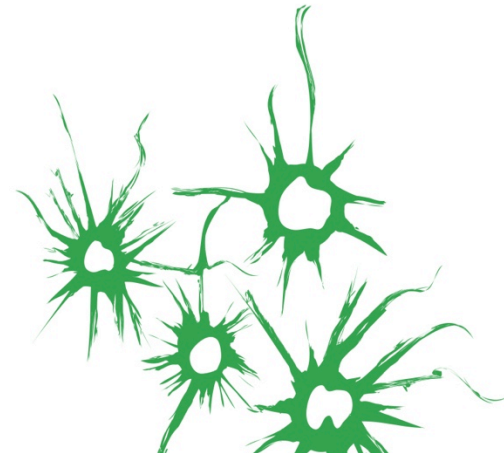
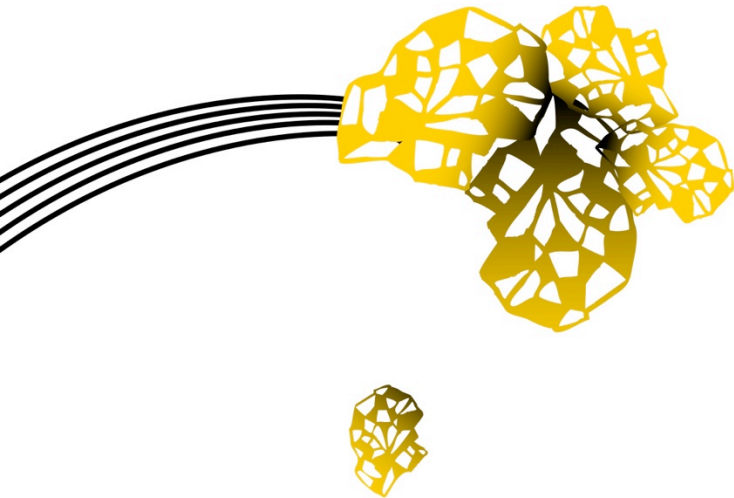


MENTOR MOTIVES

INSIGHTS FROM SELF-DETERMINATION THEORY
AND RELATIONAL MENTORING

JANSSEN, VAN VUUREN, & DE JONG





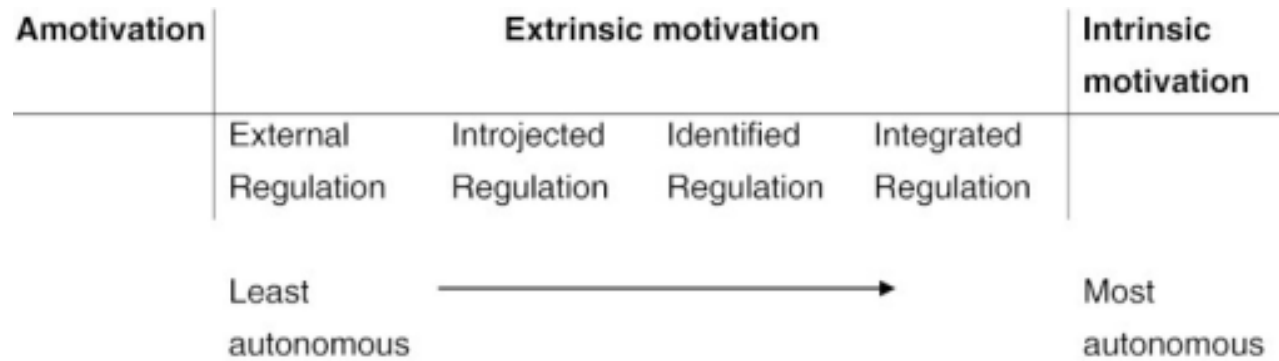
RESEARCH QUESTION

What are informal mentors' motives to engage in developmental relationships with protégés?

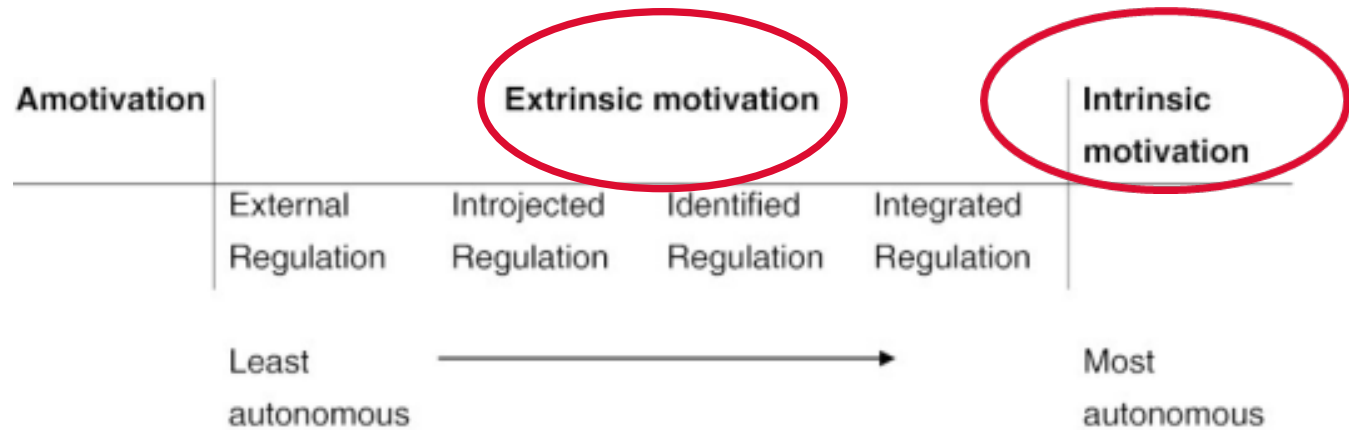
1. Self-determination theory (fine-grained picture of motives)
2. Relational mentoring theory (relational motivations)



