

Evaluation of Mentoring

Qualitative research

The society "Lidere" in collaboration with a market and social researches centre "Latvijas Fakti" executed a research, whose goals were to clarify: (1) the advantages and disadvantages of mentoring movement in the point of view of mentors and mentees; (2) mentors' characterization viewed by mentees and mentees' characterization viewed by mentors; (3) mentors' and mentees' personal qualities, which either encourage or impede cooperation; (4) mentors' and mentees' adequacy to the model of an "ideal mentor" and an "ideal mentee". 10 mentors and 10 mentees were inquired during the research.

1. Evaluation of cooperation

Evaluating cooperation with mentees, the most of inquired mentors point that they have got a positive experience. Self-improvement helping others is mentioned as the most important asset (*I am glad if I can help someone. In this way, I am also learning and improving myself*). At the same time, several mentors draw attention that people still lack information about mentoring and its essence.

The mentees appreciate mentoring, pointing that it's a unique opportunity to gain experience and assistance in the establishment of their own business and in the successful development of it. The mentees hope that more and more women, especially in rural regions, will join this movement.

Both mentors and mentees stress that mentoring is a team, not an individual work (*"Collaboration" is the most appropriate word to describe the ongoing*).

Question: How would you describe your collaboration with a mentor/ a mentee?

Mentor

- Team-work.
- Mutual confidence.
- Relations are similar to relations between equal partners, not as between a teacher and a student.
- A very positive evaluation (7 respondents).
- I am glad if I can help someone. In this way, I am also learning and improving myself. (3 respondents). It's a never ending process lifelong.
- You should work out a model of the activity because now every one comes for advice. You should more work with those, who established their business and are facing problems after about one year of activity. Then you can try to help. You should more draw your attention to made mistakes, not to the establishment of new business. Beginners' level of experience is often insufficient. A person builds his illusion castle and then comes to us so that we help him accomplish his dream. It would be wiser if not beginners, but people, who have already started a business in their lives, but it doesn't run successfully, come to us.
- People still do not know, what mentoring means. There are preconceptions, which sometimes trouble.
- It's an opportunity to get out of every day's life and learn something new (2 respondents).
- I discovered an educator's talent in myself/ ability to teach someone(2 respondents).
- I study much and get benefit of it.
- There are a lot of questions from a mentee. I help to classify everything.
- I consult a mentee about matters, which are closely connected with credits and work out of business plans.

Mentee

- The common idea is very positive (4 respondents).
- I obtained a practical help.
- You hesitate, doing something for the first time in your life. It's good when you have an experienced person near you in such a situation. It encourages.
- When I started my own enterprise, I also got a mentor. It's a very good person, who works at the same building where my enterprise is located. It facilitates the organization of meetings. No problems occur when arranging a meeting.
- We are as a team (2 respondents).
- I work with a mentor side by side. I used to be a housekeeper for 20 years.. I have finished entrepreneurship courses and now it's time to turn to work again.
- I wished more women, especially, women from rural regions, joined this movement so that they are encouraged and dare to achieve more results.
- The ongoing changed my life – I started my own business, opened a dress shop. Everything happened with a help of a mentor
- New contacts. It's a takeover of experience from women-entrepreneurs.
- „Collaboration” is the most appropriate word to describe the ongoing.
- We are almost as friends. We can talk about all business, personal, and human matters.
- It's an opportunity to prevent mistakes.

2.The advantages and disadvantages of mentoring

Happiness and gratification for an opportunity to help, gaining of experience, and information exchange are mentioned to be advantages of mentoring. On the other hand, the lack of time, a mentee's disinclination to follow a mentor's advice, and a small number of mentors, which encumbers the takeover of experience in a concrete branch, are mentioned to be disadvantages

Question: What is the most positive matter in the takeover and inheriting of experience?

