Mentoring Relationships in the Real Estate Industry: A Descriptive Analysis

Angela Jacqueline Sweeney

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Mentoring Relationships in the Real Estate Industry: A Descriptive Analysis

BY

Angela Jacqueline Sweeney

THESIS

SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF

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Mentoring Relationships in the Real Estate Industry
A Descriptive Analysis
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Running Head: MENTORING RELATIONSHIPS
Abstract

Mentoring is an old phenomenon which dates back to ancient Greece. It has recently gained the attention of researchers in organizational and business settings. The study examines mentoring relationships in the real estate industry. The purpose of this study was to identify whether mentoring takes place in a particular occupation, specifically real estate, and to further investigate the functions and qualities of the mentoring relationships. Sixty-three questionnaires were distributed to local real estate agents. Twenty-seven were returned yielding a response rate of 42%. Six follow-up interviews were conducted to compliment the quantitative data from the questionnaire. Results indicated that 80% of all respondents did have mentors and the mentors were usually the boss of broker/owner of the business. T-test results indicated that women scored higher on three career function variables which were: introduced to other managers, increased contact with other managers, and helped protege meet new colleagues. Men scored higher on one career function variable identified as "helped protege finish tasks." Five out of six interviewees agreed that mentoring does make a difference in career success. Results indicated that mentors can beneficial to real estate agents and may help them become successful.
Dedication

This paper and project are dedicated to my mother. In the short time that I spent with you, you taught me a lifetime of lessons. You were my mentor and my friend and your memory will live in my heart forever.
Acknowledgements

I would like to thank Dr. Melanie McKee for serving as advisor to my thesis. She provided constructive criticism and I appreciated all her comments and guidance throughout this project. I would also like to thank Dr. Gail Mason for serving on my thesis committee. Her insight and understanding helped me accomplish this project. Not only do I feel she is a wonderful professor, but I also consider her to be one of my mentors.

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Mentoring relationships in the Real Estate Industry: A Descriptive Analysis

Literature Review

History of Mentoring

The study of mentoring has received much attention in both organizational and academic settings. Mentoring is not a new phenomenon. The term "Mentor" is derived from Homer's *Odyssey* where in the story, Odysseus entrusted his house and son, Telemachus, to an old man named Athene, later called "mentor." He set off on a ten-year journey to fight the Trojan War while his friend nurtured and took care of his son. "The father-like relationship between young Telemachus and the loving mentor set a standard for characterizing future mentoring relationships" (Merrian, 1983, p. 162).

History is full of other examples of the mentoring relationships including Socrates and Plato, Freud and Jung, and Hayden and Beethoven. Although these relationships are that of the teacher-student nature, the behaviors associated with mentoring usually include teaching, coaching, sponsoring guiding, advising, role-modeling, validating, protecting, motivating, and communicating (Lea and Leibowitz, 1983, p. 33). Weber (1980) suggests that the mentor-protege relationship is a unique relationship. "The mentor-protege interaction synthesizes characteristics of
the parent-child relationship and peer friendship without being either" (p. 20). Galvez-Hjornevik (1986) suggests that the mentor accepts the protege as equal and a friend, yet their differences in age and experience mean they are not equal.

What is new about mentoring is that this common human practice is being recognized and accepted by major business corporations, colleges, universities and schools, and various agencies as a formal component of overall career and human resources development (Gerstein, 1985, p. 156). Mentoring is an important area to study in communication because it is a unique interpersonal relationship that could foster career advancement.

Definitions of mentoring

There are some differences in the way that mentoring has been defined. Levinson (1978) developed an elaborate definition that most researchers use, at least in part, for establishing their own operational terms. Levinson (1978) believed "a relationship with a mentor is said to be the most important contributor to the career development of a young adult's life" (p. 98). His definition elaborates upon this statement by continuing,

The mentor may act as a teacher to enhance a younger man's skills and intellectual development.
Serving as a sponsor, he may use his influence to promote the young man's entry and advancement. He may be a host and guide, welcoming the initiate into a new occupational and social world and acquainting him with its values, customs, resources, and cast of characters. Through his own virtues, achievement, and way of life, the mentor may be an exemplar that the protege can admire and seek to emulate. He may provide counsel and moral support in times of stress (Levinson, 1978, p. 98).

Roche (1979) believed that a mentor was anyone who took personal interest in your career and who guided or sponsored you (p. 15). Olian, Carroll, Giannantonio, and Ferren (1988) developed a definition that was specific to the organizational setting. Olian et al. state, "A mentor is a senior member of the profession or organization who shares values, provides emotional support, career counseling, information and advice, professional and organizational sponsorship, and facilitates access to key organizational and professional networks" (Olian et al., 1988, p. 16). A mentor can not only help a person personally but professionally as well by introducing the protege to a network of colleagues. Fox, Rothrock, and Skelton (1992)
have a similar definition focusing on career advancement. Fagenson (1988) added the element of power to his definition by noting that the mentor is in a position of power and helps to bring the accomplishments of the protege to other people in the organization who also have power (p. 186).

**Benefits of Mentoring**

Career theorists have described the mentoring relationships as having great potential to enhance the development of individuals in both early and middle adulthood (Kram and Isabella, 1985, p. 110). The mentoring relationship is based upon mutual desire and respect, with outcomes that are beneficial for both parties (Fox, Rothrock, and Skelton, 1992, p.860). The relationship is thought to be beneficial for the mentor, the protege, and the organization.

