Ineffective Mentoring

What constitutes ineffective mentoring?

- Viewing the protégé as a research assistant
- Tenure advice alone; narrow focus on one professional aspect
- General career advice given every once in a while in the hallway or once a year at the annual review meeting
- Assumptions and advice following from the view that the protégé is not expected to make it (Selby 1998)
- Advice that seeks to mold the protégé to fit the current climate
- Providing “first aid”
- Patronizing/ “parenting” the protégé
- Not facilitating growth or leadership

Causes of ineffective mentoring

- Non-voluntary mentor participation (Allen et al. 2006)
- Mismatched mentor-protégé goals, values and beliefs (Eby & Allen 2002)
- One-on-one and “molding” of protégé (Ragins et al. 2000, Scandura 1998)
- Not developing mutual expectations

Potential effects of ineffective mentoring

- Perceptions or actual sabotage, bullying, sexual harassment, submissiveness of protégé, deception, mentor taking credit for protégé’s work, personality clashes, different value and belief systems, and unavailability and inaccessibility of mentor (Eby et al. 2000; Eby & Allen 2002, Gersick et al. 2000, Scandura 1998)