Mentor

- *Emotional gratification: happiness that a person runs his own enterprise and he succeeds. It's a happiness that new enterprises develop. (4 respondents)*
- Practical considerations: exchange of thoughts, gaining a new point of view at the business world, new contacts, which will be probably useful in the future. You can obtain new ideas. (3 respondents).*
- Human relations. Everything happens in a very positive atmosphere . (3 respondents)*
- *Even „leaders” may sometimes ask for a piece of advice.*
- Gratification for your work (3 respondents).*
- *An opportunity to help people – it creates psychologically pleasant feelings and emotions (2 respondents).*
- *I like a creative exchange of thoughts and ideas.*

Mentee

- *Both psychological and moral support (6 respondents)*
- Practical pieces of advice; an opportunity to get pieces of advice.(6 respondents)*
- *They encourage/ embolden, say everything will be all-right. (6 respondents)*
- *I see a real development –games, created by me for celebrations and weddings, can be already acquired in shops.*
- A great opportunity to consult (2 respondents)*
- *You can get really feminine pieces of advice how better save your money.*
- A pleasant personal contact is created.*

- The mentor teaches you and never leaves alone when you need help.
- The mentor always give new tasks/exercises in order to learn to think on your own account.
- Everything is very positive. It's very unique that under today's conditions you can get pieces of advice, consultations, help for free. Besides, mentors do everything with a wish to help you.
- You also get help in accounting.
- You get a good guidance how to balance your private life and your own business
- It's a great opportunity to get into new contacts.
- You get an equitable evaluation from aside

Questions: What are the major disadvantages in the takeover and inheriting of experience?

Mentor

- Sometimes you lack time-management, which create difficulties (2 respondents).
- A mentee doesn't yet know how to plan own time – I advise to acquire an organizer where to take down everything
- Problems occur if the mentee isn't sufficiently active.
- The mentees sometimes think they are sufficiently wise themselves and do not listen attentively what mentors say. We cannot prohibit anything, only advise.
- If a mentee doesn't want to do anything himself/herself.
- The process of the takeover of experience may be complicated if a mentee's family doesn't support him/her.
- Internet resources are seldom available in rural regions, this causes superfluous difficulties and procrastination.
- Lack of time (5 respondents)
- Beginners often do not know what they know and what don't.
- If a mentee never takes down, which questions have been discussed, then there is only an empty talk and „philosophizing“.
- Beginners sometimes require no pieces of advise, just an approval for their abilities to start their own business.
- It is impossible to „participate“ completely in their business, therefore you cannot always foresee all nuances.
- There are no disadvantages, everything runs very successfully. In the nearest future a mentee will start a real business activity. Now it seems she will really succeed. A girl is very capable.
- Nowadays, you should pay for everything, but a mentor's work is only for „thank you“, so it's rather difficult for beginners to find mentors. Many people don't want to share their experience with others or to discover secrets of their success. A new problem occurs: as there is a small number of mentors, the identical business profile – the same as mentee's - occurs very seldom. It's more difficult to assist in such a situation.

Mentee

- A new habit occurs to ask a mentor about everything. You lose the habit to think on your own account.
- You sometimes wish that a mentor would take more responsibilities, but then you realize that it cannot happen. You should be responsible for everything yourself.
- Lack of time, time management (5 respondents). Every one has his own responsibilities and tasks. But if there is no enough time, you cannot enter deep in to problems. It's difficult to harmonize dates and meetings (4 respondents).
- Bad state roads, but it doesn't depend on the mentor. It's difficult to meet each other. You can use Internet resources, but a personal contact plays a very important role.
- Now I have no one, with what I can compare. I don't know what happens in other regions. It seems that we have no problems.

- There is lack of good mentors in Latvia. It isn't enough with existent mentors. For example, I need a mentor, who is a specialist in audit. Currently, the mentor, with whom I am cooperating, cannot give me necessary help.
- The mentor has quite a different business profile (2 respondents).
- 10 months are a very short period of time, you cannot get in time to do everything.

3.The characterization of mentors and mentees.

The mentors point that the most positive qualities of mentees are purposefulness and initiative, but the negative qualities are incapability to evaluate adequately an existent situation (a too big optimism) and lack of self-confidence. On the other hand, the mentees consider that the most positive qualities of mentors are overtness, willingness to share their experience, also responsiveness and positive attitude towards mentees. The most of mentees think that mentors don't have any negative qualities. Only one respondent pointed to the mentor's passivity. At the same time, another mentee admitted that she feels envy towards the success of the mentor.

