Mentorship in Professional Safety
A Mentee : Mentor Phase Model

Dan Hopwood, CSP, SMS, ARM
2019
Mentoring in Safety...seems to be a topic of great interest in ASSP

PSJ Asks – Justin Molcznik (March 2019)

“We unfortunately cannot go back and tell ourselves what we have learned over a career. That is why mentorship is so important. Seek a tenured mentor early on...”
Mentoring in Safety...seems to be a topic of great interest in ASSP

PSJ April 2019

ASSP Connection -

“ASSP Mentor Opportunities Available”
Mentoring in Safety... a couple of opening questions

- Is it formal or informal?
- Is it passive or active?
- Can mentoring be ad hoc?
- Is mentoring focused only for those entering safety?
“...informal mentorship for professional development has its downfalls.”
As with a lot of safety matters, there are “tendencies”...

• The **tendency** in mentorship is that:

1. It’s more formal than less – why?
2. More active than passive
3. Formality diminishes an ad hoc characteristic, but
   - ad hoc stuff may be a bridging activity
4. By definition, new entrants and ‘younger’ are not necessarily the primary focus
…formal mentoring is both planned and intentional, and occurs when two individuals agree to enter into a mentor/mentee relationship.”
ODYSSEY
OF
HOMER.

Transl. from the GREEK.
VOL. I.

LONDON.
Mentor was thought to be...one view

...nurturing, supporting, protecting, role modelling, and possessing a visionary perception...

...demanding integrity, personal investment, and the development of a relationship with the young Telemachus based on deep mutual affection and respect.
But...

- most descriptions of the character of Mentor reflect the way in which early literature on mentoring, as it emerged in the late 1970's and through the 1980's, tended to define mentoring in terms of the functions performed by the mentor.
So, what’s our working definition of a *mentor*?

- *an experienced and trusted adviser* (noun)

  Synonyms:
  - guide,
  - confidante
  - counselor
  - consultant
  - master
  - Guru!
Mentors are not...

- Yes men

“Sometimes they need to be direct, but intent of the directness needs to be clear to the mentee.”
The formality of mentorship implies that there is a *covenant* between the mentor and the mentee.
Mentor characteristics – some examples

- Knowledge
- Resource(s)
- **Motivator**
- Guide
- Support
- Role model
- **Empowering**
- Attributes
- Teacher
- Skilled
- Networked
- **Available**
- **Perspective**
Mentee characteristics – some examples

<table>
<thead>
<tr>
<th>Characteristic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committed</td>
</tr>
<tr>
<td>Active</td>
</tr>
<tr>
<td><strong>Honest</strong></td>
</tr>
<tr>
<td>Inquisitive</td>
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<tr>
<td>Needs Clarity</td>
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<tr>
<td>Respectful</td>
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<tr>
<td>Attributive</td>
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<tr>
<td>Skilled</td>
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<tr>
<td><strong>Available</strong></td>
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<tr>
<td><strong>Perspective</strong></td>
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</tbody>
</table>
Let’s look at mentoring from a transformational perspective.
<table>
<thead>
<tr>
<th>Categories</th>
<th>Transactional</th>
<th>Transformational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader's source of power</td>
<td>Rank, position</td>
<td>Character, competence</td>
</tr>
<tr>
<td>Follower reaction</td>
<td>Compliance</td>
<td>Commitment</td>
</tr>
<tr>
<td>Time frame</td>
<td>Short term</td>
<td>Long term</td>
</tr>
<tr>
<td>Rewards</td>
<td>Pay, promotion, etc.</td>
<td>Pride, self-esteem, etc.</td>
</tr>
<tr>
<td>Supervision</td>
<td>Important</td>
<td>Less important</td>
</tr>
<tr>
<td>Counseling focus</td>
<td>Evaluation</td>
<td>Development</td>
</tr>
<tr>
<td>Where change occurs</td>
<td>Follower behavior</td>
<td>Follower attitude, values</td>
</tr>
</tbody>
</table>
A Mentee : Mentor Phase Model

MENTEE

MENTOR FOCUS LOOP

CHARACTERISTICS

1. EXPERIENCED
2. LEADING
3. MATURE
4. TRANSITION

1. YOUNG(ER)
2. NEW(ER)
3. IMPRESSIONABLE
4. DISCOVERING

D.G. HOPWOOD
2019
Mentorship in Professional Safety

A Mentee: Mentor Phase Model

MENTEE

- ENGAGE
- DIRECTION
- MOTIVATE

MENTEE CHARACTERISTICS

- YOUNG(ER)
- NEW(ER)
- IMPRESSIONABLE
- DISCOVERING
- EXPERIENCED
- LEADING
- MATURE
- TRANSITION
- DECIDING(ED)
- LEARNING
- DEVELOPING
- ENTRANT
- COMMITTED
- CAPABLE
- EXPERIENCING(ED)
- FOCUSED
- YOUNG(ER)
- NEW(ER)
- IMPRESSIONABLE
- DISCOVERING

CHARACTERISTICS

- FRIEND
- RESOLVE
- REFLECT

D.G. HOPWOOD
2019
The *mentor*...

- Is present
- Is responsive
- Is consistent
- Provides a path and goals
- Helps hone skills, and
- Endures when times get tough
- Aligns their “phase” with that of the mentee
The mentee...

- Honors the covenant
- Is honest
- Follows through
- Recognizes what “part of the phase” they’re in
Mentoring in Safety... *where the mentor helps the mentee...*

- Academic/educational
- Technical
- Operational
- Process
- Business
- Relationships
- Resources
- Decision-making
- Leadership
The next question has to be, “does the mentee benefit the mentor?...

- Practice
- Validation
- Engagement
- Technical development
- Involvement
- ‘Pays back’ for when they were a mentee
- Role modelling
- And, it feels good to pitch in...
In the end, everyone benefits, but at some point...

...the Mentee becomes a Mentor
Thank you very much...

May 14, 2019
San Diego Chapter ASSP
Monthly Breakfast Meeting
Write Dan if you have any questions or comments

dhopwood@sompo-intl.com