Mentors provide a guided approach to career development

Mentor: a wise and trusted counselor or teacher

Have you ever been mentored? Many of us probably have, maybe without even realizing it. It may have been the high school guidance counselor who helped you narrow down your college choices; or maybe it was a friend of your parents who offered career advice when you expressed an interest in their field of work; or perhaps it was the supervisor on your very first job who helped you navigate the uncertainties of your new workplace. All of these qualify as mentoring experiences, some structured, some informal, but all providing some measure of skill building, goal setting and career exploration.

Students in the Industrial Relations Center’s master’s degree in human resources and industrial relations program are fortunate to have the opportunity to participate in a well-established formal mentoring program, coordinated by those who’ve been there: the IRC Alumni Association (IRCAA).

For the last several years, the Alumni Association has fostered meaningful developmental opportunities for mentees (students) and mentors (alumni and other HR professionals) through the Alumni Mentoring Program. Each fall, first year master’s degree students are matched with experienced alumni and non-alumni mentors working as HR professionals. A kick-off meeting is held to introduce mentees to their mentors, and to provide information on the structure and expectations of the program.

IRCAA Board member Adam Moffatt, ’01 MA-HRIR, is leading the Mentoring Program committee this year, and sees the value provided to both groups of participants. “While it’s fairly easy to see how participation in a formal mentoring program benefits the student mentees,” he said, “it’s sometimes overlooked

“It’s an opportunity for the HR professional to re-energize their own commitment to the field of HR and improve their job satisfaction.”

—Adam Moffatt, ’01 MA-HRIR

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Greetings from the Industrial Relations Center!

The fall semester has just begun, and there is a lot of great energy on campus. This year we brought in an exceptional group of 78 new MA and 3 new PhD students. Our total enrollment across our day, evening, and PhD programs is now 224.

I was appointed Director of the IRC effective July 1. After nine years of service as Director of the IRC, Avner Ben-Ner has stepped down to return full-time to his teaching and research here in the program. In addition, he will also coordinate the IRC’s PhD program. On behalf of the IRC, I’d like to extend our deepest appreciation to Avner for his years of dedication and leadership.

A huge thank you to our alumni....

Wow, am I impressed with how active our alumni association is. Alums - thank you, thank you, thank you for your time and support. Let me particularly thank our outgoing IRC Alumni Association Board President Ben Crockett, and outgoing members Michelle Carstens, Laura Elletson, Karen Ketcham, and Sandra Peterson. I’d also like to extend a warm welcome to five new IRCAA Board members: Deb Broberg, Gwen Martin, Jaime Nelson, James Parker, and Gregg Peterson, and another thank you to continuing board members Kimberly Bristow (incoming president), Susan Allen, Lisa Carlson, Ben Crockett, Nikki Haker, Adam Moffatt, Sue Mulkern, and Renee Parratore. Thank you so very much for all you are doing for our students and center.

For alumni who wish to reconnect with us—there are many opportunities! I want to particularly stress the great opportunity that our mentoring program provides. Our alumni mentoring committee (Adam Moffatt, Lisa Carlson, Jaime Nelson and Gregg Peterson), will match you up with one of our current students. You will be asked to meet once a month (about 7 times) face-to-face or by phone with your mentee. Possible topics of discussion include how your career path has unfolded, projects you are currently working on, and how to be successful in the field of HR. You could, as one of your meetings, invite your mentee to shadow you at work. If you’d like to become a mentor, please visit www.irc.csom.umn.edu, click on Alumni Association, and then on Mentoring Program; please sign up by October 16.

HR Tomorrow, scheduled for April 20, 2007, is a great place to see your previous professors and colleagues. Please put it on your calendar and plan to come this year! The Carlson School also hosts several events for alumni and friends, such as the First Tuesday Luncheon Series and First Friday Networking Series (see page 3 for more details.) For those of you who want to teach or present, we invite you to be a guest speaker in a class or to be a speaker at HR Tomorrow. If you wish to talk to someone more about these opportunities, please contact Anne Obst, our external relations coordinator, at 612-626-9748 or aobst@csom.umn.edu.