Positive qualities

<u>Mentor about mentee</u>	<u>Mentee about mentor</u>
<ul style="list-style-type: none"> - Purposefulness (3 respondents). - Mutual confidence (2 respondents). - Insistence (2 respondents.) -Clear un real concept about own idea. -Correct evaluation of the education. -A wish to undertake something (2 respondents). - Optimism. - Creative approach. - Curiosity (2 respondents). - Frankness (2 respondents). - Amicability. -Positive attitude. - Initiative (3 respondents). -Independence (2 respondents). -Variaty of business ideas. -Courage (2 respondents) - Competence. -Venture. -Activity. - Faithfulness. 	<ul style="list-style-type: none"> - Overtness (5 respondents) - Involvement. -Positive attitude towards people and ongoing matters. -Positive thinking (3 respondents). -Good persuasion skills. - Frankness. - Generosity. - Professionalism. - Diligence /activity. - Responsiveness (2 respondents) - Educator's talent. -Inner peace, which the mentor can infuse into the mentee. -Order (inner and outer) - Self-possession. - Readiness to work. -Activity. - Communicativeness. - Initiative. -Ability to immerse oneself into matters, problems

Negative qualities

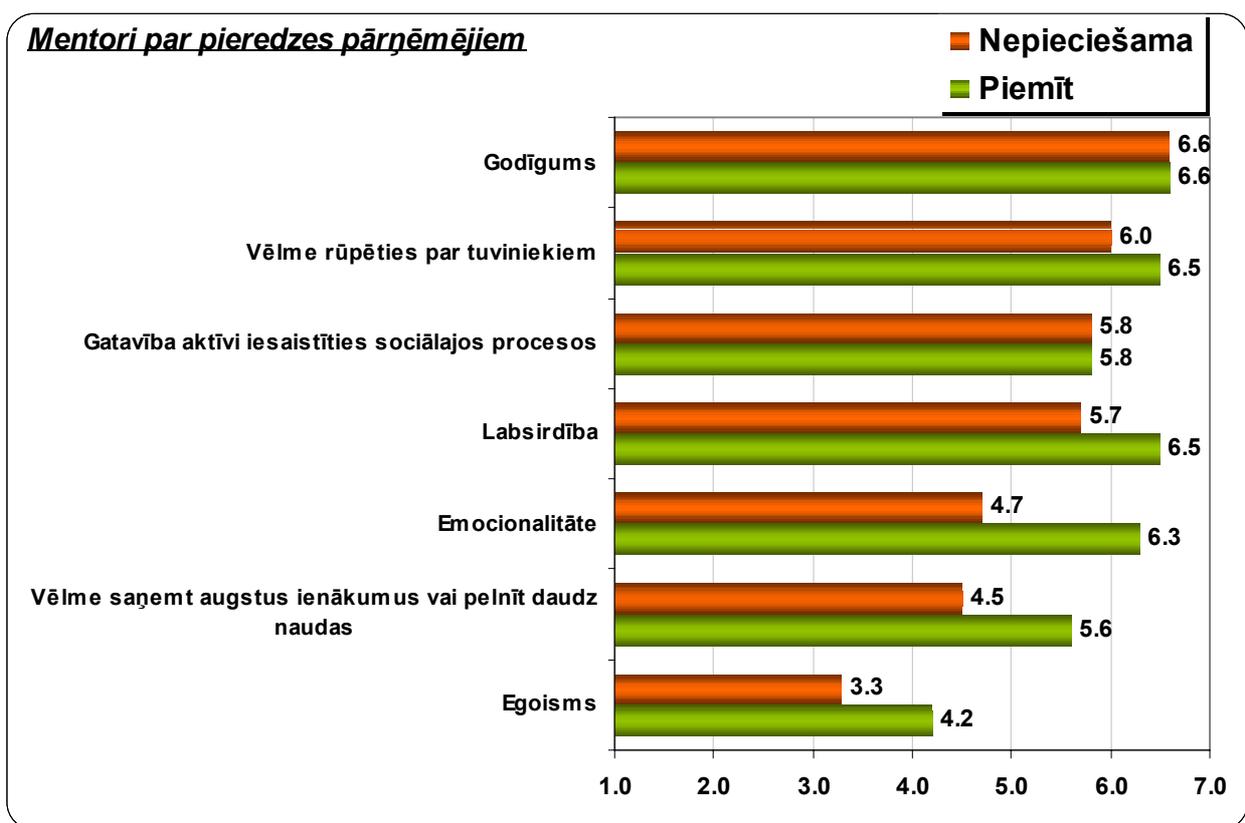
<u>Mentor about mentee</u>	<u>Mentee about mentor</u>
<ul style="list-style-type: none"> - Scanty activity,lack of an energy spark. -Mutual distrust. - Lack of self-confidence – the mentee is afraid to call; the mentee is afraid of disturbnig the mentor (2 respondents). - Self-consciousness. -Lack of knowledge. 	<ul style="list-style-type: none"> -There are no negative qualities (4 respondents) -Lack of time, but the mentor is very responsive and often postpones own tasks. - Imposition of own opinions -Too strong motherly feelings. -If one evaluates theoretically, then negative qualities would be: envy towards the mentee's

