functional knowledge

Creativity and innovation strategies

# **Mentorship Contribution to Diversity and Inclusion**

Shared lived experiences impact on professional development

Creates a sense of belonging and inclusion

Impactful transfer of knowledge of the culture and principles of an organization.

# **This is not your Parents' Mentorship**

Innovations to the traditional Mentorship model



# **Mentoring in Hybrid Work Environment**

According to Gallup, nearly 85% of employees worldwide are still not engaged or are actively disengaged at work, despite greater effort from companies. Loneliness is a concurrent pandemic, with 65% of young people in a recent University of Miami study reporting increased loneliness since the start of the Covid-19 pandemic, and 80% reporting “significant depressive symptoms.”

# Hybrid Work Environment Cont'd...

- + Mentorship helps individuals connect their deeper human motivations and values to their careers
- + Use of Zoom, Slack, Facetime
- + Flexibility around topics to include how individuals are coping
- + Maintaining regular virtual one-on-ones provides a unique opportunity for building rapport that isn't possible in large group settings.



# **A New Take on Mentoring: Reverse Mentorship**

- + Modern reverse mentoring extends far beyond just sharing knowledge about technology; today's programs focus on how senior executives think about strategic issues, leadership, and the mindset with which they approach their work.

# Reverse Mentoring Cont'd...

- + Benefits include:
- + Increased retention of millennials
- + Sharing of digital skills
- + Promotion of diversity
- + Driving culture change
- + Input into corporate strategy

Why Reverse Mentoring Works and How to do it Right (HBR 2019)

# One Hospital's Mentorship Journey - The Ottawa Hospital

- Gaps between experienced staff and junior staff
- Choosing a champion - building a committee
- Identifying mentors - training
- Encouraging mentee participation - training
- Formal application process
- Identification of mentee learning goals - connection to HR appraisals
- Intentional time limited matching
- Setting expectations
- Follow up on matches - addressing barriers
- Celebrating success

# Mentorship Across the Professional Continuum: The Kaiser Experience



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# Characteristics of Good Mentors

A good mentoring relationship is not just about career advancement. A good mentor...

- is someone whose integrity transcends the message, be it positive or negative
- tells you things you may not want to hear but leaves you feeling you have been heard
- interacts with you in a way that makes you want to become better

# Characteristics Cont'd...

Makes you feel secure enough to take risks

Gives you the confidence to rise above your inner doubts and fears

Supports your attempts to set stretch goals for yourself

Presents opportunities and highlights challenges you might not have seen on your own



# Preventing Mentorship Burnout

- + Mentoring is a high-impact and high-stakes relationship.
- + Mentors give their time, attention, and resources to develop others.
- + Usually a volunteer activity, mentorship goes above and beyond a person's formal job requirements
- + Potential lack of support for mentor