I am eager to meet with HRIR alumni in the Twin Cities area or those who may be traveling here for business or leisure. Please feel free to contact me to schedule time to meet. San Francisco alums: I will be in San Francisco for an alumni gathering on Thursday, January 11 at 6 p.m. at the McKesson Corporate Headquarters. Look for invitations later this fall.

BE THERE OR BE SQUARE! If you cannot make it, but want to grab coffee, please email me at cwanberg@csom.umn.edu.

Faculty Transitions

Now onto another topic on my mind... faculty transitions. Professors Rich Arvey and Mario Bognanno have now retired. Rich has moved to Singapore where he is a visiting professor at the National University of Singapore; Mario is dividing his

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From the Director

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time between his home in Tucson and his office here at the Carlson School.

Additional transitions will occur through the upcoming retirements of the following IRC professors:

> John Fossum, Jim Scoville, and Mahmood Zaidi are slated to retire in 2008.
> Ross Azevedo and John Remington are slated to retire in 2010.

All together, these five retiring professors represent an incredible 206 years of service here at the Carlson School. Replacing the breadth and depth of their experience will not be an easy task, but we’ve begun by appointing two new faculty members, Associate Professors Michelle Duffy and Jason Shaw, both from the University of Kentucky’s Gatton School of Business, profiled in the last issue of IRC News. In addition, we are currently conducting a search for two additional faculty members to join the IRC in 2007.

I am looking forward to a great term as IRC Director, and invite anyone with questions, comments or suggestions to contact me. Thank you!

Connie Wanberg, PhD
Professor and Director
Industrial Relations Center

Carlson School News

First Tuesday Luncheon Series

The Carlson School of Management’s First Tuesday Luncheon Series began in August 1992 to provide an opportunity for alumni and friends of the Carlson School to continue their management education. The First Tuesday Luncheon Series features top-notch executives as keynote speakers addressing hot topics in business and leadership. Mark your calendars for these upcoming dates and speakers. For more information, or to register, visit the Carlson School website at www.csom.umn.edu. Luncheons are held at the McNamara Alumni Center on the East Bank of campus.

November 7, 2006 – Susan Marvin, President, Marvin Windows and Doors
December 5, 2006 – Tom Kingston, President, Wilder Foundation

First Friday Networking Series

Meet up with fellow alumni and current students on the first Friday of each month for these popular networking events. Watch for reminder postcards in the mail with details on upcoming First Fridays.

November 3, 2006 – All-School Reunion Weekend (see back page for more information)
December 1, 2006 – Dakota Jazz Club and Restaurant, 5:30 to 7:30 p.m.

Hanson Hall Update

The Carlson School’s new Herbert M. Hanson Jr. Hall (Hanson Hall for short) will dramatically expand the impact of the school’s undergraduate program. Under one roof, students will access the nation’s best instructors, find unparalleled links to top businesses, and learn from an innovative, hands-on curriculum. Hanson Hall will house the expanded Carlson Undergraduate program, and the College of Liberal Arts’ Department of Economics.

The four-story, 124,000-square-foot building will connect to the Carlson School building by a skyway and have a similar atrium. The stepped building will sit against 20th Avenue, with a lower form curving to the west. With its location at the edge of the University’s West Bank campus, Hanson Hall will also serve as a gateway to the surrounding community. The design will ensure safe and efficient movement of people between existing University facilities and the Cedar-Riverside neighborhood. For more information please visit www.carlsonschool.umn.edu.

Groundbreaking was held September 28; the building is slated to open in 2008.
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how helpful involvement in this program can be for the mentors. It’s often an opportunity for the HR professional to re-energize their own commitment to the field of HR and improve their job satisfaction.” Moffatt went on to say that mentors get the chance to improve their coaching, communication and interpersonal skills while sharing their experiences and career advice.

Student mentees benefit from a guided approach to their professional development and career search, and the wisdom of their mentor’s experiences. While the mentoring partnership begun through the IRCAA’s program is intended to last for one year, the relationship can often extend well beyond that. “I’ve been fortunate to be able to continue a relationship with my alumni mentor,” said Kimberly Bristow, ’03 MA-HRIR and President of the IRCAA. “I still keep in touch with Michelle Carstens (’97 MA-HRIR) on a regular basis. I bounce ideas off of her to get her career perspective, and she’s been a great resource for me in my current position.”