<ul style="list-style-type: none"> - Laziness. - Negativism, whining. -Problems at home are transferred to business. -Lack of knowledge in accounting. -A little envy. -Some people tear the guts out of you – they don't need information, but energy. It often exhausts and tempts you. -At the beginning the mentee cherishes too big hopes towards matters in a business world. There are mentees who want to undertake more serious things, but at the current moment they cannot cope with them. (3 respondents). -Too big optimism; an unreal appreciation of an actual situation (2 respondents). -Lack of experience. -Too impulsive. -Wants to achieve everything at once. - Too big confidence to people. 	<p>success, passivity</p> <p>-However, I've got a very good mentor, and the previously mentioned doesn't refer to the mentor.</p>
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4.The mentor and the mentee in the reality and in the perfection

The participants of the inquiry were asked to evaluate in a seven-grade scale, to what degree various qualities are essential to mentors and mentees (1 means the quality isn't essential, 7 means the quality is very essential). Respondents also had to evaluate, how these qualities are owned both by mentors and mentees (1 means the quality isn't owned; 7 – the quality is very emphasized)

The mentors consider that such qualities as honesty (6.6 points from all 7), and readiness to participate actively in various social processes (5.8 points from 7) both are very necessary and are owned by the mentees. At the same time a wish to care for relatives, good nature, emotionality, a wish to get high income or earn much money, and egoism are more emphasized than it's necessary.

