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Class: TY BSc

Subject : Psychology of Human Behaviour at Work

Subject Code: PUSASQF601

Chapter: Unit 1 Chp 4

Chapter Name: Leadership

Today's Agenda

1. MENTORING

1.0 MENTORING

DEFINITION OF A MENTOR

“ A senior employee who sponsors and supports a less experienced employee called a protégé. - ROBBINS AND JUDGE (2013)

- When a leader takes up the responsibility of nurturing future leaders, it is called ***mentoring***.
- A good successful mentor is a good teacher who presents his idea clearly and listens attentively and patiently to his protégé's problems.
- A mentoring relationship develops when a leader identifies an employee at a lower level in the organization who has potential but is inexperienced.
- To check his potential, the mentor sets some challenging task for the protege and if he performs acceptably then the mentor begins an informal relationship with the protégé.

1.1 FUNCTIONS OF A MENTOR

The relationship between a mentor and his protégé has two functions: ***Career function*** and ***Psychological function***.

- **CAREER FUNCTION**

1. LOBBIES

The mentor lobbies with the organization to ensure that the protégé will get challenging assignment and he is seen by the important people in the organization.

2. COACHES

The mentor coaches the protégé to develop his skills and achieve the objective of his work.

3. PROTECT

The mentor protects the protégé from dangers and risks that could harm the reputation of the protégé.

1.1 FUNCTIONS OF A MENTOR

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- **CAREER FUNCTION**

4. NOMINATES

The mentor nominates the protégé for positions that will lead to his growth in the organization.

5. SOUNDING BOARD

The mentor serves as a sounding board or outlet for the protégé. The protege can share those ideas with the mentor that he finds difficult to share with his immediate supervisor.

1.1 FUNCTIONS OF A MENTOR

- **PSYCHOLOGICAL FUNCTION**

1. ADVISOR

The mentor advises and encourages the protégé and thus increases his self-confidence.

2. LIFE EXPERIENCES

The mentor shares his own work and life experiences with the protégé.

3. ROLE MODEL

The mentor serves as a role model for the protégé.

4. FRIENDSHIP

The mentor provides friendship and acceptance to the protégé.

1.2 NEEDS FOR MENTORING

Explanation have been put forward as to why leaders want to mentor:

1. SHARE THEIR EXPERIENCE AND KNOWLEDGE

Mentoring gives them an opportunity to share their experience and knowledge with the younger generation. They can also leave behind their legacy.

2. ATTITUDES OF EMPLOYEES

Through mentoring, leaders get an opportunity to know about the attitudes of employees at lower levels in the organization

3. WARNING OF POTENTIAL PROBLEM

Through their protégé's, leaders get advance warning of the potential problem areas in the organization.

1.3 BENEFITS OF MENTORING

- Research has found that the benefit of mentoring is ***more psychological*** than in terms of job performance and pay.
- It provides the protégé ***access to important resources*** in the organization.
- It helps the protege to develop a ***good network of relationships*** with important people know to the mentor.. This will help the protégé to advance in his career.

1.3 DRAWBACKS OF MENTORING

- Research has found that mentoring is more likely to take place when the mentor and the protege share similar ethnic, religious, educational and gender backgrounds.
- The protégé may not invest much of himself if he feels the relationship is forced upon him.
- If a mentor doesn't see this as a mutually benefitting relationship, he may not invest his time efficiently on the protégé.

2.2 FUNCTION/WORK OF A MANAGER

	To highlight something important
	To ask a question
	When giving a reference to extra/additional reading
	Question to be solved (in class)
	Important definition
	To quote someone