**Benefits of Mentoring for the Mentor**

Some of the studies regarding mentoring focus on the benefits that the mentor and the protege receive from the relationship. Kram (1983) suggests that entering a relationship is extremely beneficial for mentors during midlife because it gives mentors an opportunity to redirect their energies into creative and productive action at a time when they feel less needed (p. 609). Levinson (1978) suggests that mentoring is part of the development process
that Erikson has called "generativity." Through this process, a person in middle adulthood forms a growing awareness of the continuity of human life and the flow of generations. He or she feels concern for the upcoming generations of young adults, who must in time be ready for the responsibilities of middle age (p. 254). Kram and Isabella (1985) suggest that the mentor gains psychological support for the protege and gains respect from other colleagues for successfully developing younger talent for the organization (p. 111).

Benefits of Mentoring for the Protege

Roche (1979) reported having a mentor, is more importantly, beneficial for the protege. Executives who had mentors reported earning more money at a younger age, were better educated, and more likely to follow a career path (p. 15). Lea and Liebowitz (1983) point out that a protege benefits from the mentor's experience that may have taken a lifetime to accumulate. Collins (1983) found that the proteges saw their mentors as a source of support and encouragement and they were also viewed as instrumental in increasing their self-confidence. Farris and Ragan (1985) believe that the mentor helps the protege in a transition period from the classroom and the world of theory to the "real world" of business (p. 27). Burke, McKenna, and
McKeen (1991) found that proteges, when compared to other subordinates, were seen as more promotable, had more longer relationships with mentor, were younger, were more likely to receive friendship and counseling, were confided in more, given more support, and were seen as providing significantly more benefits to the mentors than other subordinates (p. 464). It is clear that the relationship is beneficial to both the mentor and protege, but the organization may benefit as well.

Organizational Benefits of Mentoring

Frey and Noller (1986) concluded that the organization benefits from the relationship by promoting success and potential among employees and by ensuring strong leadership in the future from encouraging confident proteges. Fagenson (1988) suggests that the formation of mentor-protege relationships is one way to achieve the goal of empowerment of employees. Reich (1985) found in a previous study of mentoring among male subordinates with male mentors and proteges that the top executives claimed that they must develop high-potential subordinates to replace them as they move up the ladder; if they don’t, they are unlikely to be promoted themselves. Farris and Ragan (1985) concluded that mentors are necessary to help ensure continuous and stable succession of management personnel (p. 26).
These are some of the benefits that the mentors, proteges and organizations receive from being involved in mentoring. Through interviews and extensive research, some researchers have sought to conceptualize the mentoring process.

**Functions of the Mentoring Relationship**

Kram (1983) is credited for conceptualizing and categorizing the functions and developmental stages of the mentoring relationship. Kram studied 18 pairs of mentor-protege relationships to clarify the phases of the mentoring relationships. Through in-depth interviews, Kram identified four predictable phases of mentoring which are initiation, cultivation, separation, and redefinition (p. 614). The first stage is called initiation and it is when the relationship begins or starts. The senior manager is admired and respected for his or her abilities, and capacity to provide support and guidance. This stage usually lasts from six months to a year.

As the relationship progresses it moves into the cultivation phase. This stage usually lasts from two to five years. This is the stage in which the range of career and psychosocial functions reach their full potential. Kram (1983) notes, "through career functions, including sponsorship, coaching, protection, exposure and visibility,
and challenging work assignments, a young manager is assisted in learning the ropes of organizational life and preparing for advancement opportunities" (p. 614). Role-modeling, acceptance and confirmation, counseling, and friendship are the psychosocial functions where a protege is supported in developing a sense of confidence, competence, and effectiveness in the management role (p. 614).

After a period of two to five years, the mentor relationship moves into the third stage which is called separation. In this phase, the nature of the relationship changes because of organizational context or psychosocial changes for the individuals. It is a time for the pair to assess the nature of their relationship as it becomes less central in both of their lives. (p. 618).

The last stage is redefinition in which the relationship evolves into a new form or ends entirely. When two individuals achieve peer status, there is usually discomfort at first as they adjust to their new roles, but soon it can become a strong friendship. Kram's (1983) work has become a model for others to use in their research. Other researchers have studied her notion of career and psychosocial functions of mentoring relationships (Burke, 1984; Shockett and Haring-Hidore, 1985; Noe, 1988). Each of the researchers concluded that these functions do exist.
Career and Psychosocial Functions

Burke (1984) studied 51 male proteges and 8 female proteges and found the females reported that their mentors served greater psychological functions whereas males reported their mentors had greater influence on their career choices. Schockett and Haring-Hidore (1985) concluded from their study that there are two types of mentoring functions, psychosocial and vocational (career). Psychosocial functions enable the protege to clarify his or her sense of identity and develop a greater sense of competence and self worth (p. 630). Psychosocial functions include role modeling, encouraging, and counseling. Vocational functions aid a protege in adjusting and advancing in an occupation. Vocational functions include educating, consulting/coaching, sponsoring, and protecting (Schockett and Haring-Hidore, 1985, p. 627-628). Noe (1988) also supported Kram’s research on career and psychosocial functions. Through a factor analysis, subjects were able to identify the functions. He found that proteges reported receiving beneficial psychosocial outcomes but limited career functions (sponsorship, coaching, and protection).

Auster (1984) looks at mentoring from a social exchange perspective. From this perspective, mentoring can be viewed as an "interaction between persons that emphasizes an"
exchange of non-material goods" (p. 144). A mentor provides the protege with extrinsic rewards and resources as well as intrinsic satisfactions (career and psychological functions). The mentor also receives rewards such as being complimented when the protege becomes recognized for his or her achievements. The mentor may be recognized for having taken part in the growth and development of the protege.

