CommuniTea on Managing & Mentoring
July 12, 2023

Select and discuss the following topics (as time permits) within your group. Please consider using the Circle Process during discussions to allow everyone an opportunity to participate.

Managing (Supervising/Advising)
- What are qualities you value in a manager?
- What are examples of effective & non-effective management styles?
- What can WHOI do to help managers do their job better?
- How do you balance managing a project and mentoring supervisees?

Mentoring
- What is mentoring, anyway? How does it differ from supervising/advising?
- How do you look for mentors, and what types of help or support do you hope to receive through mentoring?
- Do you serve as a mentor to others? How does mentoring fit (or not) into your job?
- What are some examples of mentoring you have received in the past? What makes mentoring relationships work well or not work well?
- How does mentoring interact with power dynamics (supervisor/supervisee vs peer mentoring or mentoring outside of direct reporting chains)?

Scenario
Alex is managing a project, and supervises a number of people, including Pat. Pat also has a mentor, Chris, who works in a different group. Pat has been a good worker in the past. The deadline/end date for the project is fast approaching, but Pat is not accomplishing their work as quickly or as well as Alex would like.

- What could be some of the reasons Pat is not succeeding?
- What are things that each person (Alex, Pat and Chris) can do in this situation?
- How might this situation play out differently in different parts of the Institution?
  - Academic programs
  - Scientific Staff
  - Technical Staff
  - Marine Crew
  - Skilled Trades
  - Administrative Staff
- How might this situation be affected by the people having different backgrounds/identities?
  - Race
  - Education level
  - Socio-economic level
  - Sexual orientation
  - Age
  - Nationality
  - Gender, gender identity / expression

Circle Process for Discussions

The Circle is an ancient form of meeting that has gathered human beings into respectful conversations for thousands of years.

➔ Circle is a shape where everyone can see and hear each other.
➔ Circle is a group process that supports every voice into collaborative decision-making.
➔ Circle is an experience of sharing story, inviting diverse thinking, and encouraging creative problem solving.

Key elements:

● **Leadership rotates –** allow everyone an opportunity to speak.
● **Do not interrupt –** the person speaking has the floor.
● **Speak with intention –** noting what has relevance to the conversation.
● **Listen with attention –** respectful of the learning process for all members.
● **Tend the well-being of the group –** remaining aware of the impact of our contributions.