

# Mastering Mentorship

*A Workshop for the Council of Graduate Schools*

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# Agenda

- ❖ Overall philosophy of mentoring
- ❖ Creating mentoring structures that build trust
- ❖ Using (and teaching!) consultative mentoring networks
- ❖ Understanding, reframing, and engaging with conflict

LINK to slides: <https://bit.ly/CGS2023Mentorship>

# How are you doing today, in wolf scale?



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# Mentoring Philosophy, Part 1

- ❖ Everyone in this room is capable - RIGHT NOW - of being an extraordinary mentor.
- ❖ Everyone in this room is in need - RIGHT NOW - of a good mentor.
- ❖ Everyone in this room can do a few things - RIGHT NOW - to improve their mentoring relationships.
- ❖ Everyone in this room can learn strategies - RIGHT NOW - to support healthy mentoring relationships at their university.

## Mentoring Philosophy, Part 2

- ❖ Mentoring is about using the power of RELATIONSHIPS to facilitate positive growth and change. Center the relationship, not the “end goal.”
- ❖ To be effective, mentoring relationships require GENEROSITY and TRUST.
- ❖ Mentees thrive when mentors do the following (*Posselt, J. Higher Ed., 2018*):
  - Reduce fear
  - Normalize the struggle of the learning process
  - Cultivate a growth mindset
  - Express confidence in mentees
  - Create space for honest or difficult conversation

# Defining Expectations



- ❖ **Time**
  - frequency and duration of meetings, length of relationship
- ❖ **Accountability**
  - responsibilities, scheduling, checking in, raising concerns
- ❖ **Ground Rules**
  - prioritizing, respecting time, following through, respecting differences

# Defining Goals

- ❖ Your goals - what do you want to do (observable actions) in this relationship? Do you know if the other person has goals for you?
- ❖ Others' goals - do you know their goals for themselves? Do they align with your goals for them?
- ❖ Defining success - how will you know you are making progress? What are intermediate successes?
- ❖ How will you evaluate progress? How will you collaborate to get back on track?
- ❖ How will you celebrate progress and success?

# Managing Boundaries and Confidentiality

- ❖ *\*\*Mentors should take the lead here!\*\**
- ❖ Topics outside our expertise or responsibility
- ❖ Managing personal privacy & personal differences
- ❖ Limits on confidentiality – and breaking those limits
- ❖ Checking in about our assumptions on these topics
- ❖ Planning for conversations about these topics