**Degrees of Mentoring**

Fox, Rothrock, and Skelton (1992) distinguished among degrees of mentoring. Mentoring was on the end of a continuum with role modeling at the other end and preceptor in the middle. Mentoring was considered the more developed type of relationship at the end of the continuum. Role modeling is the simplest type of relationship. It is characterized as being passive and usually the novice observes skills and copies behavior without understanding mentoring. A preceptor relationship is more active than role modeling and may be part of a formal training process. A mentor relationship was characterized as an active, intensely personal relationship. "One member guides and counsels, while both members share personal, and professional goals" (p. 86). Other researchers have identified skills rather than functions that a mentor must have.
Orth, Wilkinson, and Benfari (1987) identified four critical skills that a mentor must have: observational, analytical, interviewing, and feedback skills. A mentor must be able to monitor employees' performance, identify opportunities for employees to expand their capabilities and improve performance, ask questions, listen effectively, and provide constructive feedback (p.72). Orth et al. believe that to be an effective mentor, a manager must be very skilled at acquiring and using power, building and using relationships, and teaching and coaching others (p. 67).

Power Perceptions and Mentoring

Fagenson (1988) studied the power perceptions associated with being a protege. He identified sources of power which included: access to important people, organizational policy influence, and control of valued resources (p. 184). Results from this study supported the view that individuals's perceptions of power and their protege status are related. Mentored individuals reported having more organizational policy influence, greater access to important people, and greater resource power than nonmentored individuals (p. 190). Individuals who were mentored were found to report having more overall power than individuals who were not mentored, regardless of their sex and level in the organization. Thus, mentoring was helpful
to people in all levels in the organization.

**Negative Aspects of Mentoring**

Although mentoring has many positive aspects there are some dangers involved with such a relationship. Fury (1979) lists the following five dangers of mentor relationship in business setting: 1) The mentor could lose power or influence in organization; 2) The protege is limited to one other person's perspective; 3) The mentor could leave organization; 4) A male mentor could want sexual favors from the female protege; and 5) The protege could become attached to a "bad" mentor (p. 170). This suggests that there are some dangers to mentoring that proteges should be aware of before engaging in this type of relationship.

Weber (1980) suggested that mentoring could also be detrimental to the growth of the protege. Frey and Noller (1986) and Levinson (1978) caution against the dangers of an over-extended relationship especially among males and females. Clawson and Kram (1984) suggest that sexual outcomes of cross-gender relationships (being thought to be too intimate) is a reinforcement of historical biases against women in the workplace (p. 29).

Merrian (1983) notes that the motivation for a mentor relationship may not be positive. "Mentors may be unfulfilled individuals who try to live through an alter ego
in an attempt to gain some sort of immortality" (p. 163).
Proteges, on the other hand, may be compensating for an
unhappy childhood. Neither motivation for developing a
mentor relationship is healthy for the individuals involved.
Levinson (1978) warns against the tendency for a mentor to
make the protege a carbon copy of themselves.

Fox et al. (1992) noted that mentoring relationships
can breed conflict. The goal of the mentor should be to
help the protege towards professional independence. The
overprotective mentor may not encourage risk taking
behaviors and the protege can become too dependent (p. 866).
The mentor may also exploit the protege for his or her own
gains (Levinson, 1978). Although there are some negative
aspects to mentoring, most researchers agree that mentoring
has many positive traits. Because women are now entering
the workforce and moving up to higher management positions,
some researchers have turned their focus of study to women
and mentoring.

Women and Mentoring

A plethora of studies have been conducted in the area
concerning women and mentoring. The number of women seeking
management positions is increasing as a function of their
greater participation in the labor force. Female managers
are currently faced with a lack of upward mobility in
organizations (Ragins, 1989). Reich (1985) explains, "They (women) are making their presence felt in middle management as never before and now demand representation at the senior level" (p. 50). One explanation for this lack of participation at the senior level could relate to the lack of development of mentoring relationships for women (Brown, 1988; Burke, 1984; Cook, 1979; and Farris & Ragan, 1985). Zey (1984) observes, "By selecting a woman as a protege, a senior manager bestows de facto legitimacy on her. Since mentoring represents the senior manager's public commitment to the junior member, this brings the organization closer to the acceptance of women as bona fide members of its managerial power structure" (p. 115).

The number of mentoring relationships available to women, however, is not equivalent to the increasing number of women needing mentors (Noe, 1988; George and Kumnerow, 1981). Noe (1988) states, "without a mentor, women often are unable to understand the reality of the male-dominated business culture and they fail to obtain the sponsorship needed to identify them as highly directed and to direct them to career advancement" (p. 65). The mentoring function for promoting upward mobility is particularly critical for women. Women need mentors at two crucial points in their career; first, in the early phases and then, when it is time
for the final push to the top (Halcomb, 1980). Female managers are often faced with greater organizational, interpersonal, and individual barriers to advancement (Ragins, 1989; Brown, 1979; Epstein, 1975; Finkelstein, 1981; Nieva & Gutek, 1981; and Smith & Grenier, 1982).

Missisran (1982) believes that one reason that mentoring has not been related to women in the past is because the career years of adulthood for men correspond to the early career years, but such a relationship may not hold true for women. Women may begin their careers later, experience more frequent interruptions due to family matters, and have fewer career advancement opportunities. Factors associated with women and mentoring including availability of mentors, perceived barriers to the relationship and career success will be discussed in this section.

Kelly et al. (1991) studied the career development of men and women in state government from six states across the United States. Survey results indicated that "men continue to hold disproportionately more elite positions in state administration systems, but there is progress being made including women in higher echelon jobs" (p. 402).

