



**MENTORING
PROGRAMM**

FRAUEN IM TANDEM ZUM ERFOLG

Mentoring^{plus} Konstanz

Logbook Mentoringprogramme Konstanz

Universität
Konstanz



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Hochschule Konstanz
Technik, Wirtschaft und Gestaltung



GEFÖRDERT VOM MINISTERIUM FÜR SOZIALES
UND INTEGRATION BADEN-WÜRTTEMBERG
AUS MITTELN DES EUROPÄISCHEN SOZIALFONDS



EUROPÄISCHE UNION

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1. Introduction

Dear Mentee,

You have decided to prepare for your future professional or academic career through our mentoring programs and have been selected to participate in the mentoring programs.

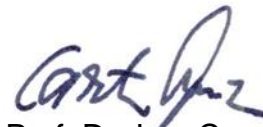
We look forward to supporting you in this way. Congratulations on that!

For one year, you and your mentor have the opportunity and chance to discuss your skills and questions regarding career entry, career opportunities and the compatibility of family and career and to find your own personal career path. We hope that you can make good use of this offer for your plans and thus successfully continue your studies or adequately apply your knowledge in professional practice.

We wish you a good start, an exciting and eventful time and success!



Prof. Dr. Dr. h.c. Ulrich Rüdiger
Rector of the University of Konstanz



Prof. Dr.-Ing. Carsten Manz
President of the Konstanz University of Applied Sciences

2. The Coordination Offices

The coordination offices at the Office for Equal Opportunity, Family Affairs and Diversity are the contact points of the mentoring programs.

Responsibilities of the coordinators

- Contact points for all questions about the programs
- Application procedure and matching
- Process design and control
- Event management
- Evaluation
- Documentation
- Contact points for conflict moderation



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3. Participation Fee

The **participation fee** for the mentoring program for mentees is 75 € for the entire program. Applicants with a particularly high financial burden who, for example, have to care for dependent children, pay a contribution of 50 €. Employed applicants with an income from work subject to social security contributions pay a contribution of 100 €.

The participation fee is due when a suitable mentor is found, and the mentoring agreement is signed. The mentee will then receive an invoice from us with the request for a transfer.

4. About the Term “Mentoring”

Mentor, the Namegiver from Mythology

In Homer's epic about Ulysses' odyssey, Mentor appears as a friend of the hero and as the protector of his son Telemach. After Ulysses went to the Trojan War, the goddess Athena, who is kind to him, takes on the form of Mentor from time to time to watch over Telemach. Mentor therefore has both male and female characteristics in the epic, indicating an intense and multi-layered relationship between him and his protégé. In modern parlance, the term is used as a synonym for a paternal, i.e. older and more experienced friend, teacher or counsellor.

Mentoring Today

Mentoring, an instrument in human resources development, refers to the exchange between an experienced person (mentor) and a less experienced person (mentee). The mentor passes on knowledge and experience to the mentee in order to promote their personal and professional development. In contrast to a coach, the mentor does not take a neutral position towards the person to be advised, but is characterised by special commitment.



5. Our Philosophy

Our mentoring programs aim to promote women and gender minorities¹. They are diversity- and resource-oriented and therefore very individual.

We assume that self-directed career management for applicants is playing an increasingly important role in the professional development of young professionals due to the increasing diversity of the employment market and the complex demands placed on young professionals.

Therefore, we try to find out for each of our mentees where their competencies and resources lie and how they can use them for their further professional career.