SDT CONTINUUM



SDT CONTINUUM

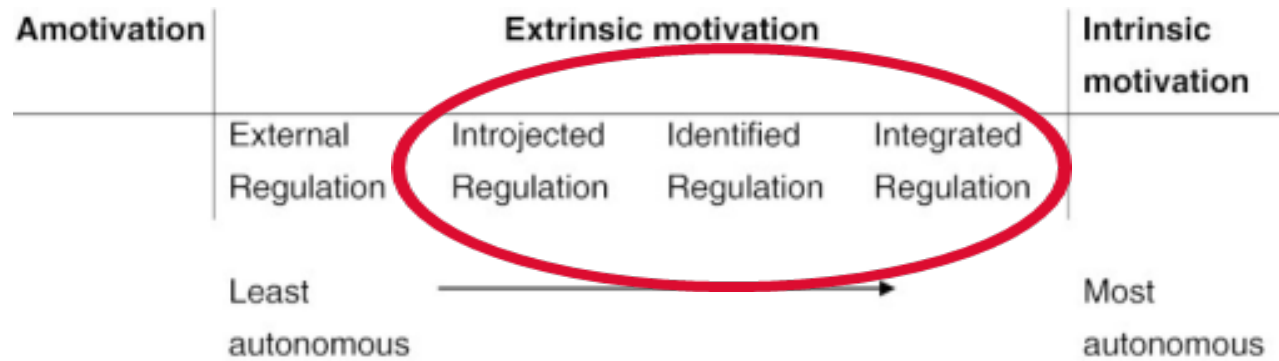


Allen (2003):