One of the reasons given for the progress for women is their ability to develop mentoring relationships. "Mentors
are critically important for helping men and women climb the career ladders" (Kelly et al., 1991, p. 408). One of the problems they encountered is the lack of potential female mentors at the higher level positions. "Women benefit three times when they have access to women in top positions because they not only benefit from learning skills, they also learn that their sex does not preclude them from achieving higher ranks; and experiencing women in high positions teaches men that women are capable of performing at that level" (p. 411). This suggests that mentoring can be an important tool in advancement for women.

Wolfe (1992) insisted that mentoring is a critical element to the future success of women. She states, "We need to help one another and stop seeing each other as potential professional rivals" (p. 37). Because of the lack of women in the higher positions, it is essential for those women who have obtained higher positions to help other women succeed. Reich (1985) found that many women in his study felt a responsibility to assist high potential women in advancing their careers. Vertz (1985) found that women in advanced positions were unique in that on the average, women in upper level positions have more non-traditional attitudes toward the role of women than do any other group in the organization she studied. Because they have more non-
traditional attitudes, they may have more success in their careers.

Although mentoring may be critical for women, many researchers conclude that women face more barriers to obtaining a mentor than men (Kram, 1985; Noe, 1988; Ragins & Cotton, 1991). These perceived barriers may account for the lack of developing mentoring relationships and career success for women. "According to theorists, women face gender-related interpersonal and organizational barriers that may prevent them from developing relationships with potential mentors" (Ragins and Cotton, 1991, p. 939). Because of the lack of female mentors, potential proteges must turn to cross-gender relationships.

Ragins and Cotton (1991) proposed three reasons for expecting there to be gender differences in perceived barriers to obtaining mentors. First, women may be reluctant to initiate a relationship with a man for fear that the mentor or others in the organization will view the relationship as a sexual one (Bowen, 1985; Fitt & Newton, 1981). A second reason may result from traditional role expectations. A man is generally viewed as aggressive and a woman as passive, thus it may be difficult for a woman to initiate cross-gender relationships. The third reason is that women have fewer formal and informal opportunities than
men for developing these relationships. Mentors may select proteges on their visibility and since women are usually seen in lower level positions they may not have the opportunity to get involved with projects that make them visible (Zey, 1984; Hunt & Michael, 1983).

Ragins and Cotton (1991) show results from their study which indicated that women perceived the presence of more barriers than men. However, in spite of the barriers, women did not suffer from men in initiating mentoring relationships or in their views about who is responsible for initiating the mentoring relationship (p. 948). Ironically, although the women in this study perceived more barriers than men, they were just as likely to actually obtain mentors. One explanation for this finding is that women are aware of the barriers and exert extra effort to overcome them. Noe (1988) believes that female proteges work hard because they are aware of the possible negative outcomes that are believed to result from cross-gender relationships at work (p. 475).

Many aspects of mentoring have been examined by researchers as identified by this literature review. The definitions have been conceptualized to fit the various types of mentoring and the functions and stages have been developed to help distinguish the process of mentoring from
other types of relationships. The benefits of mentoring are many and the disadvantages are few. Being aware of them can serve as guidelines for individuals involved in mentoring relationships.

One aspect in mentoring that has not received much attention is the nature of mentoring in specific occupational settings. Researchers have looked at teaching and nursing but there are many other occupations where mentoring can be a positive addition to the training and development of employees (Galvez-Hjornevik, 1986; Merriam, 1983). For the purpose of this study, real estate agents were chosen as a population to sample. The objective was to discover how mentoring takes place in a particular occupation.

As the technical aspects of real estate activities become more complex, real estate offices require an increasing number of people properly trained to handle the transactions of the business. According to Galaty, Allaway, and Kyle (1991), "The highly complex and competitive nature of our society requires the real estate person to be an expert in a number of fields" (p. 3). Because of the nature of the business and its increase in area of specialization, mentors may become needed to serve as role models in the real estate industry.
A real estate office usually consists of a broker/owner(s) and a sales staff. "A broker engages salespeople, determines their compensation, and directs their activities" (Galaty, et al. 1991, p. 37). A person licensed to perform real estate activities on behalf of a licensed real estate broker is known as a real estate salesperson. A salesperson under a broker is responsible only to that broker.

One of the reasons the real estate industry was chosen was because the broker depends on the sales staff for his or her revenue. A mentoring relationship would be quite beneficial in this situation, not only to encourage employees to make sales transactions, but also to promote a healthy environment within a competitive field.

Another reason the real estate industry was chosen as a population to study is the steady increase in the number of women entering this field. This is one business where women are becoming very successful. According to a recent statistic, 75% of successful realtors nationally are women (Frost, 1992, p. A1). Women are successful in this business because the profession offers flexibility in their daily schedules (Frost, 1993, p. A3). More and more women are entering this field and becoming successful. One reason may be the freedom they have to design their own work schedule.
The nature of the business allows women to excel in such a field.

Based upon the literature review and the lack of information on specific careers and mentoring, the following study examines mentoring relationships in the real estate industry. Because of the strong relationship of mentors and career success, as discussed in past research, two research questions were proposed with regard to local real estate professionals:

R1: To what extent is mentoring a part of the real estate profession?

R2: What are the qualities of those mentoring relationships?

Methodology

Subjects

Real estate agents in the Charleston and Mattoon, Illinois area were subjects pooled for this investigation. The local phone directory was used to gather names and addresses of the agents and their place of employment. Real estate offices that did not list the names of the agents were then visited by the researcher to hand deliver survey material. Respondents' identities were kept anonymous, as they had been assured confidentiality. The last question on the questionnaire asked for volunteers to participate in
follow-up interviews with the researcher. Only then were the names of the respondents revealed. A total of sixty-three surveys were sent out and twenty-seven were returned. Fifteen respondents were female and ten respondents were male. This yielded a response rate of .428 or 42%. From the original sample, two surveys were incomplete and were not useable for statistical analysis.

