



Power-Distance in Mentoring

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Learning Objectives

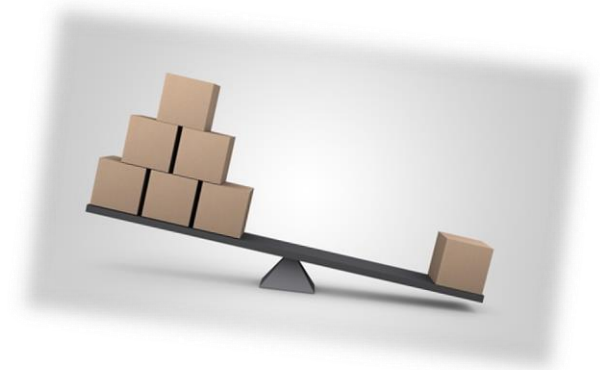
- ❑ Understand the burden of power mentors have.
- ❑ Understand what the Power-Distance Index (PDI) is
- ❑ Understand how power and power-distance impacts mentoring relationships

What is burden of power?

The sources of the mentor's power

- Supervisory and/or evaluative power
- Knowledge, experience and wisdom
- Psychological power

This leads to power differential.



What is burden of power?

The mentor has significant power over the mentee.

- Accept and respect the power you may hold relative to the mentee.
- Use your power to encourage and support.
- Use your power for the benefit of your mentee.

Burden of power

- Recognize that the mentee benefits from your position.
- The credibility and reputation of the mentor extends to the mentee.

What is your reaction to this?



What is PDI?

- It is an index that measures the perceived distribution of power between individual within a nation or culture or organization.
- It is high where authority is clearly defined and unchallenged.
- It is low where authority works with subordinates.

What is PDI?

It is one of the indices of **Geert Hofstede's Cultural Dimensions Theory**.

- **Power-Distance (PDI)**
- Individualism
- Masculinity
- Uncertainty Avoidance
- Long Term Orientation
- Indulgence



Cultural Dimensions Theory

<https://www.hofstede-insights.com/product/compare-countries/>



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Understanding power-distance

- High index indicates that hierarchy is clearly defined and unchallenged.
- Low index indicates a less rigorous authoritarian system.



Understanding power-distance

- In a high index environment authority is valued and power is not equally distributed.
- A low index environment allows for questioning of authority.



Understanding power-distance

- Effects on management style
- Effects on help-seeking
- It deals with cultural differences and how individuals perceive those in authority

Mentoring: Discussion

How does the burden of power and power-distance plays out in a mentoring situation?

- Provide encouragement and support
- Model excellence (role model)
- Give affirmation
- Provide correction

Mentoring: Discussion

- If you are from a low power-distance country, what would you do differently when mentoring a person from a high power-distance country?
- If you are from a high power-distance country, what would you do differently when mentoring a person from a low power-distance country?