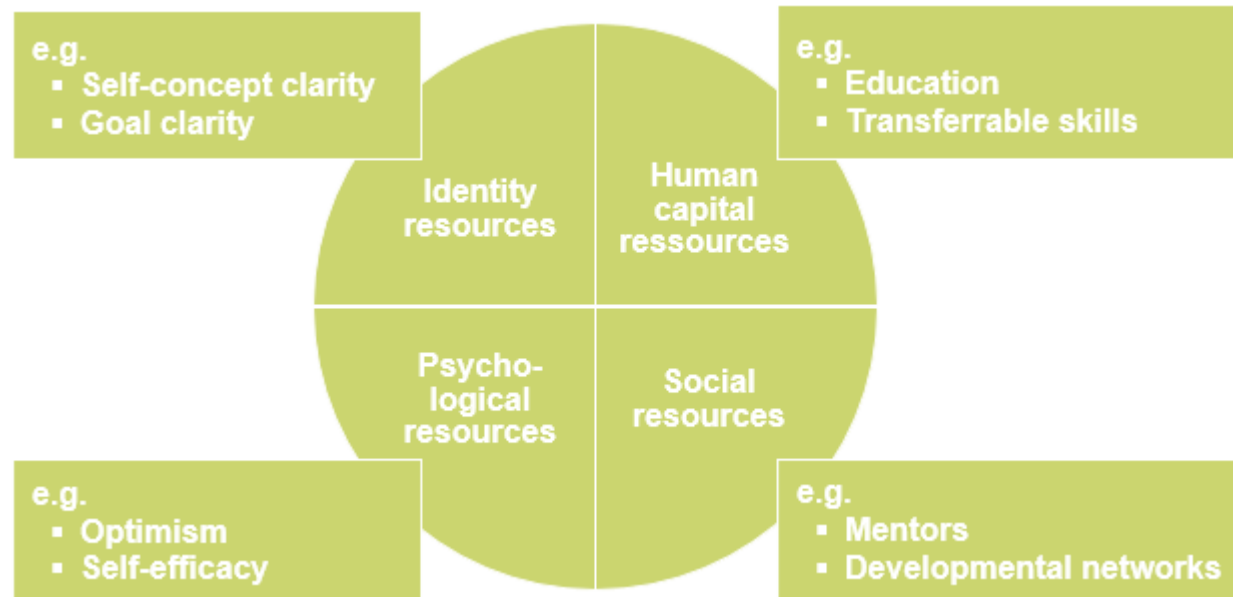
This follows the career resource model of the work and organisational psychologist Andreas Hirschi.

He distinguishes four resource areas that are crucial for a successful professional career:

- Identity resources that include the knowledge of one's own abilities, competencies and goals
- Human capital resources describing all technical skills, soft skills or knowledge relating to the labour market
- Social resources, i.e. advantageous professional support networks, and
- Psychological resources that describe the inner attitude

¹ Gender minorities include students whose identities do not correspond to standardized gender identities, e.g. transgender, transsex, intersex.

The Career Resource Model



In all these resource areas we support the mentees with our mentoring programs: through initial conversations with us in our role as mentoring managers, our workshop offers as well as advice and support by the mentors, who pass on their experience and know-how, but also motivate and strengthen the mentees.

6. Framework of a Mentoring Relationship

Mentee and mentor are equally responsible for shaping the mentoring relationship.

The foundations of a successful mentoring relationship are...

Mutual respect
Trust
Goodwill.

Aims
Openness
Ability to deal
with conflict
Responsibility

... should be contributed by both partners in a mentoring relationship.

7. Benefits for Mentees and Mentors

The benefits of mentoring for Mentee and Mentor are mutual.

The **Mentor** has the opportunity to

- maintain contact with the young generation, with their ways of thinking and living
- reflect on their own professional and methodical working practices
- gain new opportunities for cooperation in their personal network
- get an insight into current research results
- strengthen cooperation between universities, companies and cultural and political institutions
- recruit qualified junior staff for their own company/institution
- develop their own social and diversity skills
- get impulses for their own work from contacts to other mentors

As **Mentee** you have the opportunity to

- get to know and assess your personal and professional abilities
- develop ideas for finding a career
- identify fields of work for your own professional development
- prepare for the requirements of professional life in a practical and diversity-oriented manner
- receive suggestions for the content and organisational design of your studies
- develop the courage to pursue your own career and to approach it purposefully
- receive new professional impulses in a network and to take advantage of your own development opportunities

8. Aims

Aims of the mentoring programs are to

- support female (doctoral) students in planning their professional careers/ career entries
- activate and expand career resources
- bring female (doctoral) students into contact with the world of work
- prepare for professional requirements and management positions in a practical manner
- initiate networks between female (doctoral) students and women in professional life
- increase the proportion of women in attractive professional positions



9. What is Expected of You as Mentee

You as Mentee

- set goals that you want to achieve through mentoring and clarify them with your mentor
- contact the mentor
- determine the topics you want to discuss with your mentor
- present yourself openly with all topics and questions
- try out new approaches
- share successes and failures with your mentor in order to learn from her wealth of experience
- give the mentor feedback
- evaluate the mentoring year by preparing a short written final report

10. Be Active and Keep in Touch

Regular contact is the be-all and end-all of the mentoring relationship.

In principle, it is the task of you as mentee to keep in touch and initiate new meetings. You know best when you have questions and need advice. In this case you can call the mentor, write an e-mail, talk on skype or arrange a meeting.

A mentoring relationship constantly needs "new fuel" to stay alive.



11. Mentoringprogramm Schedule

Events for Mentees

The mentees take part in a wide-ranging accompanying program, which is intended to provide further experiences and insights and facilitate mutual exchange.

