

Episodic Mentoring: Momentous Things Happen in a Moment

"This presentation will introduce you to a new way of offering meaningful topic-based mentoring that teaches the life-long skill of self-mentoring and exposes law students and young lawyers to a broader network of attorney-mentors. Mentees will benefit from receiving many perspectives; mentors will benefit from limited and focused time commitments; and both benefit from not being stuck in a relationship that doesn't work and from allowing a long-term relationship to develop naturally. The presentation includes a review of published research on the merits of this approach."

*Amy Timmer, Dean of Students and Professionalism
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Resources

INNOVATIVE MENTORING FOR LAWYERS AND LAW STUDENTS: MAXIMIZING RELATIONSHIPS TO BECOME A SUCCESSFUL LAWYER, Matthew Cristiano and Amy Timmer, Thomson Reuters, 2012. <http://store.westlaw.com/maximizing-relationships-to-become-a-successful-lawyer-innovative-mentoring-lawyers/186058/41310762/productdetail>

New lawyer and law student mentees will find this booklet to be their guide to episodic mentoring. It contains an explanation of the technique, instruction on "self-mentoring," lists of questions that can be asked of anyone and of lawyers that will elicit useful career and professional development information, and resources. The pamphlet is also useful for lawyer mentors engaging in episodic mentoring.

Matched vs. Episodic Mentoring: An Exploration of the Processes and Outcomes for Law School Students Engaged in Professional Mentoring, Eileen S. Johnson, Amy Timmer, Dawn E. Chandler, & Charles R. Toy, **LEGAL EDUCATION REVIEW**, Vol. 23, No. 1, Fall, 2013.

This article discusses a nine-month study comparing traditional mentoring with mentoring episodes through the experiences of law students who were mentored by attorneys. The study concludes that episodic mentoring is a valuable mentoring option.

THE HANDBOOK OF MENTORING AT WORK: THEORY, RESEARCH, AND PRACTICE, Belle Rose Ragins and Kathy E. Kram, Sage Publications, 2007
Excerpts from Chapter 27 of this book were presented at the 2008 Mentoring Conference presented by the Nelson Mullins Riley and Scarborough Center on Professionalism and focused on developmental networks and episodic mentoring as a valid mentoring technique.

Problems that can arise with traditional matched-pair mentoring

1. Personalities don't mesh.
2. Relationship problems can vary from power conflicts to sexual inappropriateness.
3. In matching, there may be no sensitivity to diversity, age, gender, interests, or relative positions and power.
4. Substantial budget/administrative resources may be required. Traditional matched-pair mentoring requires surveying mentors and mentees, matching, monitoring the relationship, addressing problems that may arise, all of which requires personnel, time, and administrative resources.
5. If the pairing doesn't work, re-matching may be required. Both parties may lose desire for mentoring.
6. Attorneys with limited time may not want to commit to a year-long relationship.
7. Mentee is limited to one person's opinion and guidance.
8. Millennials and their "Boards of Directors": they are used to having many advisors: Mom, Dad, step-Mom, step-Dad, maybe another step-Mom, step-Dad, and a whole slew of grandparents. May not be as willing to invest in one relationship and may crave many sources of guidance and support.

2008 Nelson Mullins Riley & Scarborough Center on Professionalism Mentoring Conference

Dr. Kathy Kram:

"Individuals actually have a constellation of developmental relationships ... [that provide] multiple sources of support."

Social network theory was implanted into mentoring studies and determined to provide valuable support for career advancement, personal and task learning, and satisfaction.

"These relational processes result in growth-fostering interactions, or *mentoring episodes*, that involve increased zest, empowered action, self-esteem, new knowledge, and a desire for more connection."

"The cumulative experience of mentoring episodes yields a mentoring relationship ... [A] series of high-quality relational mentoring episodes results in the experience of a positive mentoring relationship that can, in turn, lead to positive outcomes in career, work, and non-work domains."

Developmental networks; value of having many simultaneous mentoring relationships that contribute to professional development. Benefits of episodic mentoring.

Episodic or 60-Minute Mentoring

Topic-based: New Lawyers can discuss professionalism mentoring with any lawyer. Episodic mentoring may also focus on a particular issue or topic, such as how to get criminal cases assigned, how best to work with a particular judge, how to advance in the law firm, nuances of state tort law, and so on.

Resource for episodic mentoring: INNOVATIVE MENTORING FOR LAWYERS AND LAW STUDENTS: MAXIMIZING RELATIONSHIPS TO BECOME A SUCCESSFUL LAWYER <http://store.westlaw.com/maximizing-relationships-to-become-a-successful-lawyer-innovative-mentoring-lawyers/186058/41310762/productdetail>

Cooley Law School example of pro bono mentoring with Detroit Metropolitan Bar Association.

Solutions that Episodic Mentoring Provides

1. Episodic mentoring programs don't require much in the way of resources.
2. Attractive to attorneys b/c
 - a. limited time commitment and
 - b. not stuck with a mentee they can't work well with.
3. Matching not required so no risk of bad long-term matches.
4. No administrative expense or time spent matching, reporting, fixing bad matches.
5. Value to new lawyers, including the skill of self-mentoring.
6. Introverts learn to reach out and get mentored.
7. Mentoring network develops.
8. Mentees receive many opinions about professionalism and ethics.
9. Quality—might be good; might be bad; protégés needs to know how to pick though what they hear.
10. Protégés learn to research the discipline background of lawyers.
- 11. Long-term mentoring relationships may naturally emerge.**