

THREE TYPES OF MENTORING

Traditional Mentoring

Planned Mentoring

Self-Mentoring

Three Types of Mentoring

There are three different routes one can take on the road to successful mentoring. The three routes to mentoring are:

Traditional mentoring

Planned mentoring

Self-mentoring.

Although these routes will lead you to the same destination, you need to decide which route to follow. To see how these three mentoring types are characterized, see the Mentoring Matrix at the end of this section.

TRADITIONAL MENTORING

Traditional mentoring, also referred to as informal mentoring, focuses primarily on the mentee. This type of mentoring promotes the examination of the mentee's career path through goal setting. The mentor and mentee work together to devise an action plan that sets career goals that will lead the mentee on the appropriate career path. Traditional mentoring not only encourages the mentee to establish career goals but also advocates setting personal goals. The overall development of the individual is the focus of traditional mentoring.

Traditional mentoring is a natural process; that is, the mentor and mentee pair together by their own internal forces. Internal forces such as mutual respect, shared experiences, and common interests are the ingredients that create the relationship. One CAP mentee remarks, "My mentor and I have a lot in common. We enjoy discussing different subjects, ranging from sports to flying." With this type of mentoring, you can say that a mentor and mentee come together through a "special chemistry."

Generally, traditional mentoring lasts between 8-15 years, (although friendships that are formed through this type of mentoring can last a lifetime).

Another characteristic of traditional mentoring is that it involves frequent social interaction between the mentor and mentee. This type of mentoring relationship usually results in the mentor and mentee spending time together outside of the office and sharing a friendly,

comfortable relationship. This type of mentoring is usually successful because the two parties have a genuine concern for each other's well being. Friendship, rather than job requirements, keeps the two parties together.

PLANNED MENTORING

Planned mentoring, also known as formal mentoring, primarily focuses on the goals of the organization. Organizational goals:

- Increase productivity
- Eliminate turnover
- Reduce absenteeism.

Planned mentoring concentrates on the needs of the organization. This usually results in benefits to both the organization and the mentee.

This type of mentoring promotes a "formal business" approach to the relationship so there is little or no social interaction. The mentor and mentee rarely see each other outside the office. The mentor and mentee are not concerned with developing a friendship as much as they are interested in meeting the organization's needs. After all, the basis for the relationship is organizational commitment.

Planned mentoring usually lasts from six to eight months. The relationship ends when the organizational goals are reached. This type of mentoring takes a systematic approach that consists of five steps:

- Match participants: The mentees are matched by the organization to "suitable" mentors. These matches are based on similar attitudes and work assignments.
- Write a formal contract: The mentor and mentee develop a formal contract that outlines expectations and obligations. Both participants sign the contract to bind the relationship.
- Train participants: The organization trains the participants to understand their roles as mentor and mentee.
- Monitor the relationship: The mentor and mentee monitor the mentoring program to ensure compliance with the formal contract.
- Evaluate the program: The program is evaluated to determine the results, such as advantages, cost effectiveness, and difficulties.

Note: Some mentoring relationships develop into a combination of both planned and traditional.

SELF-MENTORING

Although self-mentoring can be considered a type of mentoring, it differs significantly from the other two mentoring types. Why? Because self-mentoring is more a strategy than a type. There is no mentor who promotes the development of a mentee. Rather, the individual cultivates his or her own professional growth through self-tutoring activities and resource-finding techniques. Self-mentoring requires the individual to be highly motivated and self-disciplined.

The individual prefers to increase job effectiveness and augment professional talents by building a body of knowledge and skills without the aid of other people. One CAP employee says, "I never had a mentor. I learned how CAP worked by volunteering for projects and talking to people in that field."

There are several self-mentoring strategies that successful individuals have used. Here are five strategies that individuals have used to help advance their professional growth:

- Ask questions and listen carefully to the experts in your field of interest. This includes finding out who is the authority on a subject and asking detailed questions. Talk to people who are in positions to which you aspire.
- Read and research materials in the field. Learn new information from trade magazines, books, and periodicals.
- Observe people in leadership positions. Individuals can learn a lot about the inner workings of CAP and different leadership styles simply by watching those in authority.
- Attend educational programs. Educational programs may include conferences, seminars, night classes, or CAP training courses.
- Seek out new opportunities. Volunteer for projects or join professional organizations.

You may want to alert your mentee to these strategies. A mentee should be encouraged to look for opportunities to develop independently, outside of the traditional mentoring arena.

Mentoring Matrix

Self	Planned	Traditional	MENTORING MATRIX
			TYPES OF MENTORING CHARACTERISTICS
0		0	Personal Goals
	0	0	Organizational Goals
		0	High Social Interaction
	0		Low Social Interaction
0			No Social Interaction
0		0	Internal Forces*
	0		External Forces*
		0	Average Span 8-15 Years
	0		Average Span of Less Than 1 Yr
0			Undetermined Number of Years (Depends on Individual)