Mentors and their mentees who participate in the IRC’s program are encouraged to meet or talk at least once a month; studies have shown that regular contact between mentoring partners breeds success (see accompanying story on page 3). “My mentor and I decided to connect once a month,” said Meagan Woodroffe-Patrick, a second-year master’s degree student who was mentored last year by General Mills’ Jacqueline Williams-Roll, ’93 MA-IR. “She offered advice on choosing companies for internships and full-time positions, and we discussed the challenges of balancing family and career, and her experience as a Carlson student. It was very beneficial for me to seek insight and advice from someone who has been through a similar experience,” she said.

Many times the mentee is able to tour the mentor’s workplace, either informally or as part of Job Shadow Day. Additional mentoring activities might include suggestions on resume writing, job search planning, and networking. Mentors and their mentees are also invited to various developmental seminars together, such as the Alumni Association’s Professional Development workshop series and HR Tomorrow, the premier HR conference held each spring and sponsored by the IRC and the IRCAA.

When face-to-face mentoring meetings aren’t possible, many mentors connect with their mentees through regular phone calls or email correspondence. And in some cases, mentors reach out from across the country, or even the world. Neal Quinn, a second-year master’s degree student who was matched with an out-of-town mentor last year, said the experience was a positive one. “My mentor was Johnny Liang (’01 MA-HRIR) and he’s based in San Francisco. It was good to get his input and advice,” Quinn said. “He recommended that I focus on internship and employment opportunities with organizations that would provide me with the chance to grow and gain experience. He really helped me to expand my horizons. I ended up having an amazing internship experience at a company I never imagined myself at before our conversations,” said Quinn.

Mentoring opportunities outside the Twin Cities

Alumni from outside the Twin Cities area may still participate as a mentor by serving as a “Star Point.” You can maintain your mentee/mentor relationship via phone and email, or choose to be a resource for mentees through informational interviews within your geographic market, industry, company or HR functional area. Visit the IRC website for more information at www irc.csom.umn.edu and click on Alumni Association.

“It was very beneficial for me to seek insight and advice from (a mentor) who has been through a similar experience.”

—Meagan Woodroffe-Patrick, second-year MA-HRIR student

Become a Mentor!

Take a moment to remember how mentors helped you through the years, and please consider offering your support and expertise to current students on their way to becoming successful HR professionals. For more information, or if you are ready to sign up, please visit www irc.csom.umn.edu, click on Alumni Association and then Mentoring Program. The Mentoring Program committee will be matching interested student mentees and willing alumni mentors in preparation for the November 2 kick-off meeting. The time commitment will not be extensive and will involve approximately one meeting a month for seven months.
Research shows successful mentoring provides rewards for mentors and mentees

What do we know about formal mentoring programs? Why are they important and how do they benefit participants? Professor Connie Wanberg, Director of the IRC, and Liz Welsh, PhD student, share what they’ve learned through their recent research on the topic.

Why are formal mentoring programs important and how are they used?

Connie: A common goal of formal mentoring programs is to promote the careers, development, and performance of protégés (mentees) at a managerial level. While many organizations utilize a wide array of techniques to develop their leaders, mentoring uniquely involves the sharing of experience and information between current leaders and future leaders. Organizations also frequently use formal mentoring programs with new hires; mentoring is viewed as an effective way to assist in the development of their early careers in an organization.

Liz: Formal mentoring programs are important because they help extend the benefits of mentoring to individuals who might not find traditional, informal mentors.

What unique challenges do formal mentoring programs face?

Connie: Informal mentoring relationships develop because of mutual identification and interpersonal comfort, while formal mentoring relationships require the two participants get to know each other within the context of an organized, facilitated employee development program. Formal mentoring relationships typically include a well-defined set of expectations and are arranged for a specified duration (e.g., nine months to a year).

Liz: Formal mentoring participants must initiate interaction and establish rapport within this context, which does make it more challenging.