**Instruments**

**Survey**

A questionnaire investigating the functions and qualities of the mentor relationship was used in this study. The content of the questionnaire included a Mentoring Scale developed by Dreher and Ash (1991). This scale was constructed by selecting items from previous research on psychosocial and career functions (Kram, 1983; Noe, 1988; Whitely et al., 1988). The scale was tested by Dreher and Ash (1991) for validity and reliability using a factor analysis.

The survey of mentoring relationships (see Appendix A) contained a demographic section, the Mentoring Scale, rating items regarding the mentor’s relationship to the protege and two open ended questions on the characteristics of the mentor and the nature of the relationship. The purpose of the survey was to discover whether mentoring occurred in the
real estate business and to assess the nature of these relationships. One package of flavored coffee was included with each survey as an extra incentive to fill it out when they received it. Some respondents commented on the idea and how much they appreciated the coffee break.

Interviews

Interviews were conducted with six real estate agents to further investigate the nature of the mentoring relationships. The interviews lasted from twenty-five minutes to forty-five minutes depending on whether or not the respondent had a mentor. Interview questions included information regarding current position and duties, history of the mentoring relationship, functions of the relationship, women and mentoring, career success and current mentoring experiences for those interviewees who had a mentor. Interviewees who did not have a mentor participated in the study as well. The questions proposed to them included their current position and duties, their reasons for not having a mentor and their opinions on women and mentoring and career success. (See Appendix B)

The interviews were tape-recorded and transcribed for qualitative analysis. The interviews supplemented the surveys by providing more detail and richness to the quantitative answers.
Data Treatment

Cross-tabulations by gender were conducted using the SPSS software. No significance by gender was found using this measure. The demographic data is found on Tables 1 and 2. The descriptive statistics of the Mentoring Scale are found on Table 3 which include mean scores and standard deviations for each variable by gender. For the 18-item Mentoring Scale, t-tests by gender were conducted. T-tests are found on Table 4.

Results

Survey

Of the real estate agents who responded to the mentoring survey, 20 had mentors and 5 did not have mentors. Over 40% of the respondents were between the ages of thirty-six and forty-five years old. Seventy-two percent were full time and twenty-eight percent were part time employees. The demographic data of the respondents is found on Table 1.

Insert Table 1 about here

Of the respondents who had mentors, 70% of those mentors were male and 30% were female. Of the male respondents, 71% had male mentors and 29% had female mentors. Females also had more male mentors, with 69% of
the male mentors and 30% of the female mentors. A chi-square was performed but showed no statistical significance for gender of protege and mentor. The mentors were generally the boss or broker/owner in relation to the protege. Over 60% of the mentors were older than the protege. The characteristics of the mentor are found on Table 2 below.

Insert Table 2 about here

The Mentoring Scale included eighteen variables on the career and psychosocial functions of a mentor. The two variables with the greatest variance of means were:

1) introduced protege to other managers, and 2) increased contact with other managers. Other variables that had a marginal variance of means include the following: opportunity to learn new skills; helped meet new colleagues; helped protege finish tasks; protected protege from other managers; discussed protege's job concerns; and encouraged protege to try new ways of behaving.

Insert Table 3 about here
After t-tests were performed, results indicated four career functions showed statistical significance at the p > .05 level. Females scored higher on three variables which were: introduced to other managers, increased contact with other managers, and helped the protege meet new colleagues. The only variable in which males scored higher than females was the variable to help the protege finish tasks.

Insert Table 4 about here

The last two questions on the survey asked the respondents to list three adjectives to describe their mentor and the mentor-protege relationship. The qualitative terms are found on Tables 5 and 6. The three terms that received the highest number of responses for the description of the mentor were: professional, knowledgeable, and personable.

Insert Table 5 about here

The four terms that best described the nature of the relationship were as follows: a friend, professional, confidant and a good relationship.
The quantitative results did show that there are differences in the way males and females view the functions of mentors. These differences, such as the career and psychosocial function variables, are found in Table 3.

**Interviews**

Six interviews were conducted in the months of March and April of 1993 with six real estate agents from the Charleston and Mattoon area. Three of the interviewees had mentors and three did not. The interviews were tape recorded and transcribed for content analysis (See Appendices C-H). The content themes are found on Table 7.

All of the real estate agents, whether they had a mentor or not, had a strong idea of what a mentor was. The definitions are consistent with past research. Some functions include a teacher, an advisor, and a cheerleader. Two agents mentioned the idea that a mentor takes the protege "under their wing," to give them the benefit of their knowledge. It was also important for the mentor to
help the protege avoid the pitfalls or mistakes the mentor may have made and to teach them the "ropes." These themes were evident through the six various definitions of a mentor given by the agents.

The interviews will now be broken down into those who had mentors and those who did not have mentors to discuss the results of each situation. The questions that were asked in the interviews are found in Appendix B. Of the respondents that had mentors, two were sales associates and one was a broker/owner of the office. Of the respondents who did not have mentors, one was an appraiser; one was a sales associate; and the last was a broker/owner.

Respondents with Mentors

After the agents' positions and mentors' positions were discussed, questions were asked directly about the mentoring relationship. All three interviewees who had mentors ironically worked in the same office. The qualities of the mentors that attracted the proteges to pursue the relationships included factors such as honesty and the mentors' willingness to teach their sales staff.