Obligatory Events for Mentees

- Kick-off and Closing Event
- Workshop Positioning
- Workshop Communication
- Workshop Networking

In addition, the mentees can choose from other **optional events** to strengthen career resources in the context of career entry. These include:

- Talks
- Networking events for mentees and mentors
- Other one-time events

12. Certificate Conditions

After successful participation, both mentees and mentors receive a certificate at the end of the program documenting their participation and related achievements.

The following conditions apply to mentees in order to receive the **certificate**:

Compulsory participation in the following events:

- Kick-off and Closing Event
- Workshop Positioning
- Workshop Communication
- Workshop Networking

and the submission of an experience report by the day of the closing event (by e-mail). In this report you should reflect on your mentoring year on approximately 1-2 DIN A4 pages.

- Who was your mentor? What area does she come from?
- How could the mentor support you?
- How did the relationship develop?
- What experience have you had with the coordination office and the accompanying program?
- Were there any difficulties?
- Have there been personal and professional developments?

13. Checklist for the First Meeting

The first meeting is one of the most important ones, if not the most important one in the entire program. Here the foundation stone and often also the direction in which the future relationship can develop is determined.

In order to give you a little help, you will find below a checklist of the points that should or can be discussed at your first meeting:

Mentor	Mentee
<ul style="list-style-type: none">▪ Current position/ function▪ Field of activity▪ Career to date▪ Qualification, training▪ Expectations of the mentorship	<ul style="list-style-type: none">▪ Current situation▪ Course of studies▪ Choice of the University of Konstanz▪ Professional goals after graduation▪ Expectations/ wishes for the mentor

Together

- Clarification of the general framework such as time, place, frequency of meetings
- Choice of means of communication in-between meetings
- Clarification of responsibilities for scheduling and preparation of meetings
- Topics for each meeting
- Targeted goals until the next meeting, until the mid-term of the cooperation or at the end of the cooperation
- Taboo subjects
- Procedure if difficulties occur in the mentoring relationship
- Discussing and assuring mutual confidentiality
- Joint completion of the mentoring agreement

14. Possible Topics for Your Mentoring

In order to use the meetings effectively considering the limited time frame, a good preparation of the discussions is advisable. Furthermore, it is advisable to take minutes of the meetings.

What does a **good preparation** of a conversation look like?

- Which topics are you interested in? Your mentor may want to be informed in advance to prepare.
- What previous knowledge do you have? Let your mentor know so that she can adapt to it.
- What do you expect from your conversation partner as a contribution? Own experiences, feedback on your behaviour, professional advice,...?
- Current problems should be discussed immediately, possibly even before the next scheduled meeting

Possible topics in mentoring:

This list is not exhaustive, but should serve as a suggestion for your choice of topics.

- Career context (career goals and related requirements, informal rules, compatibility of family and career, application procedures, equal opportunities)
- Context leadership (how to delegate/control reasonably, leadership styles, conflict management)
- Context networks (which contacts do mentee and mentor have, networks in business, how to establish/maintain networks)
- Company context (current work, condition and future of the company, employee relationship)

15. Case of Conflict

What if the relationship doesn't work as expected?

Unfortunately, there is no guarantee for a perfect matching. There are different causes for a possible failure. For example, mentee and mentor may simply not get along well with each other. The mentee does not understand the mentor's advice or the mentor finds the mentee too passive. This can lead to uncertainty on both sides, which can lead to further difficulties in dealing with each other.

Before breaking off the relationship, an attempt should be made to avoid misunderstandings and find a solution that is satisfactory to all parties.

Of course, the mentoring coordinators are always available for questions and problems.

16. And afterwards?

Officially, the mentoring programs end with the awarding of the certificate.

However, the mentoring relationship can also be continued informally if both partners wish.

17. Links und Literature Recommendations

Links

- Mentoring Programs

Zusammenschluss von Hochschulprogrammen (bundesweit)

<http://www.forum-mentoring.de>

- Diversity

Unternehmensinitiative zur Förderung von Vielfalt in Unternehmen und Institutionen

<http://www.charta-der-vielfalt.de>

- Women Networks

Bundesverband der Frau in Business und Management <http://www.bfbm.de>

Business and Professional Women

<http://www.bpw-germany.de/>

Business Women Bodensee

<http://www.bwb-netzwerk.de/>

Expertinnen des Förderkreises Wirtschaft im Landkreis Konstanz

<http://www.expertinnen.de/>

Europäische Datenbank – Frauen in Führungspositionen

<http://www.db-decision.de/>

Virtuelles Wirtschaftsportal für Unternehmerinnen

<http://www.u-netz.de/>

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