How do mentees benefit from formal mentoring programs?

Connie: Surprisingly, there is little research looking at outcomes of formal mentoring. However, what we know is positive. In a recent study involving participants in formal mentoring programs in nine different organizations, we found individuals who received higher mentoring across the duration of the program demonstrated increases in their career goal clarity, and also reported that the mentoring relationship helped them be a more effective contributor in the organization.

Liz: Recent research on mentors in formal mentoring programs found that mentors reported learning, developing a personal relationship, personal gratification, and enhanced managerial skills as benefits from the program.

What research are you working on in this area?

Connie: I would mention three other pieces. One is under review and focuses on what extent mentees are willing to truly disclose their work-related fears and concerns in a formal mentoring relationship, and to what extent honest disclosure leads to better outcomes. Another is a chapter that I wrote with MENTTIUM, a company that specializes in mentoring programs here in the Twin Cities: Sontag, L., Vappie, K., & Wanberg, C.R. (in press). The practice of mentoring: MENTTIUM Corporation. In B.R. Ragins & K. Kram (Eds). Handbook of Mentoring. Sage Publications.


What is one research result you think has important implications for the practice of mentoring?

Connie: The “Mentor and protégé predictors” piece I mentioned above highlights the importance of the mentor playing a proactive role in formal mentoring programs. In our research, a number of protégés noted that while they took the initiative to contact their mentors, often their mentors did not respond or show up for scheduled meetings. We also found that protégés may sometimes be hesitant about contacting their mentors. One protégé noted that it was intimidating as a junior person to schedule meetings with his mentor and it would have been helpful if his mentor took the initiative. Our finding that proactive mentors are likely to provide more mentoring suggests that organizations should involve mentors that are more proactive as well as encourage them be proactive.

*To view any of the research referred to in this article, please contact the IRC Reference Room at 612-624-7011.
Alumni News

The IRC Alumni Association has named two new members to the Board of Directors: Gwen Martin, PHR, ’00 MA-HRIR and James Parker, ’05 MA-HRIR. Gwen works as a Senior HR Generalist at Thomson Legal and Regulatory, and James works at Johnson & Johnson as an HRLDP Professional. Both joined the Board in August 2006. Three additional new Board members were profiled in the last issue of IRC News.

Steve Lewis, ’88 MA-IR, recently joined U.S. Bank as their Director of Recruiting. Alumna Teresa Daly, ’86 MA-IR, was featured recently in a StarTribune Spotlight article. She is President of the Prouty Project, a local management consulting firm.

MA-IR alumnus Todd Freeman, class of 1995, is planning to attend the Carlson All-School Reunion the weekend of November 3-4, and would love to connect with fellow HRIR alums there! Please see the back page for more information on the Reunion.

Regional Alumni Events

The new Dean of the Carlson School, Alison Davis-Blake, is intending to attend the following regional Carlson School Alumni Events. If you live in any of the following cities, or will be traveling there during her visits, please consider attending one of these great networking events. Alumni receptions will be held in each city beginning at 6:00 p.m., unless otherwise noted. Details are subject to change, so please check the Carlson School website for the most up-to-date information.

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<tr>
<td>October 24</td>
<td>Seattle</td>
<td>Broadmoor Golf Club</td>
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<td>October 25</td>
<td>Denver</td>
<td>Pinnacle Club (6:30 p.m.)</td>
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<td>November 15</td>
<td>Boston</td>
<td>33 Restaurant &amp; Lounge (6:30 p.m.)</td>
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<td>November 16</td>
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<td>Deloitte &amp; Touche - Two World Financial Place</td>
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<td>January 10</td>
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<td>January 11</td>
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<td>McKesson Headquarters - 1 Post Street</td>
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Registration for the Seattle, Denver, Boston and New York events is available at carlsonschool.umn.edu/events.

Mark your calendars for the 28th Annual HR Tomorrow Conference!

Friday, April 20, 2007

HR Tomorrow is a one-day professional and academic conference focusing on all aspects of human resources and industrial relations. This year’s conference will be held on Friday, April 20, 2007 at the Carlson School of Management on the University of Minnesota’s West Bank.

