

Leading Effectively from the Middle:

A Guide to Communication & Influence

Hannah M. Sunderman, Ph.D.
Assistant Professor, Virginia Tech

Jonathan Orsini, Ph.D.
Director, Self-Supporting Programs, UF

In this session, you will learn how to:

- Build strong relationships with your team members and superiors (mentoring & mentoring up)
 - Communicate effectively in a variety of settings
 - Resolve conflict
 - Delegate tasks effectively



ABOUT ME

1

ABERDEEN, SD



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UNIVERSITY OF NEBRASKA-LINCOLN

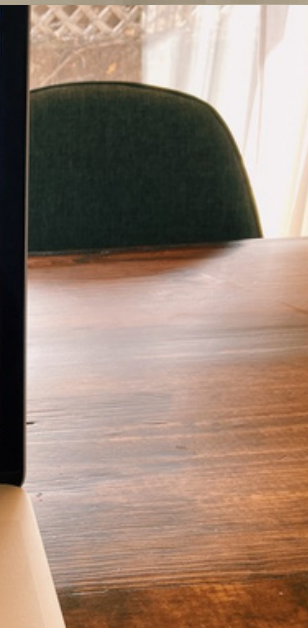
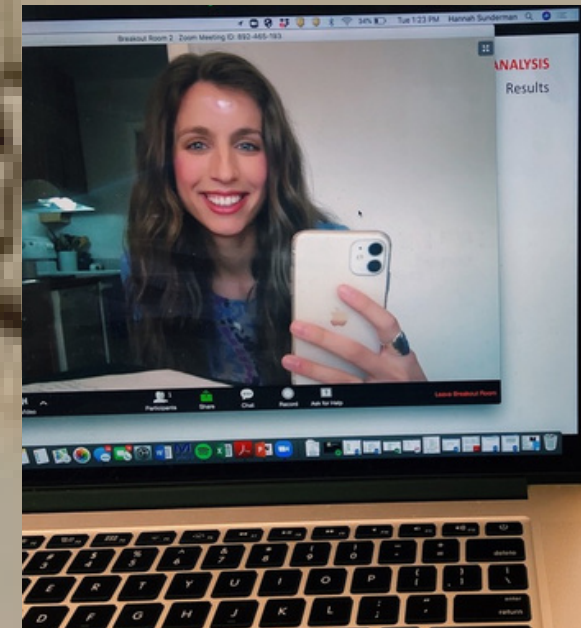
- B.A. in PSYCHOLOGY
- Minors in EDUCATION & ENGLISH

2

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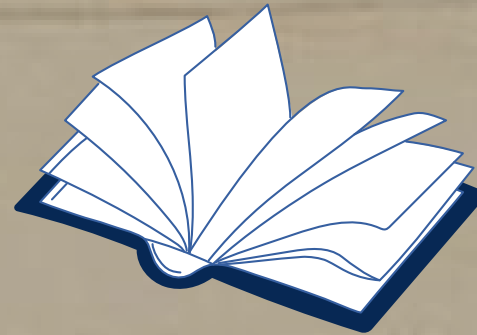
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ALEC DEPARTMENT

- M.S. in LEADERSHIP EDUCATION ('18)
- PH.D. in HUMAN SCIENCES ('20)
 - Program Director, NHRI Leadership Mentoring
 - Professor of Practice

ABOUT ME



NEBRASKA



VIRGINIA TECH

- ASSISTANT PROFESSOR
- LEADERSHIP
EDUCATION/DEVELOPMENT
- SCIENCE OF TEAM SCIENCE





Jonathan Orsini, Ph.D.

- Triple Gator - BS, MBA, PhD
- 15 years of experience at UF in academic administration
- Deeply interested in graduate student mentorship
- Past president of Graduate Student Council (GSC)

A photograph of two men sitting at a table in a well-lit indoor setting, possibly a cafe or office lounge. The man on the left is seen from the side, wearing a dark shirt and glasses. The man on the right is facing him, wearing a light-colored jacket and gesturing with his hands as if in conversation. On the table in front of them are water bottles, a plate of food, and some papers. The background shows other people and large windows. A white rectangular frame is superimposed over the center of the image, containing the text 'DEFINING MENTORING' in a white, serif font.