They [mentors] gave 90% of their time to teaching their people how to do it with the intentions that we [sales staff] were going to make the money and do the work while they sat here and taught other people and took

The qualities that the proteges attributed to themselves that they believe attracted the mentor to them ranged from motivation to previous experience. One protege, who felt it was the mentor who saw a better opportunity for him and persuaded him to take it noted, "And he saw I could have a better opportunity with an established firm that had a more solid base in the community." (Interview S, 1993, p. 84). All agents commented on how tough this question was for them to answer since they really didn't know why the mentor chose them.

Mentors are thought to provide many benefits to the protege including knowledge, career advancement, or friendship. One of the proteges even attributed his/her level of success to having a mentor. Another person mentioned the mentor as a knowledge resource where he could gain information through the discussion of their experience.

Another benefit of a mentor-protege relationship is the fact that the mentor can teach the protege vital lessons. Two interviewees explained that the mentor taught them how to handle and treat people. Another agent said that the mentor taught him sound business practices.

Mentoring takes time and it is an investment in another person. Two agents felt that the mentor received a
monetary incentive from the relationship. "Hopefully we make each other a little money" (Interview B, 1993 p. 106). The other agent felt that his mentor got satisfaction from giving the protege part of his knowledge and hoping someday the protege would pass it along to someone else.

All three agents felt that the relationship with the mentor extended beyond the office. The agents socialized with their mentors but still maintained a professional atmosphere within the office.

Mentoring, like any other relationship changes over time. The agents were asked what the biggest change in their relationship was looking back to the beginning of it. These responses varied with each individual. One protege felt that his knowledge base expanded. Another felt that the mentor gave him sound advice in a troublesome time in his life.

Respondents without mentors

For the respondents who did not have mentors, questions regarding how they became introduced and competent in the field were asked. The three interviewees who did not have mentors attributed the reason for not having a mentor to circumstance. They did not have mentors because there was no one available to mentor them. The broker or person they worked for didn't have a strong knowledge base of the
business themselves. One person commented, "I thought I went into it [the business] with someone who knew what they were doing, but that wasn't true" (Interview G, 1993, p. 133).

The respondents who did not have mentors did not feel that their career was hindered because they didn't have a mentor. One agent felt that she was a better salesperson without it. She said, "you really don't learn without making your own mistakes" (Interview M, 1993, p. 119). The other agents felt that they were slower to come around and made more mistakes without a mentor. The last set of questions asked was posed to both groups.

Questions Posed to Both Groups

Another topic that was covered during the interviews was whether or not the proteges felt mentoring was encouraged in their field. Two of the respondents felt it was not encouraged or utilized in the field as much as it should be. One agent felt it was very encouraged in her office but not in other offices. One agent mentioned how if the broker is competing for sales that mentoring can't be encouraged.

I think you have a lot of companies where the broker/owner is competing with their salespeople. So I don't think that makes it conducive atmosphere to
Of the three agents who did not have mentors, one felt that mentoring takes too much time. She stated, "The time allowed and the structure of real estate... if you are going to succeed, you don’t have time to worry about what the other person is doing all of the time" (Interview M, 1993, p. 119).

Because of the vast amount of research that has been conducted about women and mentoring, this topic was an area of discussion with the interviewees. The majority of the agents felt that it makes no difference whether one is male or female in the real estate business. Real estate is unique because one’s income is based upon commission where women are on equal status with men. One agent added, "it’s strictly a commission business, so there is not favoritism and we don’t care who sells the house...we just want to sell it" (Interview S, 1993, p. 95). Women need mentors just as much as men and the agents really didn’t feel it was an issue in real estate.

The last topic discussed was mentoring and career success. Because of the relatively flat hierarchy of positions in real estate, career advancement benefits don’t seem apparent to an outsider. However, one agent spoke of how advancement in this business doesn’t mean job title but
rather success. The more sales one produces the more successful they are perceived to be. Two interviewees told how the mentor helped in career success and the one agent felt that the mentor helped him "expand his horizons" (Interview B, 1993, p. 105). Five of the six interviewees agreed that mentoring does make a difference in career success. One interviewee felt that mentors may help people become successful more quickly. "I don't think that a lot of people who don't have mentors still are successful, but it just takes a little longer" (Interview G, 1993, p. 134).

Results indicated that mentors can be beneficial to real estate agents and may help them become successful.

Limitations of the Study

It is important to note the limitations of the study before discussing the implication of the findings. The most important limitation to acknowledge is the small sample size. It was a local sample; different regions of the state or country may produce very different results. For these results to be generalized beyond this population, a much larger sample would need to be obtained. Surveying Central Illinois or even a national population of real estate agents would be helpful. A second limitation was due to the construction of some of the survey questions. One section that required rating important qualities of the mentor
relationship had to be left out of the analysis because it was filled out incorrectly by the respondents (see Appendix A, question # 29). Clearer directions could have helped correct this error. The last limitation was the development of content themes from interviews. It would be helpful to compare many more interviewees to discover patterns of themes rather than similar statements from respondents.

Discussion

Results indicated that 80% of all respondents had mentors. Mentors are important to have because they provide both career and psychosocial functions to the protege. The t-test indicated that women reported benefiting more from career functions than psychosocial functions which is not consistent with past research from Noe (1988) and Burke (1984). One reason for this may be that making contacts and meeting other colleagues are important aspects in real estate. The contacts that agents make may help them obtain revenue. One contact may bring a sales associate his or her next paycheck. Meeting colleagues at conventions and working on co-brokerage with other offices are very important aspects of selling real estate. These career aspects may supersede all other psychosocial functions, even though they are important. One aspect of career functions that men scored higher on than women was that the mentor
helped the protege with task functions. This point is supported in past research and suggests that men find task oriented behaviors more helpful from mentors than women (Burke, 1984).

