

Building a Culture of Mentoring: Opportunities and Challenges

Fri 16 June 2023



Where We Want to Get To

- Mentoring as a leadership behaviour
- Individual supports as well as organisational/
group
- All staff who want a mentor have a mentor
- Currently 235 new mentor pairs since end
of last semester.

Culture and Mentoring

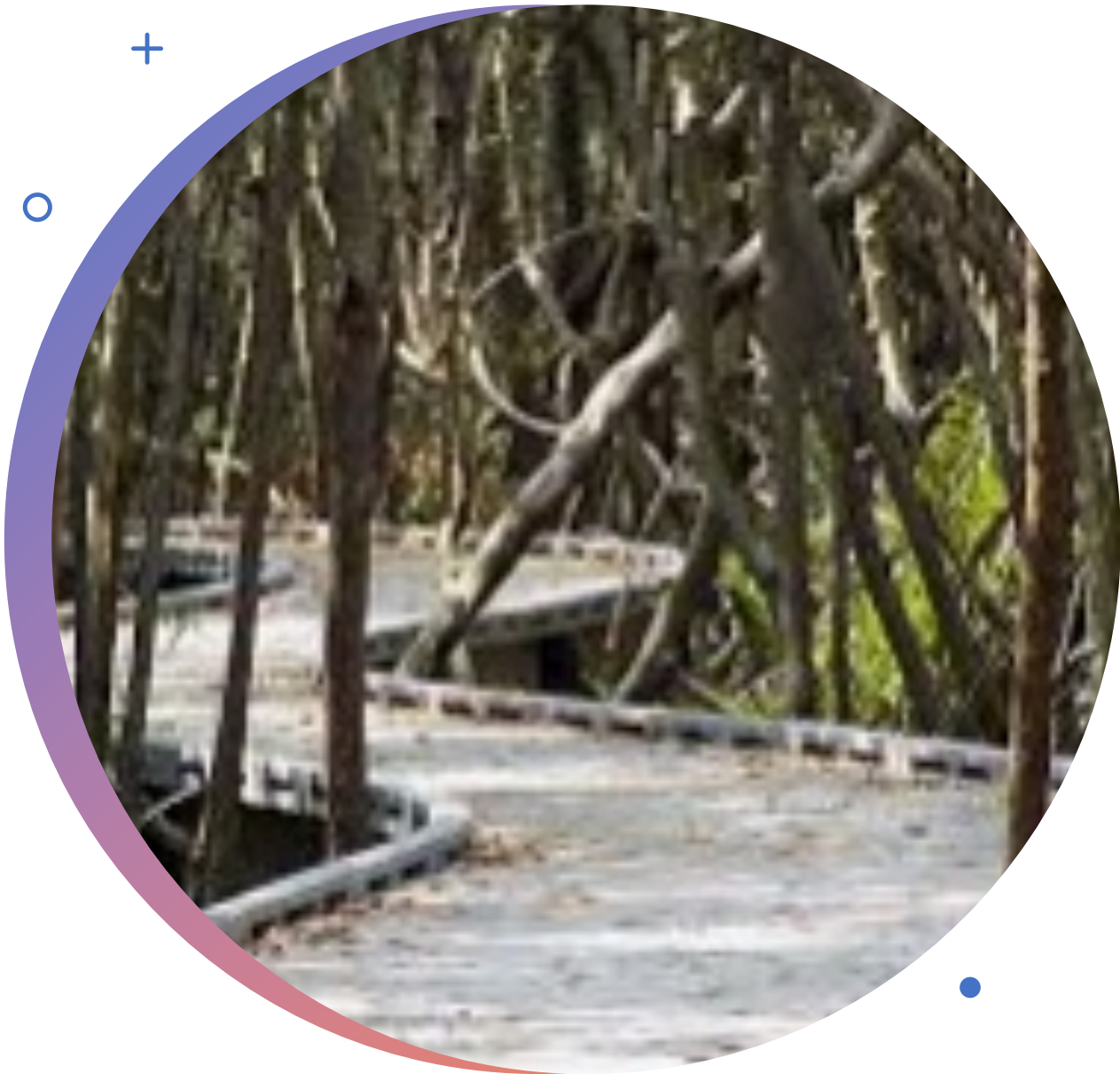
Real Mentorship Starts with Company Culture, Not Formal Programs



Johnson and Smyth, *Harvard Business Review* (2019)

What's Working Well

1. Senior support.
2. Partnership Approach.
3. Real commitment.
4. Managing time.
5. Training and Resources



The Challenges

- Getting traction across the board
- Mentoring as a positive for all
- It's imperfect!
- Who is a strong mentor?
- Logistics and Workload.
- Streamlining mentor resources.

What Difference Does This Make?

- Evaluation – very positive feedback from colleagues in Faculty of Arts, Humanities and Social Science.
- Testimonials

But also.....

- We hear it back
- People are telling their colleagues
- People are looking for this
- Senior people want to help
- Keep mentoring in focus

And So, Back to Culture

- Mentoring Programme

Plus

- Mentors of the moment
- Positive micro-exchanges
- Organic, informal, arbitrary
- Multi-source
- External mentors?

And So, Back to Culture

Mentoring Programme

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But first, build momentum

