



**MENTORING  
PROGRAMM**

FRAUEN IM TANDEM ZUM ERFOLG

**Mentoring<sup>plus</sup> 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

# Contents

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1.	Introduction	3
2.	The Coordination Offices	4
3.	About the Term “Mentoring“	6
4.	Our Philosophy	7
5.	Framework of a Mentoring Relationship	9
6.	Benefits for Mentees and Mentors	10
7.	Aims	11
8.	What is Expected of the Mentee	12
9.	What is Expected of You as the Mentor	12
10.	Be Active and Keep in Touch	13
11.	Mentoringprogramm Schedule	14
12.	Checklist for the First Meeting	15
13.	Case of Conflict	16
14.	And afterwards?	16
15.	Links and Literature Recommendations	17

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# 1. Introduction

Dear Mentor,

You have decided to become a mentor in our mentoring programs.

We look forward to welcoming you among our female experts and thank you very much for your cooperation in promoting our students and doctoral candidates!

For one year, you will now advise your mentee on questions concerning career entry, career opportunities or the compatibility of family and career and support them in finding their very personal career path. We hope and think that you will also benefit from this offer and will find the experience gained in mentoring an enrichment.

We wish you a good start and an exciting and enriching mentoring time!



Gudrun Damm  
Mentoringprogramm Konstanz



Roxane Soergel  
Mentoring<sup>plus</sup>

## 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



### **Contact Mentoringprogramm Konstanz**

Gudrun Damm  
Mentoring Coordinator  
Office for Equal Opportunity, Family  
Affairs and Diversity  
Universität Konstanz  
Fach 59  
D - 78457 Konstanz

Tel: +49 (0) 7531 / 88 4780  
Email: [mentoring@uni-konstanz.de](mailto:mentoring@uni-konstanz.de)  
[mentoring@htwg-konstanz.de](mailto:mentoring@htwg-konstanz.de)



HTWG Room E 107  
Uni Room G 408

### **Contact Mentoring<sup>plus</sup>**

Roxane Soergel  
Coordinator for Diversity and  
Mentoring  
Office for Equal Opportunity, Family  
Affairs and Diversity  
Universität Konstanz  
Fach 59  
D - 78457 Konstanz

Tel: +49 (0) 7531 / 88 5301  
Email: [mentoringplus@uni-konstanz.de](mailto:mentoringplus@uni-konstanz.de)



Uni Room E 616

### 3. About the Term “Mentoring”

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#### 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.

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#### 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.

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## 4. Our Philosophy

Our mentoring programs aim to promote women and gender minorities<sup>1</sup>. 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.

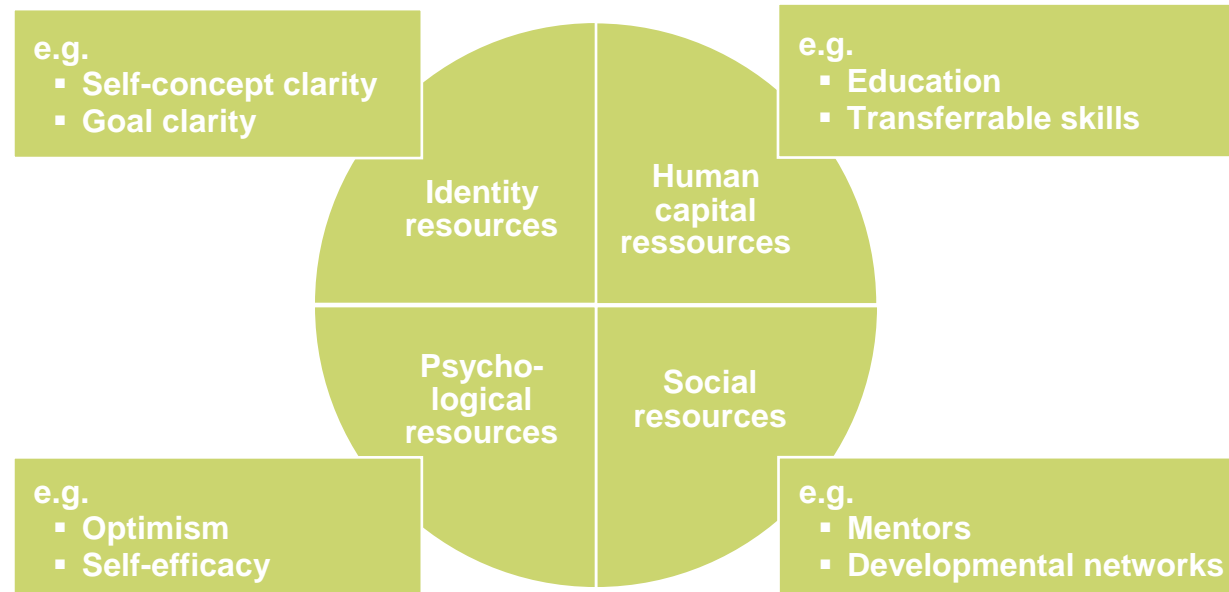
He distinguishes four resource areas that are crucial for a successful professional career:

- 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

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<sup>1</sup> 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.



## 5. 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.

## 6. Benefits for Mentees and Mentors

The benefits of mentoring for Mentee and Mentor are mutual.

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Your personal commitment as a **Mentor** enables you to

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

Your **Mentee** has the opportunity to

- get to know and assess her personal and professional abilities
- develop ideas for finding a career
- identify fields of work for her 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 her studies
- develop the courage to pursue her own career and to approach it purposefully
- receive new professional impulses in a network and to take advantage of her own development opportunities

## 7. 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



## **8. What is Expected of the Mentee**

### The Mentee

- sets goals that she wants to achieve through mentoring and clarifies them with you
- determines the topics she wants to discuss with you
- presents herself openly to you with all topics and questions
- tries out new approaches
- shares successes and failures with you in order to learn from your wealth of experience
- gives you feedback as a mentor
- evaluates the mentoring year by preparing a short written final report

## **9. What is Expected of You as the Mentor**

Being a mentor means being a role model, advisor, critic and patron.  
You support the mentee in developing her skills and in specifying and pursuing her professional goals.

A promising mentoring relationship develops if you are ready to

- put yourself in the position of the mentee
- focus on the development potential and resources of mentee
- be open to new, unexpected experiences and you are curious about the encounter

## 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 the mentee to keep in touch and initiate new meetings. She knows when she has questions and needs advice. In this case she can call the mentor, write an e-mail 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.

## Events for Mentors

For you as a mentor, we also offer a variety of training and networking events.

In addition, the kick-off and closing events offer you the opportunity to exchange ideas with other mentors in addition to your mentee. We therefore recommend that you take part in these events if your time resources permit.

At the end of the program, both you as a mentor and your mentee will receive a certificate documenting your participation and the achievements associated with it.

## **12. 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:

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### **Mentor**

- Your current position/ function
- Your field of activity
- Your career to date
- Your qualification, training
- Expectations of the mentorship

### **Mentee**

- Current situation of the mentee
- Course of studies
- Choice of the University of Konstanz
- Professional goals after graduation
- Expectations/ wishes for the mentor

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### **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

## **13. 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.

## **14. 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.



## 15. Links and 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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