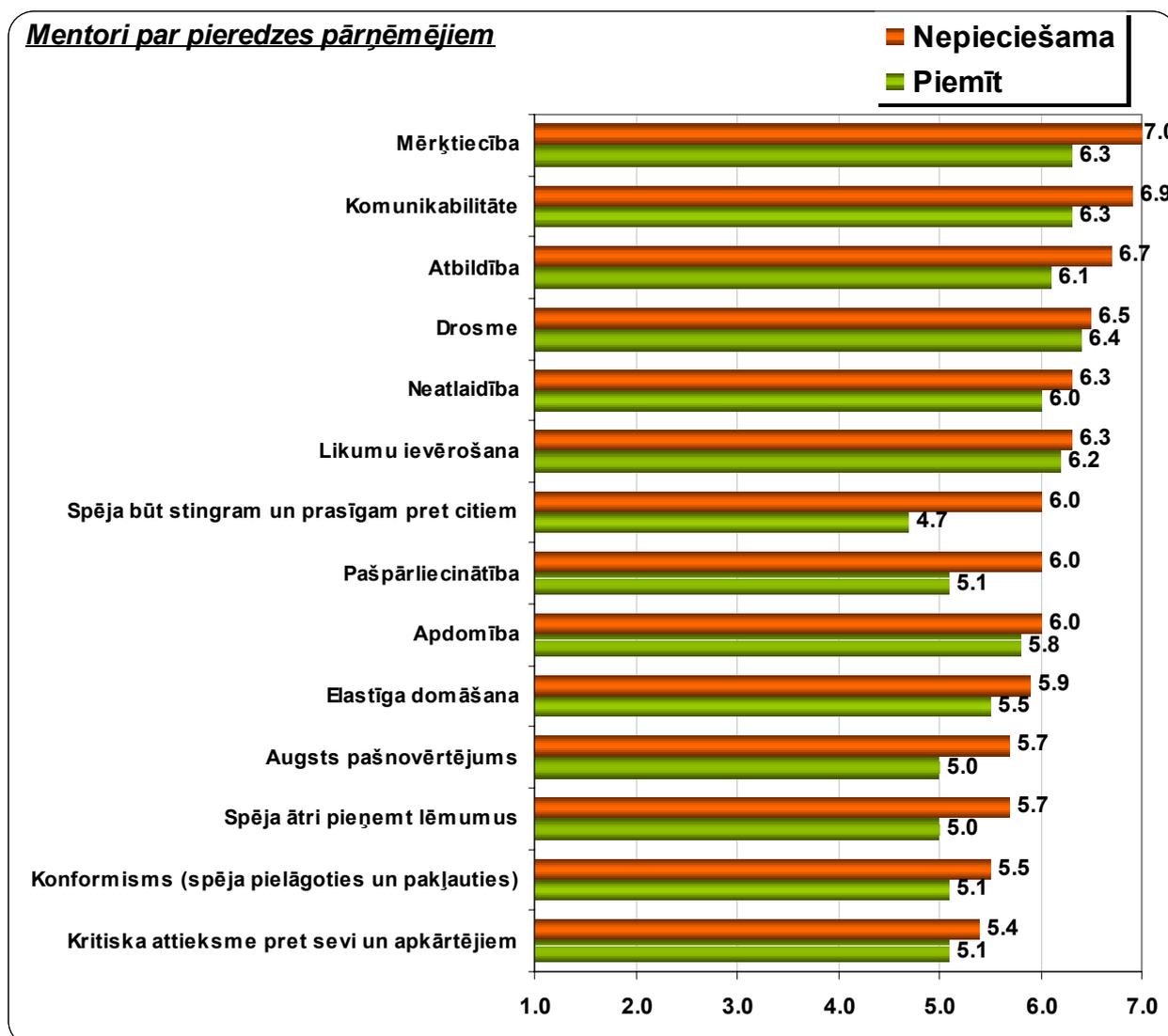


Mentors about mentees (*attiecas uz tabulu*)

- Nepieciešama – Necessary
- Piemīt – Is Owned

- Godīgums – Honesty
- Vēlme rūpēties par tuviniekiem - A wish to care for relatives
- Gatavība aktīvi iesaistīties sociālajos procesos - Readiness to participate actively in various social processes
- Labsirdība – good nature
- Emocionalitāte – Emotionality
- Vēlme saņemt augstus ienākumus vai pelnīt daudz naudas - A wish to get high income or earn much money
- Egoisms - Egoism

Whereas, mentors think that mentees own such qualities as purposefulness, communicativeness, responsibility, courage, insistence, un other qualities less than they are necessary. The following chart illustrates mentor's attitude towards mentees.



(Attiecas uz grafiku):

Mentors about mentees

Nepieciešama - Necessary
Piemīt - Is Owned

Mērķtiecība – Purposefulness
Komunikabilitāte – Communicativeness
Atbildība – Responsibility
Drosme – Courage
Neatlaidība – Insistence
Likumu ievērošana – Observance of laws
Spēja būt stingram un prasīgam pret citiem – Ability to be strict and exacting towards others
Pašpārliecinātība – Self-confidence
Apdomība – Prudence
Elastīga domāšana – Flexible thinking
Augsts pašnovērtējums - Self-appraisal
Spēja ātri pieņemt lēmumus – Ability to make decisions quickly
Konformisms (spēja pielāgoties un pakļauties) – Conformism (ability to adapt oneself and submit)
Kritiska attieksme pret sevi un apkārtējiem – A critical attitude towards oneself and surrounding people

The mentors consider that the most necessary qualities for mentees are purposefulness (7 points from all possible) and communicativeness (6.9).