Because mentoring was looked at in a particular occupation, questions regarding whether mentoring was encouraged or discouraged in real estate were asked to all interviewees. Most felt that it was neither encouraged nor discouraged but rather ignored or not acknowledged. One reason for this is the time factor involved with mentoring. It is difficult to devote so much time to a particular individual and sell real estate as well. Another reason that was given was that if brokers sell real estate as well as manage the office, then mentoring is unlikely to exist because of a conflict of interests. This is important because when brokers are competition with their sales forces, they may not have the time or motivation to be involved in mentoring. In the office where the three interviewees with mentors had worked, the brokers did not participate in selling. This may have contributed to an atmosphere more conducive to mentoring.

Kram (1983) conceptualized the stages of the mentoring relationship. From the three interviews conducted with the protege for the current study, it was concluded that each
reached the redefinition stage. Unfortunately, two of the mentors had passed away so it was difficult to assess the stage of the relationship before their deaths. Through the answers to various questions, descriptors such as "strong friendship" and "gives good advice" indicate that the relationships were probably in the redefinition stage. One woman indicated that, "you think that you don't need your mentor anymore, but I think you still do" (Interview D, 1993, p. 67). Mentors are more important in the beginning stages of the relationship but are still important throughout a person's career.

Another aspect of mentoring and real estate that was examined was women and mentoring. "Women are taking over the real estate field," one agent stated. Past research indicated that women perceived barriers to mentoring (Ragins and Cotton, 1991). In this field, however, especially because of the number of women involved, none of the barriers was mentioned by the women interviewed. This sample only contained two women so this may not be the case in a larger sample. The occupation may have something to do with the lack of perceived barriers as well. All agents interviewed really felt that gender made no difference as salespersons. More and more women are owning and operating offices who may begin mentoring their sales staff. This
also a unique field for women because of the commission pay scale. Women can earn just as much money as men because it is all based on how much they sell. Women may experience positive mentoring relationships in real estate. The brokers have a monetary incentive to help their sales staff be as productive as possible.

Conclusion

Conclusions from this study indicate that mentoring does take place within the particular occupational setting of real estate. It can be a valuable tool for broker/owners to take time to mentor their sales staff so they in turn can make a profit for them. Women are seen as a positive influence in the real estate industry and could continue to find mentors and succeed in the future. The occupation is unique in its lack of visible discrimination for women which makes them less vulnerable to barriers cited in other research (Raggins and Cotton, 1991; Noe, 1988).

Suggestions for Future Research

Some suggestions for future research include: 1) Sample an entire region or take national sample of real estate agents to discover if mentors are prevalent in the field. 2) Sample only female agents to see if they perceive barriers to mentoring. 3) Conduct this type of study on several different commission sales occupations to see if
there are similar conclusions. It would be interesting to see if the product influences success by gender. Selling homes is primarily geared toward women as consumers but other products such as automobiles or insurance may reflect different results. These types of follow-up research would be helpful to determine if mentoring is prevalent in specific occupations and what the similar qualities are within those mentoring relationships.

Some of the benefits the interviewees mentioned included learning from mentor's past experiences and using the mentor as a knowledge resource. Some psychosocial functions included giving sound advice, motivation proteges, and friendship. All of these aspects are important to career development.
REFERENCES


Mentoring Relationships


Appendix A

Mentoring Survey

For purposes of this study, a mentor is defined as: someone who provides guidance, promotes skill development, and helps the novice learn the technical and political ropes of the business. Please keep this in mind as you respond to the following items:

1. Gender: ___ Male ___ Female

   ___ 36-40 ___ 41-45 ___ 46-50 ___ 51-55
   ___ 56-60 ___ 61-64 ___ 65 and over

3. Years of experience in real estate? _____ Years

4. Currently do you work full time or part time?
   ___ Full Time ___ Part Time

5. Do you feel you have or have had a mentor in your field?
   ___ Yes ___ No

*If your response is yes, please move on to question number 6.*
*If your response is no, please answer the following questions:*

5a. Why didn’t you have a mentor?

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

5b. How could you have benefitted from a mentor?

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

Please skip to question # 33
6. What gender is/was your mentor?  ___ Male  ___ Female

7. Is/was your mentor  ___ Older  ___ Younger  ___ Same Age in relation to yourself?

8. What is/was your mentor's relationship to you?
   ___ Boss  ___ Teacher  ___ Co-Worker
   ___ Other (please describe) ____________________________

9. Are you currently in contact with your mentor?
   ___ Yes  ___ No

10. How long have you known your mentor? ________ Years

Please place the number on the line that best fits with your response to questions 11-28.

   DOES NOT APPLY AT MY OFFICE = 0
   NOT AT ALL = 1
   TO A SMALL EXTENT = 2
   TO SOME EXTENT = 3
   TO A LARGE EXTENT = 4
   TO A VERY LARGE EXTENT = 5

To what extent has a mentor:

___ 11. Given or recommended you for challenging assignments that present opportunities to learn new skills?

___ 12. Given or recommended you for assignments that required personal contact with managers in different parts of the company?

___ 13. Given or recommended you for assignments that increased your contact with higher level managers?

___ 14. Given or recommended you for assignments that helped you meet new colleagues?

___ 15. Helped you finish assignments/tasks or meet deadlines that otherwise would have been difficult to complete?

___ 16. Protected you from working with other managers or work units before you knew about their likes/dislikes, opinions on controversial topics, and the nature of the political environment?
Mentoring Relationships

17. Gone out of his/her way to promote your career interests?
18. Kept you informed about what is going on at higher levels in the company or how external conditions are influencing the company?
19. Conveyed feelings of respect for you as an individual?
20. Conveyed empathy for the concerns and feelings you have discussed with him/her?
21. Encouraged you to talk openly about anxiety and fears that detract you from your work?
22. Shared personal experiences as an alternative perspective to your problems?
23. Discussed your questions and concerns regarding feelings of competence, commitment to advancement, relationship with peers and supervisors, or work/family conflicts?
24. Shared history of his/her career with you?
25. Encouraged you to prepare for advancement?
26. Encouraged you to try new ways of behaving on the job?
27. Served as a role model?
28. Displayed attitudes and values similar to your own?

