

Mentoring the Millennium Generation: Mentor Development in Experiential Learning

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Purpose of the Workshop

1. Millennials in the workplace and in education
2. Roles and function of mentoring
3. Approaches to mentoring Millennials
4. Mentoring in practice



The Millennial Generation

- 80 million Millennials
 - 73 million Baby Boomers
 - 49 million Gen Xers
- Ethnically diverse
- Child-centric upbringing
- Educated
- Scheduled, structured lives
- *The Digital Divide*



STRENGTHS

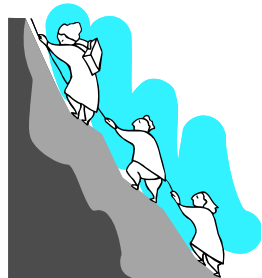
- Work well in groups
- Good multi-taskers
- Technology savvy (some)
- Optimistic
- Achievement orientation
- Civic-minded

& GROWTH NEEDS

- Interdependent
- Center of attention
- Impatient
- Trouble dealing with "difficult" people
- Dislike for "menial" tasks
- Confidence with lack of experience
- Expect rewards—for everything

What they expect in the workplace

- Challenges
- Structure and stability
- Personal attention
- Working with others
- Fun
- Flexibility



Mentoring

What is Mentoring?

- A relationship between experienced person (mentor) and an inexperienced person (protégé or mentee)



- The best mentoring relationships are:
 - Ongoing
 - Comfortable and enjoyable for both parties
 - Requires commitment from both parties
 - Occur outside a direct chain of command

Elements of Mentoring

- Career
- Psychosocial
- Academic



Occurs in formal and informal settings

Functions of Mentoring

- Informal contact
- Role modeling
- Direct assistance
- Demonstration
- Observation and feedback
- Professional development planning assistance



How does mentoring benefit the mentee?

- Encouragement
 - Direction
 - Pushes when needed
 - Receiving honest feedback
 - Reduces feelings of isolation
- Ensher & Murphy (1997)
 - More promotions
 - Higher incomes
 - Higher job satisfaction



How does mentoring benefit the mentor and the organization?

Mentor

- Extend professional connections
- Recognition within the organization
- Opportunity to share
- Stimulates new ideas
- Acquire new skills
- Gain experience in communication and providing feedback
- Renewed excitement

Organization

- Reduced learning curve for acculturating new employees
- Develop talented individuals within the organization
- Build employee commitment
- Less employee turnover
- More workplace satisfaction



What is the role of the mentor?

- Help the mentee set professional goals
- Assist in identifying strengths and weaknesses
- Provide insight on issues and problems faced by the mentee
- Challenges the mentee to address uncomfortable issues
- Guides but doesn't direct



Evaluating Millennials

DO...

- Provide feedback before the end of the season
- Have a structured process & introduce them to it early on
- Use their team-orientation
- Encourage
- Listen
- Set goals
- Consider 360° Feedback

DON'T...

- Quash their enthusiasm
- Bore them
- Focus on the long-term



Approaches to Mentoring

Practical Tips for a Successful Mentoring Relationship

- “Advertise” your availability as a mentor
 - Overcome intimidation factor
- Meet in person (at least once!)
- Maintain regular contact
- Ask questions more often than providing answers
- Provide information about resources and opportunities
- Remember you do not have to be perfect

Mentoring in Practice

Conclusion

Millennial Generation

- Challenges and opportunities
- Role of mentoring in closing the gap
- Variety of success mentoring approaches
- Create “win-win” for all involved



What do new professionals want?

- Challenging work
- Clear goals and feedback
- Personal attention from a respected, experienced, mentor
- Opportunities to work with others in a team
- Fun & Flexibility



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