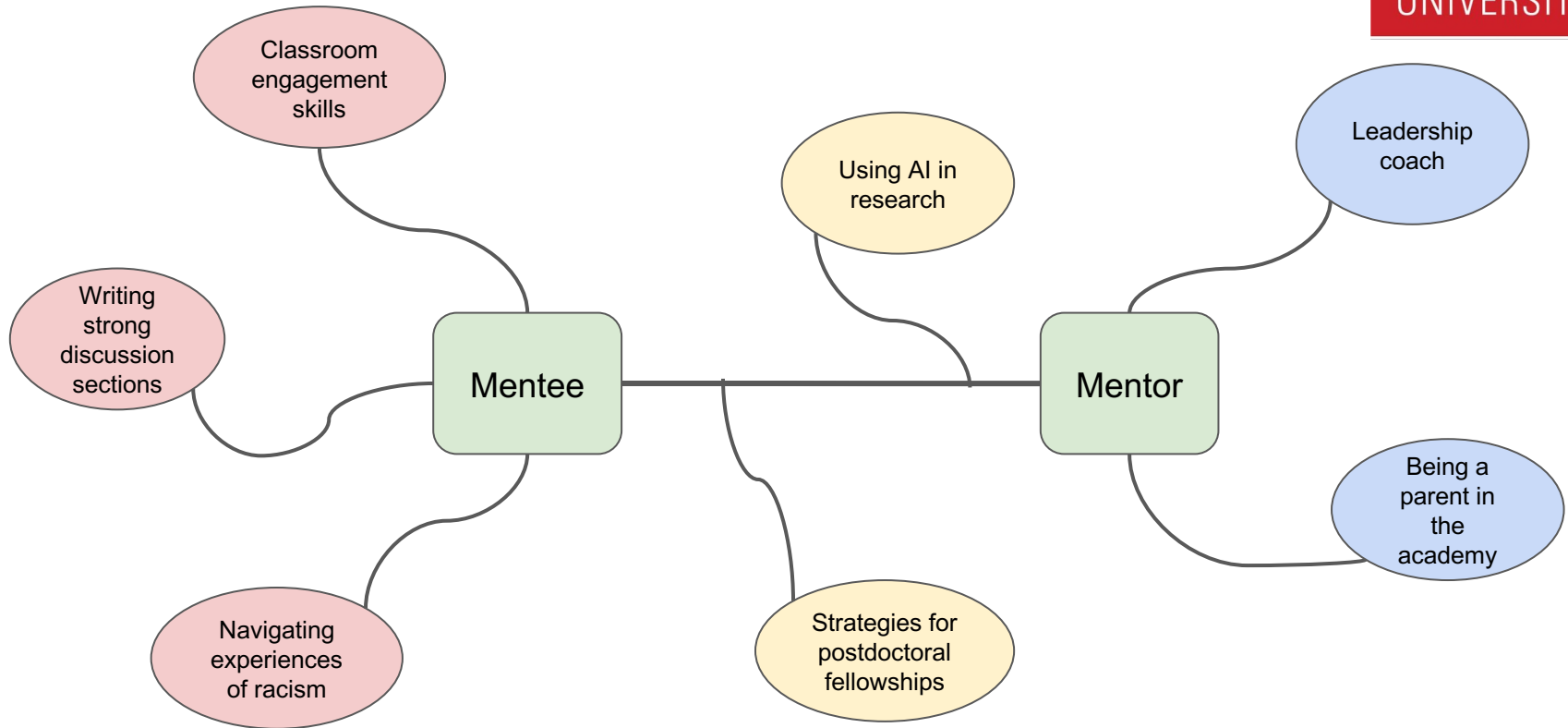
# Planning for Endings

- ❖ Revisit original goals and progress/success achieved
- ❖ Reflect on learning and growth – for both of you – and what’s left to learn
- ❖ Express appreciation and/or celebrate
- ❖ Plan for relationship changes or transitions

# Consultative Mentoring Networks

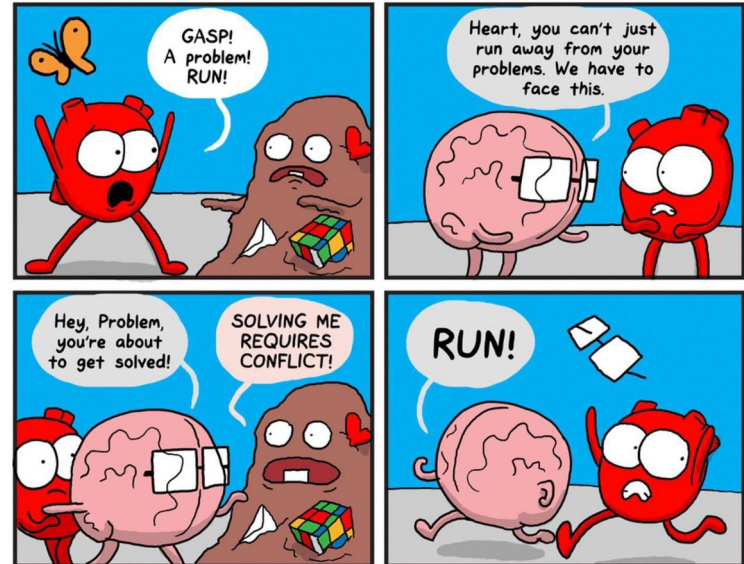


- ❖ Can't be “all things” to a mentee
- ❖ Model network-building and foster trust
- ❖ May be for skills, specific tasks, professional development, or personal identity/support
- ❖ May support the mentee, the mentor, or both



# Reframing Conflict

- ❖ Inherent in all relationships
- ❖ Usually a disagreement about expectations or goals (spoken or unspoken)
- ❖ Not all conflicts must be addressed... BUT
- ❖ Always an opportunity to build trust



@theAwkwardYeti

# Reframing Conflict

- ❖ Center the relationship, not the conflict: without trust, there's little progress
- ❖ Decide whether to pick this conflict up
- ❖ Take time to examine assumptions about what each person is contributing to the conflict. (Then ask: what else is true? AKA “Don’t side with yourself.”)
- ❖ Prioritize understanding over finding solutions at first
- ❖ Anchor in your expectations, goals, and ground rules
- ❖ “What do you need from me? What do I need from you?”

# The Role of Goals, Expectations, & Interests in Conflict

- ❖ Stated or hidden
- ❖ Instrumental, relational, and emotional goals
- ❖ Negatively-framed vs. positively-framed
- ❖ Behaviorally-based (observable)
- ❖ “Valence” or importance
- ❖ **Goal** = What I/they want                      **Interest** = Why I/they want it
- ❖ Passing the Gottman-Rapoport Test

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Thank you for inviting me to be with you today.  
I'd love to hear from you via email or LinkedIn.

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