*Don't Let Mentoring Burn You Out, HBR 2022*

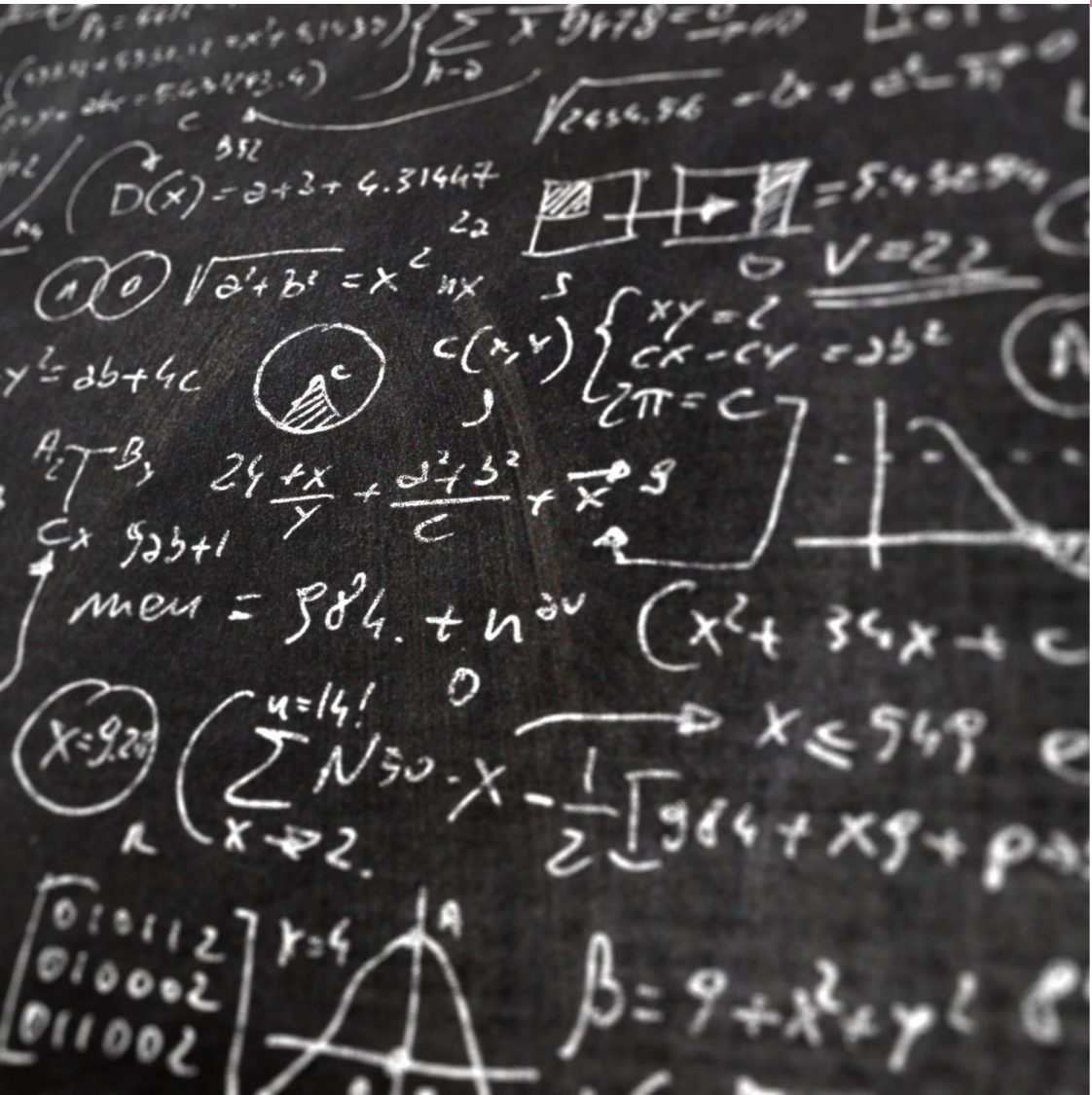
# Mentorship Burnout Cont'd...

## Risks:

- + Taking on too many mentees if known to be good at it
- + Feeling obligated to diverse groups for mentoring
- + Guiding versus gatekeeping
- + Lack of time sanctioned by employer for this activity

Be clear about your emotional well-being, your bandwidth, and your boundaries, and articulate them to your mentees and to your colleagues.

*Don't Let Mentoring Burn You Out, HBR 2022*



# Mentorship Examples

Sarah is a new supervisor at her facility. Sarah's goal for seeking out a mentor is to develop her leadership confidence.

Mark has 20 years of experience as a formal Leader in his organization.