Registration and detailed session information will be available in early 2007.
News from the IRC

Faculty and Staff News

Professor Emeritus Richard Arvey has relocated to Singapore where he is teaching MBA courses at the National University of Singapore. He says he is enjoying his new location, especially the local cuisine, and is planning travel to Thailand and Malaysia.

Professor and IRC Director Connie Wanberg was invited to give presentations on the topic of unemployment in Venezuela at the University of Los Andes this summer. Despite being a rich country, with many oil reserves (it was only 4 U.S. dollars to fill up the University van with gas), the unemployment and poverty in Venezuela is serious.

Professor Avner Ben-Ner made several presentations around the globe over the past few months. In June, he gave the keynote speech at a conference in Istanbul, Turkey, speaking about “Globalization and the Changing Role of the Nonprofit Sector,” spoke at the London School of Economics about learning in organizations, and spoke at a conference in Germany about the effects of computerization on changes in skill requirements. In July he made a presentation in Paris about the effect of identity on economic and organizational behavior. At a symposium in Trento, Italy, he gave two presentations, one concerning the effects of strategic control by different groups of stakeholders in Minnesota nursing homes on outcomes of concern to employees and residents, and another paper on trusting and trustworthiness. He made another presentation on identity in Nottingham, England in September.

Labor Education Service Coordinators Larry Casey and John See conducted a workshop at the 60th annual Minnesota State Building and Construction Convention in Duluth. The workshop included a redesign of the Building Trades website which now includes articles about safety and health, organizing, economics, collective bargaining, labor law, prevailing wage, and politics.

Casey also spoke at a meeting for 325 pipe fitters, contractors and officials from social agencies in the 21st annual “Heat’s On” event. Members from UA locals 455 and 539 inspect the heating units of elderly and disabled citizens who qualify in the Twin Cities metro area just before the cool weather begins.

Please welcome Brenda Carriere as she joins the IRC’s Herman Reference Room. Brenda will be responsible for the management and direction of the Reference Room, as well as supporting the research and instructional needs of undergraduate and graduate students, faculty, staff, and alumni of the HRIR program. Brenda has masters degrees in Library Science and Information Science from Indiana University, Bloomington, and an undergraduate degree in Management from the University of Mary.

Professor John Budd and PhD student Devasheesh Bhave recently completed “Values, Ideologies, and Frames of Reference in Employment Relations” which will appear as a chapter in the Sage Handbook of Industrial and Employment Relations. Budd also attended a conference on shared capitalism at the Russell Sage Foundation in New York and presented a paper on employee ignorance regarding performance-related pay, stock options, and other forms of employee participation in the financial stake of their organizations.

Two faculty members from the IRC will be on sabbatical this year. Associate Professor Ross Azevedo will be developing a book on employee benefits that will have two versions: one for the student market and one for the trade market. Associate Professor Theresa Glomb will be examining the workplace violence and aggression experiences of health care professionals and the influence of domestic violence in the workplace.


All-School Reunion Weekend
November 3-4, 2006

IRC alumni and friends, the Carlson School will be holding an All-School Reunion the weekend of November 3-4, 2006 in conjunction with the University of Minnesota’s Homecoming celebration. For one weekend in November, the Carlson School will welcome back its entire family of alumni – over 45,000 strong, and found all around the world!

The schedule on Friday, November 3 includes:
> a luncheon hosted by the new Carlson School dean, Alison Davis-Blake;
> professional development sessions featuring the Carlson School’s top-ranked faculty addressing hot topics in business;
> a cocktail reception;
> an all-alumni dinner recognizing the classes of 1956, 1981, 1996 and 2001;
> class-specific activities that will be held at nearby locations following dinner

The schedule on Saturday, November 4 includes:
> the University’s Homecoming Parade down University Avenue;
> Carlson School alumni picnic at the Hubert H. Humphrey Metrodome;
> Homecoming football game (Minnesota Golden Gophers vs. Indiana Hoosiers) at the Metrodome

Watch your mailbox for additional information, or visit www.carlsonschool.umn.edu/reunion2006. Hope to see you there!