DEFINING MENTORING

1

RELATIONSHIP BETWEEN
A MORE EXPERIENCED
PERSON & A LESS
EXPERIENCED PERSON



(EBY & ALLEN, 2008)

1

RELATIONSHIP BETWEEN
A MORE EXPERIENCED
PERSON & A LESS
EXPERIENCED PERSON

2

FOCUSED ON
MENTEE'S GROWTH



(EBY & ALLEN, 2008)

1

RELATIONSHIP BETWEEN
A MORE EXPERIENCED
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2

FOCUSED ON
MENTEE'S GROWTH

3

EVER-CHANGING
RELATIONSHIP



1

**RELATIONSHIP BETWEEN
A MORE EXPERIENCED
PERSON & A LESS
EXPERIENCED PERSON**



2

**FOCUSED ON
MENTEE'S GROWTH**



3

**EVER-CHANGING
RELATIONSHIP**



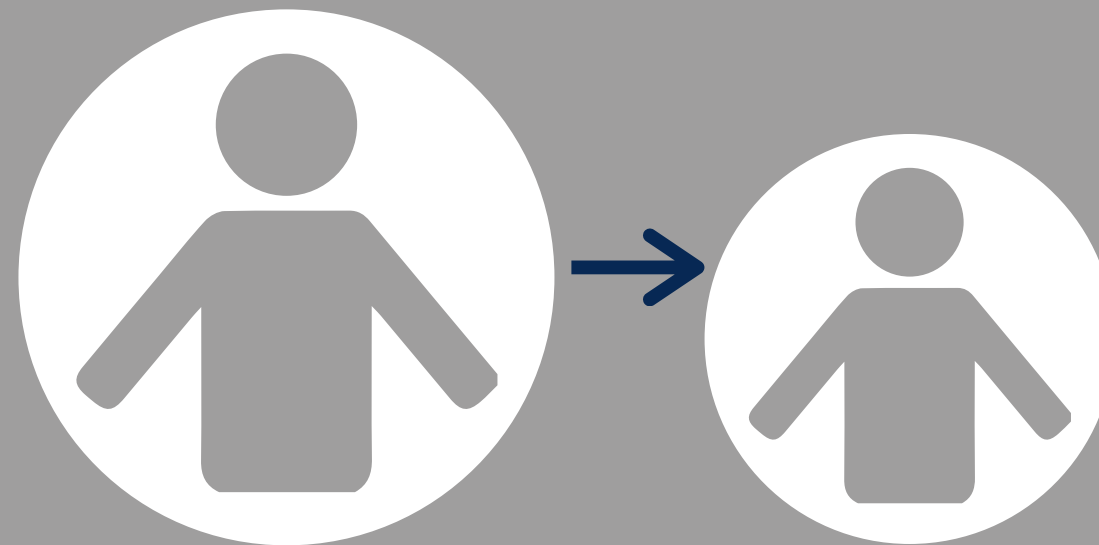
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**DIFFERENT FROM
OTHER ROLES, SUCH AS
COACHING OR
ADIVISING**

MENTORING IS...

INVESTMENT FOR DEVELOPMENT

(EBY & ALLEN, 2008; BEARMAN, BLAKE-BEARD, HUNT, & CROSBY, 2007)



Career Functions	Psychosocial Functions
<ul style="list-style-type: none">• Coaching• Sponsorship• Exposure-and-Visibility• Protection• Challenge	<ul style="list-style-type: none">• Role Modeling• Acceptance-and-Confirmation• Counseling• Friendship



BREAK OUT

- Get into small groups of 2 or 3
- Spend 2-3 minutes discussing:
 - Your best mentoring experience of the past three years (as mentor or mentee).
 - What happened and how did it make you feel?

MENTORS



GRADUATE STUDENT



MENTEES

MENTORS

Who are your
mentors?



GRADUATE STUDENT



Who are your
mentees?

MENTEES

A photograph of two men sitting at a table in a meeting or conference setting. The man on the left is wearing a dark polo shirt and glasses, looking towards the other man. The man on the right is wearing a grey blazer and a lanyard with a badge, gesturing with his hands as if speaking. The background shows a large room with other people and tables, suggesting a professional event. The image has a blue tint and a white border around the central text.

EFFECTIVE MENTORS

Effective Mentors...

