Delivering a positive training environment through mentoring

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Coming up…

• Contextual trends and issues in the aviation industry
• Implications on organizational behavior
• Mentoring: A possible alternative
• Mentoring: A case study
• Successes and Challenges in Mentoring
• Some ideal conditions for mentoring to thrive
• How mentoring fits in with the bigger picture
Context

- **$8.90**
  - average net profit per departing passenger in 2018

- **$824b**
  - aviation industry revenues forecast for 2018, up 9.4%

- **4.3b**
  - passengers that are expected to travel by air in 2018
Implications

Sluggish markets, fierce competition, shrinking margins, adverse volatile economic conditions

Tensions between training, safety and profits (should be a + correlation)

Diverting the focus of management away from training, wellbeing and safety issues
A need to rethink training culture?

• It is essential to have a positive training culture to support organizational culture, which in turn benefits safety, wellbeing, performance and ultimately the organization.

• Maslow’s (1943) ‘Hierarchy of needs’ is a useful reference point.
Mentoring

• …As a **process** whereby a mentor and mentee work together to discover and develop the mentee’s abilities
• …As a **relationship** with a responsibility to provide the support, knowledge and opportunities that can facilitate professional success
• …As a **personal process** that combines role modeling, apprenticeship and nurturing

For further information -
### Mentoring at ERAU: A case study and timeline

The faculty mentoring program at ERAU Asia, set up in 2017 and trialed with all incoming faculty over a particular semester.

- **A month prior to the start of semester:** Initial email contact
- **Two weeks prior to the start of semester:** F2F meeting
- **Friday prior to Week 1:** Orientation
- **Week 1:** Cooling off period: Classes begin
- **Week 2:** Informal F2F catch-up to discuss initial thoughts
- **Week 3-5:** Group reflections and peer observations
- **Week 10:** Reflections and faculty development workshops
Successes

- WhatsApp Group mentoring enabled **Instant Q&A over a 24/7 time frame** to answer specific queries.
- Positive and supportive group dynamic through **peer to peer support and two-way learning**
- Majority of faculty felt more **confident** in their roles by the end of term and expressed interest in returning to teach for ERAU Asia
- Overall **positive experiences** related to classroom experience, students and impression of the organization
- Intangible yet important benefits such as feelings of **inclusion, comradery and a team identity**
Challenges

- Different faculty with differing support requirements
- **Individual vs group** mentoring
- F2F meetings vs **virtual** meetings
- Flexibility, patience and compassion required to meet **individual needs**
- Varied levels of ‘buy-in’ from different stakeholders.
- Skepticism over the role and **value** of mentoring.
- What are the possible **limitations** of mentoring?
- To what extent do resource constraints **hinder** mentoring?
Conditions for effective mentoring

- Good management, strong leadership
- A safe environment with openness & accountability
- Open and ongoing communication
- A culture of compliance
- Recognition that failure is normal
- Adoption of best practices
- Continuous learning and adaptation
- Channeling positive energy, managing negative energy
The bigger picture

• How can we attempt to capture and quantify the affect of mentoring?
• Can mentoring programs change organizational culture and promote gender inclusivity at work?
• What role can mentors play in closing the gender gap?
• Do mentoring programs contribute to greater awareness of gender issues and challenges?
• Could mentoring help foster cross-cultural learning?
• Could mentoring help promote recruitment & retention of personnel, regardless of gender, in the aviation industry?