MENTORING ON MARS

Peering at the landscape through a variety of lenses

Susan M. Frey & Valentine K. Muyumba
Cunningham Memorial Library
Indiana State University

Brick & Click: An Academic Library Conference
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BOLMAN & DEAL SAY, "PEOPLE, GROUPS, AND ORGANIZATIONS ARE COMPLEX"

https://www.pinterest.com/pin/84161086759007406/
FRAMES AS LENSES
FILTERS, LENSES, AND HABITS OF THE MIND THAT AFFECT

- how we see the world
- how we see other people
- what we like and prefer
- what we fear and distrust
- what we want
- what we don't want
FRAMES AS TOOLS
TOOLS, STRATEGIES, PERSPECTIVES HELPING YOU TO

• assess which tool is needed
• pick the right tool for the right job
• know what frames others use
• know why you’re using that tool
• learn how to switch tools midstream
FOUR FRAME MODEL

ORGANIZATIONS • ATTITUDES • CULTURES • BEHAVIORS • BELIEFS

1. Structural
2. Political
3. Human Resource
4. Symbolic
Structural Mentors

emphasizes structure, rules, and workflows

can be marvelously efficient, or painfully ridged

can be used to keep a group on-track in dealing with mounds of work, or crush the spirit of people with inventive, innovative ideas

BEHAVIORS
adapting to data
analyze
design
implement
experiment
assess
manage workflows
craft solutions

some people favor this style...
<table>
<thead>
<tr>
<th>Political Mentors</th>
<th>BEHAVIORS</th>
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<tbody>
<tr>
<td>emphasizes power, competition, and the winning of scarce resources</td>
<td>set agendas</td>
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<td>can be selfishly toxic, or socially responsible</td>
<td>bargain</td>
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<td>can be used to garner network to build an urban community garden, or for a coalition to block the building of a new town library</td>
<td>build coalitions</td>
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<td></td>
<td>compromise</td>
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<td>coerce</td>
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<td>expect conflict</td>
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<td>manage conflict</td>
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<td>treat information as a power tool</td>
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**HR Mentors**

- emphasizes the human condition
- can dilute focus or empower a group to work as one
- can be used to support a new policy on maternity and paternity leave, or cause an organization to not spot a potential takeover

<table>
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<tr>
<td>advocate</td>
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<tr>
<td>empower</td>
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<tr>
<td>increase participation</td>
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<tr>
<td>share information</td>
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<td>look for common ground</td>
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<td>share decision making</td>
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**Symbolic Mentors**

Emphasizes ideas and the give meaning to people's work. Can be inspirational or out of touch with reality.

*BEHAVIORS*
- Define a vision
- Sell a vision
- Redefine shared experiences
- Take leaps of faith
- Put a name to shared experiences
- Capture attention

Some people favor this style...

Can be used to bolster people up in bad times or encourage people to wool gather when they should be facing hard truths.
All mentors, mentees, managers, leaders, and followers use a combination of these frames. The trick is to use them intentionally and responsibly.
How might a Symbolically-focused mentor interact with a Structurally-focused mentee?

How might a Structurally-focused mentor interact with a Symbolically-focused mentee?
How might a Human Resource-focused mentor interpret the behaviors of a Politically-focused mentee?

How might a Human Resource-focused mentor interpret the behaviors of a Politically-focused mentee?
MERCI! THANK YOU!

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