- Are intentional role models
- Are accessible
- Clarify expectations
- Deliver feedback
- Provide encouragement and support
- Teach and train
- Initiate sponsorship
- Provide insider info
- Provide scaffolded challenges
- Provide affirmation
- Provide professional exposure
- Provide protection
- Foster networks
- Provide professional socialization
- Self-disclose when appropriate
- Offer counsel
- Allow increasing mutuality and collegiality
- Are thoughtful about time and resources
- Share power

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What matters to you most on this list (as a mentor & mentee)?

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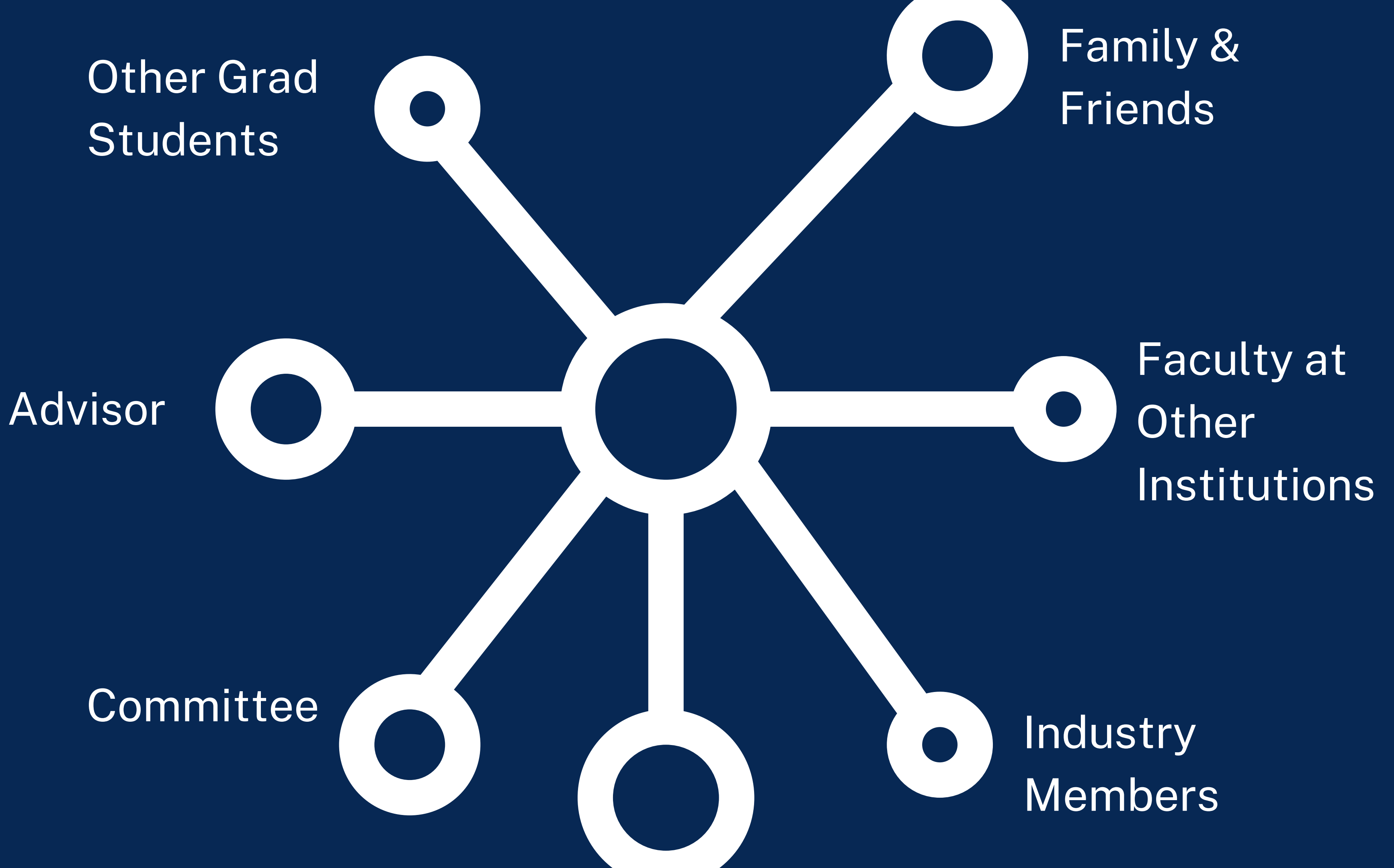
One mentor will not fulfill all your mentoring needs.