The mentees consider that to great extent communicativeness (6.8 points from 7 possible), responsibility, (6.3 points) and self-confidence (6.2 points) are both very necessary and owned by mentors. Whereas, mentors own such qualities as fairness, courage, observance of laws, insistence more than it's necessary. **See the chart on the next page. (Skatīt grafiku nākamajā lpp, neesmu īsti droša, vai grafiks būs nākamajā lpp, tādēļ atstāju to sarkanā krāsā)**

(Attiecas uz grafiku)

Mentees about mentors

Nepieciešama - Necessary
Piemīt - Is Owned

Komunikabilitāte - Communicativeness
Godīgums - Fairness
Drosme – Courage
Atbildība – Responsibility
Atbildība – Responsibility
Pašpārliecinātība – Self-confidence
Neatlaidība – Insistence
Vēlme rūpēties par tuviniekiem – a wish to care for relatives
Spēja ātri pieņemt lēmumus – Ability to make decisions quickly
Labsirdība – Good nature

Gatavība iesaistīties sociālos procesos – Readiness to participate actively in various social processes

Apdomība – Prudence

Vēlme saņemt augstus ienākumus vai pelnīt daudz naudas - A wish to get high income or earn much money

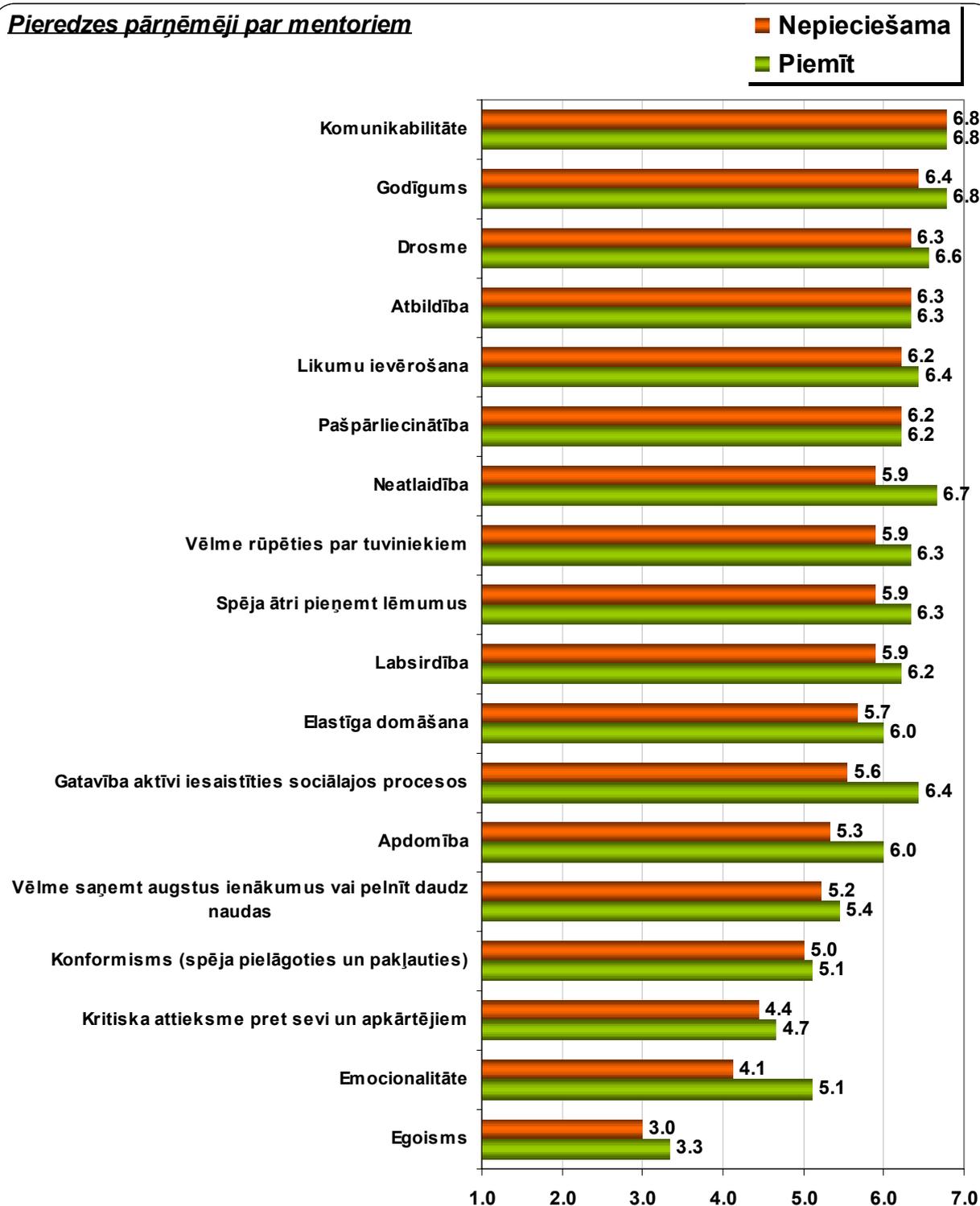
Konformisms (spēja pielāgoties un pakļauties) – Conformism (ability to adapt oneself and submit)

