

Keeping your work environment in mind, quickly review each item and circle the letter of the ending that best completes the sentence. Read each item carefully but choose your answer quickly. Immediate reaction is better than pondering your choice. Do not leave items blank. Select the best answer.

The Mentor Scale

Stem	Option A	Option B
1. People probably see me as	soft touch	hard nosed
2. Workdays I like the most are	unpredictable	planned
3. When it comes to celebrations, most organizations need	fewer	more
4. When I evaluate people, my decisions are based on	mercy	justice
5. My approach to planning my personal activities is	easy going	orderly
6. People generally see me as a person who is	formal	personable
7. When it comes to social situations, I tend to	hold back	jump in
8. I like to spend my leisure time in ways that are fairly	spontaneous	routine
9. I believe leaders should be more concerned about employee	rights	feelings
10. When I encounter people in need of help, I'm more likely to	avoid	pitch in
11. When I am in a group I typically	follow	lead
12. Most people see me as	private	open
13. My friends know that I am	gentle	firm
14. If I were in a group of strangers, people would likely remember me as a	listener	leader
15. When it comes to expressing my feelings, most people probably see me as	guarded	comfortable

16. When people I depend on make mistakes, I am typically	patient	Impatient
17. When I eat out, I generally order food that	sounds unique	I know I like
18. In general, I prefer	the theatre	a party
19. In a conflict, when anger is involved, my emotional fuse is usually	long	short
20. In an emergency situation, I would likely be	calm	anxious
21. I prefer to express myself to others in ways that are	indirect	direct
22. I am likely to be ruled by	emotion	logic
23. When in new and unfamiliar situations, I am usually	carefree	careful
24. In a festive social situation, I am usually	passive	active
25. When I am blamed for something I did not cause, my initial reaction is to	listen	defend
26. If I am in a situation in which I lose or am left disappointed, I get	sad	mad
27. If someone came to me in tears, I would probably feel	awkward	at home
28. Most people see me as	an optimist	a pessimist
29. People usually see me as	uncritical	critical
30. If people were given a forced choice, they would say I was	too quiet	too loud
31. At the end of a long part, I usually find myself	exhausted	energized
32. When I work on projects, I am best at getting them	started	completed
33. I believe people should approach their work with	dedication	inspiration
34. My social blunders typically leave me	embarrassed	amused
35. When my organization announces a major change, I get	excited	concerned
36. People are likely to see me as	firm	warm
37. After a tough day, I like to unwind	alone	with others
38. Change is most often your	friend	adversary
39. My work and social life	are separate	often overlap

The Scoring Form

Sociability

Using simple hash marks, tally your A's and B's for the 13 sociability items

1, 4, 7, 10, 13, 16, 19, 22, 25, 28, 31, 34, 37 Totals A's _____ B's _____

Dominance

Do the same for the 13 Dominance items....

2, 5, 8, 11, 14, 17, 20, 23, 26, 29, 32, 35, 38 Totals A's _____ B's _____

Openness

...and for the 13 openness items.

3, 6, 9, 12, 15, 18, 21, 24, 27, 30, 33, 36, 39 Totals A's _____ B's _____

Interpretation

Sociability has to do with your preference for being with or apart from others. People with high column A scores tend to be reserved loners; those with high column B scores tend to be outgoing joiners. People with similar numbers of A's and B's are neither highly sociable nor highly reserved; they can be moderately sociable or moderately reserved, depending on the situation. What does sociability have to do with mentoring? People who have high sociability scores will find the rapport-building and dialogue-leading dimensions of mentoring easier. They will have to work hard to avoid dominating discussions. Low sociability scores are found among people who are reserved and may seem a bit unapproachable. These people will need to work harder at helping mentees open up and communicate.

Dominance is about your preference regarding being in charge. People with high column A scores are comfortable with or may prefer having someone else do the leading. People with high

column B scores tend to like being in control and may assert that need. Low dominance scores can also indicate a high need for independence. People with balanced scores are neither highly dominant nor highly submissive. They can control moderately or not at all, depending on the situation.

The whole concept of mentoring today is based on a relationship of shared power. High dominance scorers are reluctant either to give up control or to share, they have to work hard to listen rather than talk. Low dominance scorers, on the other hand, may need to work to assume leadership of the relationship. They may take such a low-key laissez-faire approach that the mentee feels insecure and without guidance.

Openness refers to how easily you can trust others. High column A scores are found among people who are cautious, guarded and reluctant to show feelings. High column B scores are typical of people with many close relationships, are comfortable being vulnerable and tend to express their feelings easily. People with similar A and B scores are moderately open or moderately cautious, depending on the situation.

High openness scorers will find it easy to reveal themselves in a mentoring relationship. In fact, their challenge is to be candid and open enough to encourage the mentee to do likewise, while not being as aggressive as to overwhelm or intimidate the mentee. Low openness scorers, however, will need to work at overcoming their caution in order to take early emotional and interpersonal risks with the mentee, their instinctive guardedness can make the mentee feel that mistakes might have dire consequences.

Regina Qu'Appelle Health Region: Mentoring Workshop Handbook for Protégés