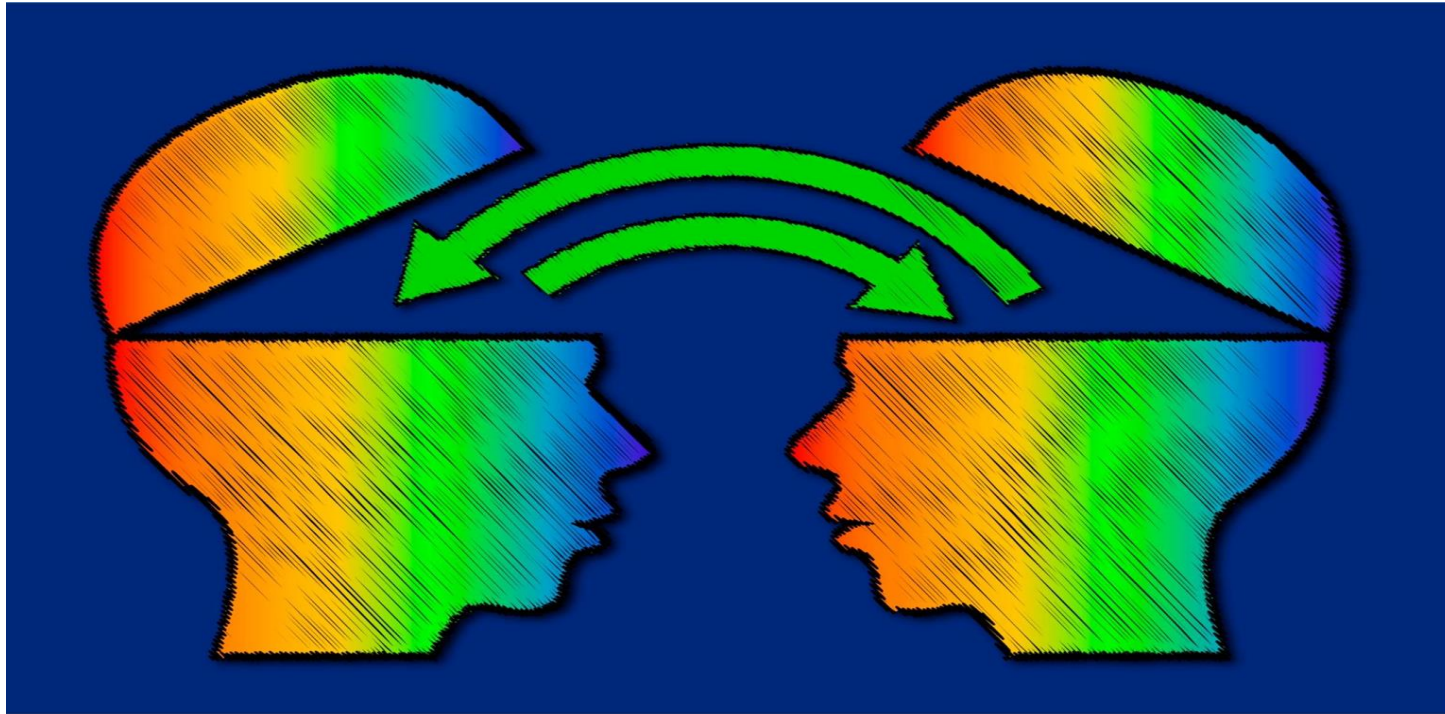
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## Mentorship Examples Cont'd...

Moe has been working for 10 years in a hospital system. His goal for this mentorship experience is to gain knowledge of working in an ambulatory setting.



# Personal Case Study of Mentorship



# Step By Step Mentorship:

Establishing the Relationship

Cadence

Goal setting

Documentation (to write, or not to write....)





# Life-Cycle of the Mentorship Relationship

<https://orgs.boisestate.edu/sharedleadership/files/2011/12/lifecycle.jpg>

Focus & Responsibilities of Relationship Phases			
Phase	Focus	Mentor's Responsibilities	Mentee's Responsibilities
Initiation	Bonding between participants and definition of expectations	Listening to the mentee and assist in goal setting	Communicating goals and needs to mentor and being open to suggestions and feedback
Cultivation	Maintaining and enriching the relationship by clarifying expectations and establishing goals	Providing advice and guidance to mentee	Being receptive to mentor's advice
Maturation	Developing interpersonal synergy while transferring independence to mentee	Assisting the mentee to achieve career goals whenever possible	Developing competency and moving towards independence
Separation	Recognizing and discussing the natural end of the relationship	Relinquishing direct influence over and participation in the mentee's professional life	Moving forward with career and giving up sense of security provided by mentor
Re-definition	Developing a new kind of relationship where both parties see each other as colleagues and equals	Supporting the mentee in as a colleague	Developing a more equal relationship

# **Its All About the Mentee!!!**

- + Biggest skill mentors can bring is active listening
- + Letting the mentee determine the topics according to their needs
- + 89% of those mentored, go on to mentor themselves contributing to a culture of learning and mentoring (Harvard Business Review 2015)

# **SSWLHC Ellen Perlman Simon Mentorship Program**



# Questions??

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