



# Mentoring and Career Development: What's the Evidence?

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Healthy Development Adelaide: Translational Research Seminar

# **University Mentoring Goal**

**“ to create an environment where mentoring is inclusive and happens naturally throughout the organisation.”**

# Agenda

- Extensive research over last 40 years
- Benefits of mentoring
- Future focus strategic framework
- Need informal collaborative mentoring
- 21Century needs 21Century model

*“Mentoring is presently at the forefront of strategies to improve workplace learning. However, as is often the case, functionalist models of mentoring dominate, and as a result, research on mentoring is rather narrowly conceived.”*

Darwin, 2000

*“Mentorships are debased when they are viewed as self-promoting business arrangements rather than transforming gift exchanges.”*

Gehrke, 1988

*“A mentor has moved beyond preoccupation with self to foster the growth of a developing professional.”*

Waugh, 2002

- *It is often unclear just what an organizational mentoring programme involves, and*
- *How mentoring relates to other initiatives*
- *Mentoring should not be thought of as one distinct intervention*
- *On its own, no mentoring programme is likely to be a panacea for career development.*

Charles Jackson, 1993

Not only does mentoring develop the profession;

*“ by not mentoring, we are wasting talent. We educate, and train, but don't nurture.”*

(Wright and Wright 1987)

“Mentoring is one of the major processes through which scholars replace themselves and through which flexibility and openness to ideas and creativity of the manipulation of phenomena can be maintained.”

Hinshaw, 1992

# University of California

“45% of women faculty said that that they had never had a mentor, compared with 8% of the male faculty – males noted positive mentoring relationships three times as often as female faculty.”

Academic Medicine, 1992

In 1991 a study of mentor relationships in Academic Medicine found:

- Women with mentors have more publications in peer reviewed journals, spend more time in research, and report greater career satisfaction.

Levinson et al, 1991

# Mentoring Benefits

- Mentor and mentee recognise abilities and limitations
- Prompts thought about career
- Increases motivation
- Improves communication skills
- Helps groom future allies

“Mentors are guides. They lead us along the journey of our lives. We trust them because they have been there before. They embody our hopes, cast light on the way ahead, interpret arcane signs, warn us of lurking dangers and point out unexpected delights along the way.”

Daloz, 1986

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