Self enhancement

Self-gratification

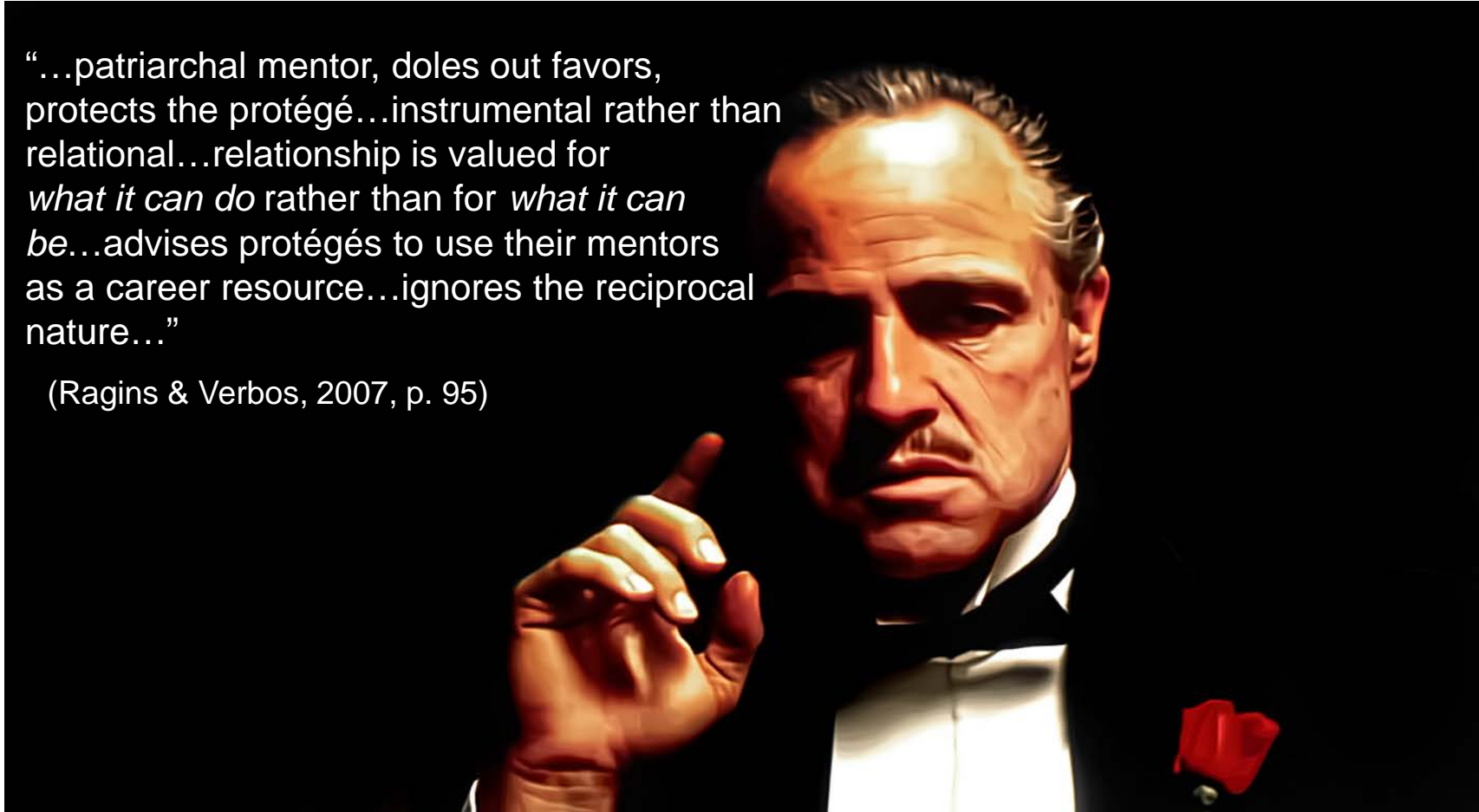
SDT CONTINUUM



“GODFATHER APPROACH”

“...patriarchal mentor, doles out favors, protects the protégé...instrumental rather than relational...relationship is valued for *what it can do* rather than for *what it can be*...advises protégés to use their mentors as a career resource...ignores the reciprocal nature...”

(Ragins & Verbos, 2007, p. 95)





METHOD

- 20 informal mentors
 - Senior or supervisor roles
 - Clerical and professional positions
- Semi-structured interviews
 - Career history
 - Motivation to mentor in general
 - Motivation to mentor specific others
 - Meaning of these relationships
- Multi-step content-analytic procedure



RESULTS

- Self-focused motives
- Other-focused motives
- Relationship-focused motives
- Organization-focused motives
- Unfocused motives



SELF-FOCUSED MOTIVES

- External “Here, in our organization, it is just part of my job.”
- Introjection
- Identification
- Integration
- Intrinsic



SELF-FOCUSED MOTIVES

- External
- Introjection
- Identification
- Integration
- Intrinsic

“What you get in return, is that people see you as important source for something. And that flatters your vanity. You don’t have to make an issue of that, it’s just flattering.”



SELF-FOCUSED MOTIVES

- External
- Introjection
- Identification
- Integration
- Intrinsic

“On the long-term, it’s easier. And why? It’s easier for yourself. If someone develops his or herself and you drop out, or go on vacation, then things are being solved by the other. So, it also has benefits for you when the other develops. So, very practical, basic benefits.”



SELF-FOCUSED MOTIVES

- External
- Introjection
- Identification
- Integration
- Intrinsic

“Yeah, it has also to do with religion, to show charity, to help others. I believe you have to help others if you can. But that’s something that’s yeah, from childhood, that’s almost drilled into you.”



SELF-FOCUSED MOTIVES

- External
- Introjection
- Identification
- Integration
- Intrinsic

“I just like it. This is 10 times more fun than managing a project. I’d rather talk with her, about how she can develop herself, than I sit behind my desk, drawing a flowchart. This is just more pleasant.”

“I really liked getting to work with her. And for me, it was especially a challenge, because I never mentored anyone at distance. So for me, that was a challenge, to find out if that would work.”

“He is someone, he just lingers. Is in my opinion very intelligent, but yeah, somehow he is not able to perform above average. And then, I’m curious, what is happening there?”



OTHER-FOCUSED MOTIVES

- Communal orientation
- Protégé reflection of self
- Admiration

“For these people, it was most important that they would get their diploma. So, actually, that’s what I mean, it was really for them. It has less to do with self-interest.”



RELATIONSHIP-FOCUSED MOTIVES

- Affiliative motivation
- Exchange orientation

“This was a friend of mine. So, to be there, to have a relationship, that’s very important. So, to have a relationship, and from that relationship you discuss things. And a friendship deepens because of that.”



ORGANIZATION-FOCUSED MOTIVES

“Yeah, I do believe in a strengthening effect. I have a lot of projects for trainees. I encourage that. And I believe, for the trainees it is helpful, but the one who is training the trainee also learns from it. A trainee gives new input, knowledge, ways of working, which makes others think: well, this is interesting. So, it is also partly connected to the development of the organization.”



UNFOCUSED MOTIVES

“Somebody comes to you, asks you something, and at that moment, you have to decide. And you play that by ear. Really based on your feelings.”



TAKEAWAY

- Comprehensive picture of motives mentors can have
- Instrumental and relational motivations complement each other

New questions:

- How do specific forms of motives relate to the provision of mentoring functions (e.g., sponsorship, friendship, exposure and visibility)?
- How do specific forms of motives relate to relationship satisfaction and well-being?
- How do motives for *specific* mentoring functions vary within and across developmental relationships and influence relationship well-being?



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