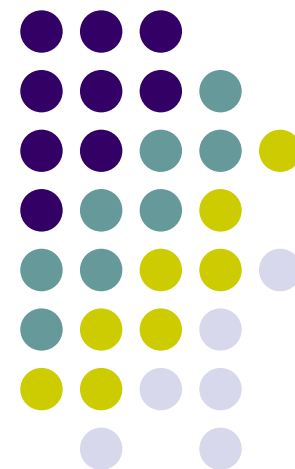
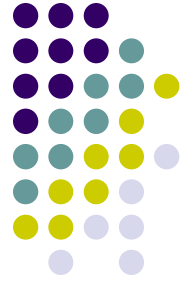


MENTORING AS ENERGY OF ACTIVATION FOR WOMEN: THE “CHEMISTRY” OF THE RATE-LIMITING STEP

Ruth E. Fassinger, Ph.D.
University of Maryland

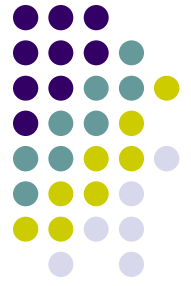


Overview



- The **chemistry** of career development
- Barriers to women's career development as **rate-limiting steps**
- Mentoring as **energy of activation**
- Data: NSW and Project ENHANCE
- Future directions

Gender and the “Chemistry” of Career Development for Women



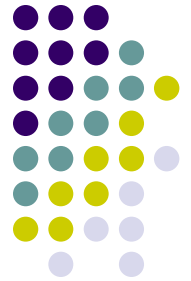
- Gendered self
- Gendered others
- Gendered social structures and discourses
- Gendered context of education & work
- Active nature of doing gender

Centrality of Mentoring



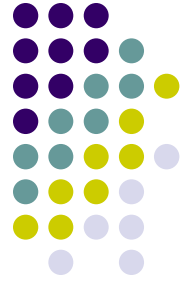
- There are multiple barriers to women's career development, **rate-limiting steps** that prevent action from occurring
- Mentoring is critical to overcoming **EVERY** barrier; it is the **energy of activation** that can catalyze action and positive change

Career Development of Girls/Women: Rate-Limiting Steps



- Occupational stereotyping
- Educational bias, the Null environment
 - Pedagogy, classroom practices
 - Faculty, peer harassment
 - Lack of support
 - Curriculum content, materials
 - Bias in testing, counseling, guidance
 - Climate of science

Career Development of Girls/Women: Rate-Limiting Steps (cont'd)