Kritiska attieksme pret sevi un citiem - A critical attitude towards oneself and surrounding people

Emocionalitāte – Emotionality

Egoisms - Egoism

Pieredzes pārņēmēji par mentoriem



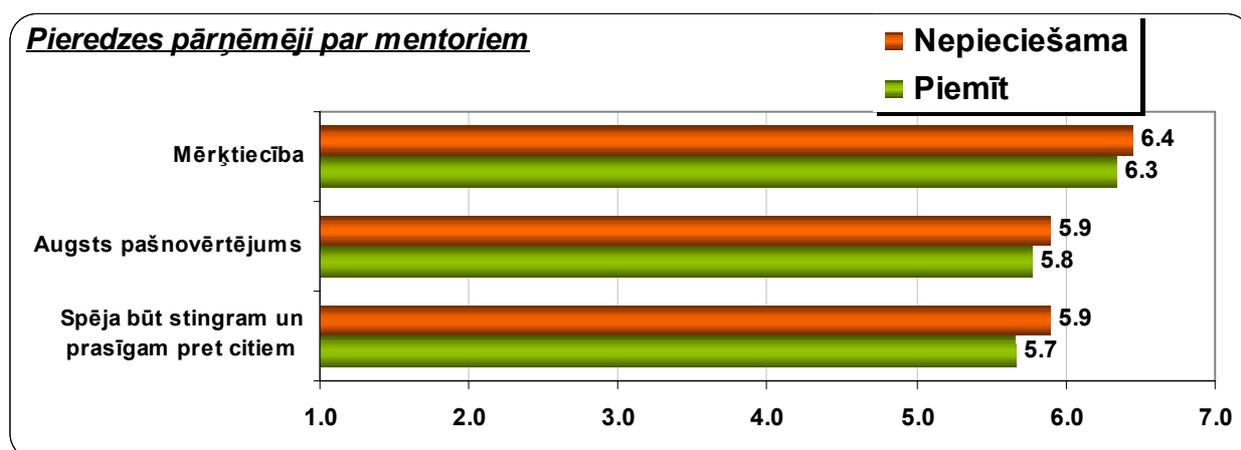
The mentees think that the mentors own such qualities as purposefulness, high self-appraisal and ability to be strict and exacting towards others less than it's necessary. See the chart on the next page. (Skatīt grafiku nākamajā lpp, neesmu īsti droša, vai grafiks būs nākamajā lpp, tādēļ atstāju to sarkanā krāsā)

[\(Attiecas uz grafiku\)](#)

Mentees about mentors

Nepieciešama - Necessary
Piemīt - Is Owned

Mērķtiecība – Purposefulness
Augsts pašnovērtējums – High self-appraisal
Spēja būt stingram un prasīgam pret citiem – Ability to be strict and exacting towards others



Comparing the evaluation of respondents, to what degree concrete qualities both are necessary and owned by mentors and mentees, you can see that the mentors satisfy the ideal type more than the mentees. The mentors consider that the actual mentee differs from the ideal one by 9,8 %. Whereas, the mentees hold a view that the actual mentor differs from the ideal one only by 5,8 %.

[\(Attiecas uz grafiku\)](#)

Ideālais modelis – Ideal model
Ideālais modelis - Ideal model
Reālais modelis – Actual model
Reālais modelis - Actual model

Ideal model versus reality

Mentors about mentees

Mentees about mentors