What matters to you most on this list (as a mentor & mentee)?

CREATE A NETWORK OF MENTORS

to “innoculate” against the
challenges of grad school/life (e.g.,
imposter phenomenon & burnout)

Who is your network?



A photograph of two men sitting at a table in a meeting or conference setting. The man on the left is wearing a dark shirt and glasses, looking towards the other man. The man on the right is wearing a light-colored jacket and is gesturing with his hands while speaking. They are both wearing lanyards with badges. The background shows a large room with other people and tables, suggesting a professional event. The image has a blue tint and a white border around the central text.

EFFECTIVE MENTEEES

Effective Mentees...

1

Takes Initiative

- Follow through on advice
- Be proactive in making and keeping appointments
- Be a self-starter = be prepared with things to talk about/ask about

Lacks Initiative

- Only contacts mentor when in crisis
- Lack drive and motivation and wants the mentor to tell them what to do
- Never initiates discussions

Effective Mentees...

2

Learning Orientation

- Curious and eager to learn
- Actively seeks feedback
- Open to constructive criticism
- Not afraid to say I don't know (humility)
- Adequately knowledgeable

Lacks Learning Orientation

- Ignores opportunities for further learning
- Takes feedback personally or rejects it
- Won't admit weaknesses
- Acts like a know-it-all
- Wants quick fix answers

Effective Mentees...

3

Goal Orientation

- Possesses good time management
- Has good organizational skills
- Effective prioritizing
- Sets own goals, has own vision

Lacks Goal Orientation

- Poor time management
- Unorganized
- Struggles to prioritize work effectively
- Looks to mentor to set goals & is short-sighted

Effective Mentees...

4

Relational skills	Lacks Relational skills
<ul style="list-style-type: none">• Trustworthy and ethical• Builds relationships w/others (networks)• Approachable and positive• Active listener• Keeps lines of communication open	<ul style="list-style-type: none">• Untrustworthy• Relies on mentor to build relationships• Talks too much/too little• Relies on mentor to maintain lines of communication

Effective Mentees...

5

Reflective

- Learns from mistakes
- Can articulate reflection to the mentor
- Open and transparent
- Regularly engages in self-assessment

Unreflective

- Refuses or unable to learn from mistakes
- Cannot articulate reflection
- Withholds information, doesn't share
- Does not self-assess and lacks self-knowledge

Effective Mentees...

- Take initiative
- Learning Orientation
- Goal Orientation
- Relational Skills
- Reflective

*What matters to you most on this list?
Where are you excelling? Where can you grow?*