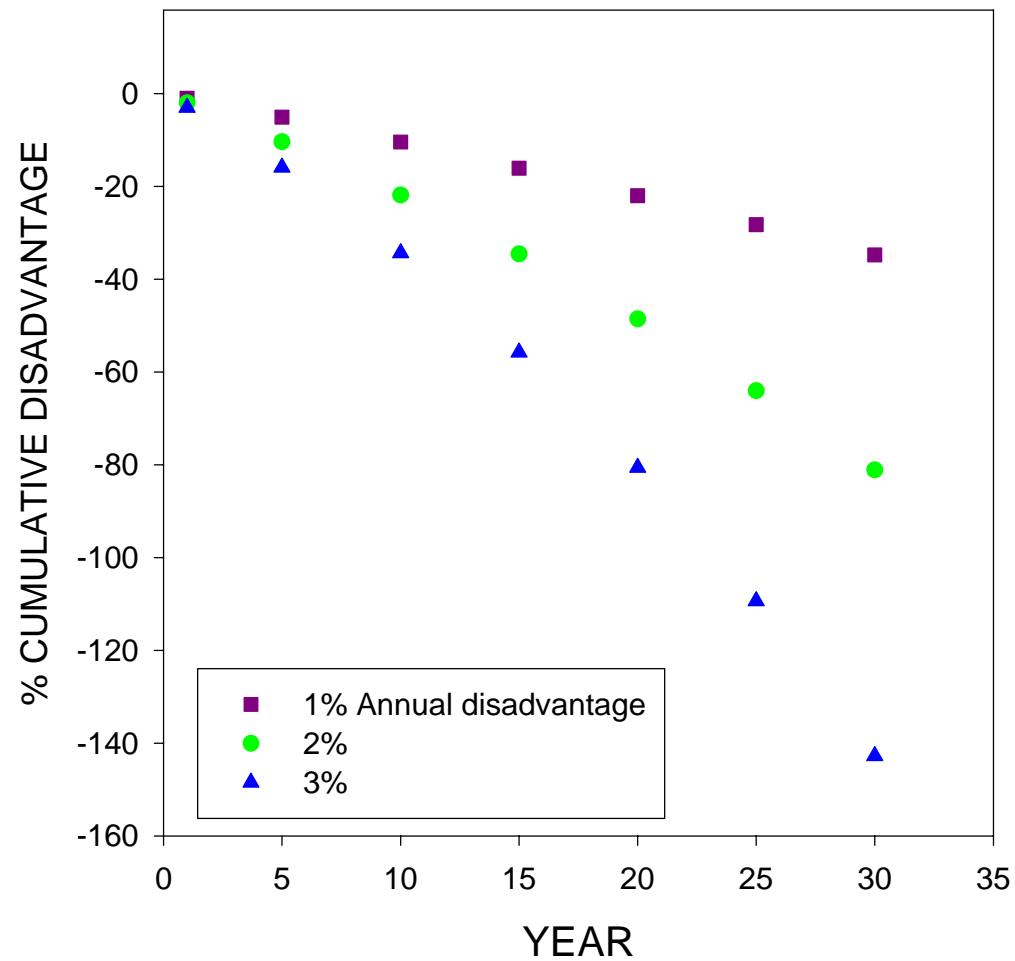


- Bias in achievement/advancement
 - Double standards, double binds
 - Negative workplace climates (CoS)
 - Exclusion from information networks
 - Job segregation by field and level
 - Tokenism, isolation
 - Resource/compensation discrimination
 - Bias in evaluation
 - Micro-inequities, cumulative disadvantage

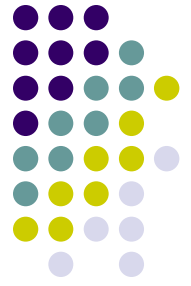


Micro-inequities Plot

CUMULATIVE DISADVANTAGE DUE TO MICROINEQUITIES

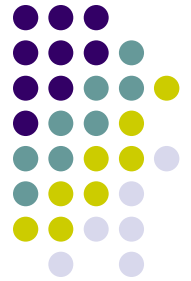


Career Development of Girls/Women: Rate-Limiting Steps (cont'd.)



- Self-efficacy
- Outcome expectations
- Home-work interface
 - Structural (e.g., childcare)
 - Attitudinal (e.g., multiple role conflict)
- Compounded marginalization
 - Race/ethnicity, SES, sexual orientation, disability, immigration status, etc.)

Mentoring as Energy of Activation



- Most organizational leaders believe in the importance of mentoring
- Mentoring is an effective facilitator of career success/advancement
- Most women want to succeed/advance
- Most women want mentoring
- Most women have difficulty accessing appropriate mentoring

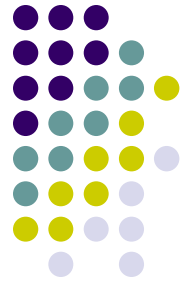
Activating Optimal Career Development for Women: Energizing Strategies



Utilize **mentoring** to address **overall goals**:

- **Proactively eliminate null environment**
- **Increase self-efficacy**
- **Improve outcome expectations**

Activating Optimal Career Development for Women: Energizing Strategies (cont)



More specific goals:

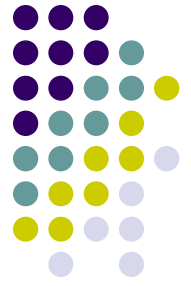
- Provide information about actual job activities
- Review organizational materials (e.g., curricula, PR) for inclusiveness
- Provide success experiences
 - **Mandatory (non-traditional) courses/training modules**
 - **Co-curricular/extra-curricular/PD activities**
 - **Visible, important projects and leadership opportunities**
 - **Provide and support awards, honors, recognition**

Activating Optimal Career Development for Women: Energizing Strategies (cont)



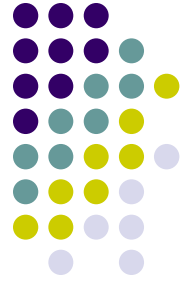
- Create environment that optimizes learning, growth
 - Single-sex activities, support
 - Cooperative learning and teamwork
 - Role models
- Modify or enhance teaching/training and mentoring practices
 - Professional development
 - Evaluation and feedback
 - Rewards
- Facilitate mentor-mentee relationships
 - Teacher-Student
 - Supervisor- Supervisee
 - Peer and group mentoring

Activating Optimal Career Development for Women: Energizing Strategies (cont.)



- Build structural supports in organization
 - Policies, procedures
 - Feedback mechanisms
 - Assess and address bullying, harassment
- Work toward critical mass
- Attend to women further marginalized by race, ethnicity, sexual orientation, SES, disability, immigration status, etc.
- Educate, educate, educate!

Re-energizing Ourselves



“Everybody ought to have that dream of what they want to be. And even if you can’t be it now, understand that it is still possible. You should understand that no does not mean never. No means not now. No, not right now, but it doesn’t mean no, not tomorrow. Every dream you have – it’s very possible.”