CONFLICT



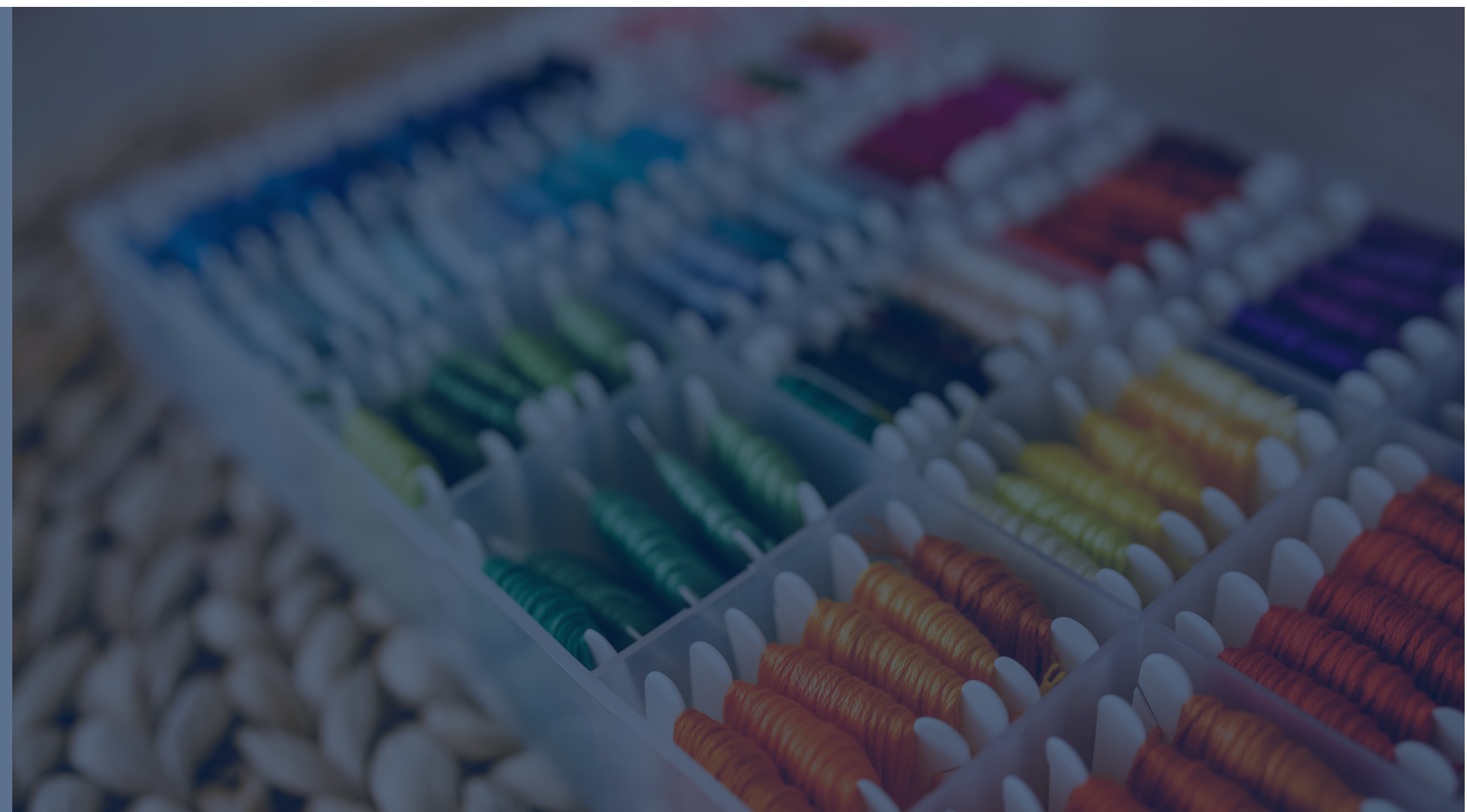
HOW DO YOU
APPROACH
CONFLICT? WHY?



EXPLORE

1

- Ask others for input
- What is the source of the conflict?



(Thomas & Kilmann, 1974; Ma et al., 2008)

SOURCES OF CONFLICT



ECONOMIC

Attaining
scarce
resources



VALUE

Beliefs, morals,
values - "right"
way of life



POWER

Need for
control



EXPLORE

1

- Ask others for input
- What is the source of the conflict?



PLAN

2

- What is your approach to conflict?
- What is your attitude towards the conflict?



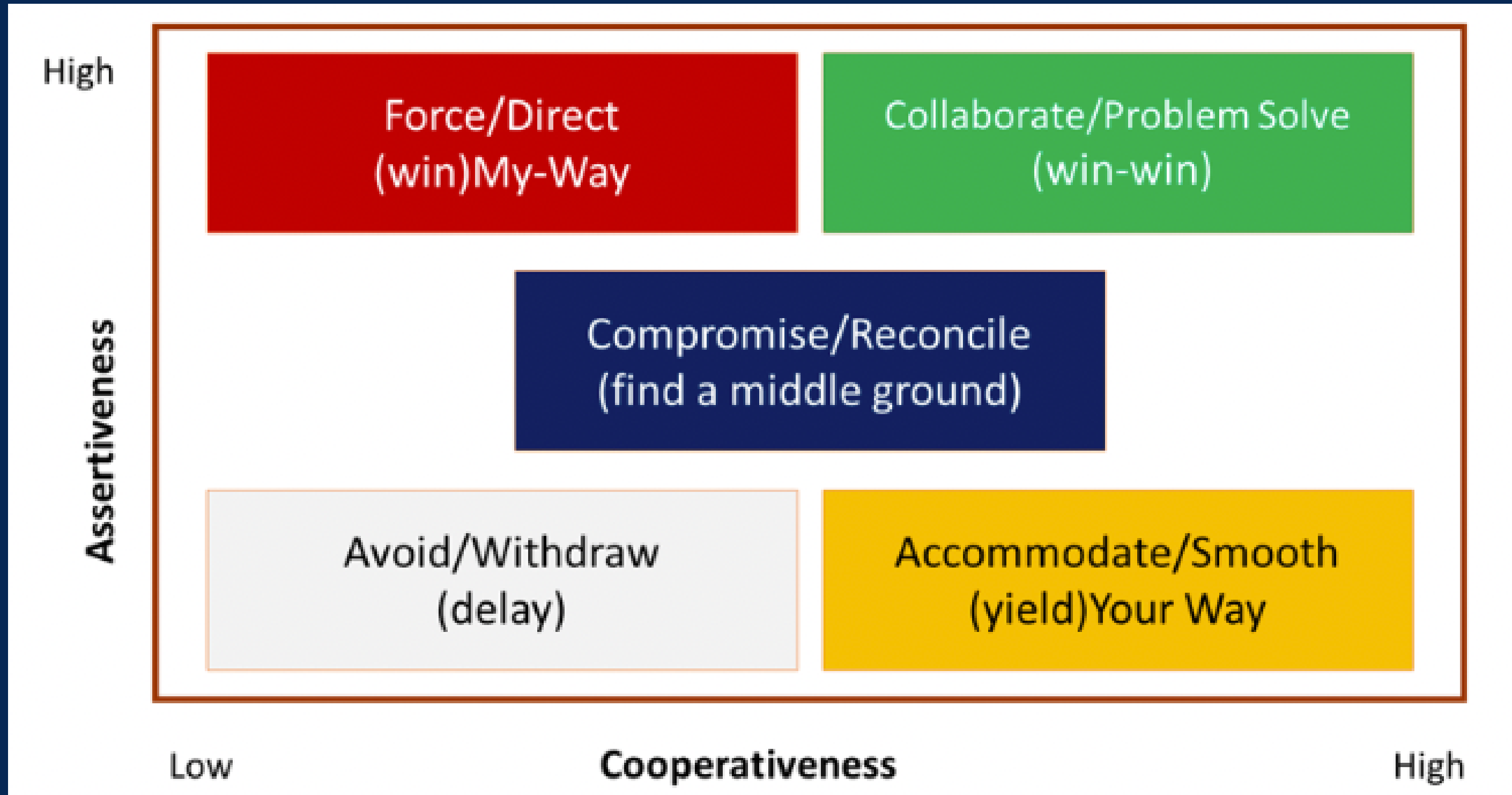
(Thomas & Kilmann, 1974; Ma et al., 2008)

What is your approach to conflict?



(Adapted from Thomas-Kilmann's (1974) conflict resolution strategies and Blake and colleagues' (1964) strategies.)

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EXPLORE

1

- Ask others for input
- What is the source of the conflict?



PLAN

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- What is your attitude towards the conflict?



ORGANIZE

3

- How will you approach this conflict?
- How will you keep the conversations moving forward?



EXPLORE

1

- Ask others for input
- What is the source of the conflict?



PLAN

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- What is your approach to conflict?
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ORGANIZE

3

- How will you approach the conflict?
- How will you keep the conversations moving forward?



IMPLEMENT

4

- Choose a conversation where everyone feels safe (free of distraction)

(Thomas & Kilmann, 1974; Ma et al., 2008)

HOW DO WE ENGAGE IN CONFLICT PRODUCTIVELY?

- Identify & understand the problem
- Stay curious
- Getting it right > being right
- "You + me VS. the problem"
not "you vs. me"



KEY TAKEAWAYS

- Recognize that conflict occurs in all relationships.
- Be willing to initiate a conversation.



A photograph of two people sitting at a table in a workshop or meeting room. The person on the left is wearing a dark shirt and glasses, and the person on the right is wearing a light-colored blazer. They appear to be engaged in a conversation. The background shows other people and tables, suggesting a larger event. The image has a blue tint and a white border.

What are 3 things you
can do following this
workshop to strengthen
your relationships?

HOW TO GET IN TOUCH



Hannah M Sunderman
hsunderman@vt.edu