29. In what ways has your mentor been most valuable to you?
   Please rank the following categories from most valuable (1) to least valuable (6).
   - Introduced me to influential people (Helped make contacts)
   - Warned me of potential pitfalls on the job.
   - Provided professional information.
   - Provided constructive criticism.
   - Was friendly and considerate.
   - Helped to promote and advance my career.
   - Other (please describe)

30. Does your office have an organized mentoring program?
   - Yes  ____  No
31. What are three words you would use to describe your mentor?
   1. ______________________
   2. ______________________
   3. ______________________

32. What are three words you would use to describe your relationship with your mentor?
   1. ______________________
   2. ______________________
   3. ______________________

33. To further investigate mentoring relationships, I will be conducting follow up interviews with cooperative realtors. If you would be willing to participate in a 30 minute interview for this project, please list the dates and times that you are available.
   Name:__________________________________________
   __________________________
   __________________________
   __________________________
   __________________________

Thank you so much for taking time to fill out this survey. All answers will remain confidential and anonymous. If you are interested in the results of this thesis project, please contact Angela Sweeney of the Speech Communication Department at Eastern Illinois University. (217) 345-2781.
Appendix B

Mentoring Relationship Interview Questions

HAS HAD A MENTOR:

CAREER INFORMATION

1. What is your current position?
2. What are the general functions, duties, and responsibilities of your position?
3. Could you fill me in on other places, offices that you have worked in the past prior to your current job?
4. What is your understanding of what a mentor is?

HISTORY OF MENTORING RELATIONSHIP

5. When did you first come in contact with your mentor? (Was it during your school days, your first job, this job?)
   How long ago was this?
6. What was your position at that time?
7. What was your mentor’s position at that time?
   Is it (position) the same as it was when you first met him/her or did that person change positions since you first met?
8. How exactly did you meet your mentor, and who actually took the step in establishing this relationship? (please discuss)
9. What qualities in the mentor attracted you to him/her?
10. And conversely, what qualities do you think your mentor first saw that encouraged him/her to pursue this relationship?
11. Have you maintained contact with your mentor?
12. Have you had more than one mentor? (please describe)

FUNCTIONS OF THE MENTORING RELATIONSHIP

13. What would you say has been the outstanding benefit that you have received from being in a mentor relationship? This can refer to career benefits, personal benefits, or any other positive results that come in mind.
14. One benefit may be teaching, what has your mentor taught you?
15. How has your mentor helped in career development and advancement?
16. Mentors have been known to provide psychological help to their proteges. Do you remember any times when you relied on your mentor for personal strength or warmth in the form of confidence building, pep talks?
17. What do you think your mentor gets from this relationship, either professionally or personally?
18. Does your relationship extend beyond the office?
19. Mentoring, like any other relationship, changes over time. If you were comparing your relationship to your mentor from the initial stages to where it is now, what
would you say have been the biggest changes? (are you
closer, friendlier, etc.)

20. How long do you perceive your relationship lasting, or
has it ended?

21. Would you say that mentoring is encouraged or
discouraged in your field?

WOMEN AND MENTORING:

22. Some studies suggest that one of the drawbacks for women
entering the workforce is the fact that the social and
occupational networks are not as accessible for a woman
as they are for a man. Based on this fact, would you
say that a mentor is more important for success for a
woman than for a man?

23. In your opinion, does being a woman affect your
relationship with your mentor?

24. Do you think your relationship with your mentor would be
different if you were a man?

MENTORING AND SUCCESS:

25. Do you think having a mentor makes a difference in
career success?

26. What would you tell a person entering your field about
mentoring?

BEING A MENTOR:

27. Have you been a mentor yourself?
28. How have you helped your protege?

29. Do you think demands from your own organization/field have interfered with your relationship with your protege?

30. Have you been a mentor for a man or a woman? Do you feel gender makes a difference in mentoring relationships/success?

31. Is there anything on this issue that you would like to add that I didn’t cover?
DID NOT HAVE A MENTOR

1. How were you introduced to this field?
2. What is your understanding of what a mentor is?
3. Was there anyone who helped you understand your duties and responsibilities of your job?
4. With so many women entering the real estate field, how do you feel about women and mentoring? Do they need mentors more than men?
5. Do you feel that being a women had anything to do with not establishing a mentor relationship? Do you think that it is easier for men to have mentors?
6. Do you think that your career was hindered because you didn't have a mentor?
7. Have you been a mentor to anyone in your field?
8. Do you feel that because your field is such a competitive one that it hinders people from mentoring?
9. Do you believe that people are more successful when they have had mentoring relationships?
10. What would you tell a new person entering your field about mentoring?
11. Is there anything on this issue that you would like to add that I didn't cover?
Note. All references to names and/or companies have been blocked out to insure the confidentiality of the respondents.

GENDER= FEMALE
POSITION= REALTOR ASSOCIATE/OFFICE MANAGER

Began taking classes at ***** then passed state exams
Started working at ***** in 1980 and has stayed there ever since.

WHEN DID YOU FIRST COME IN CONTACT WITH YOUR MENTOR?
(1980)

"When you take your real estate test, and when you finish your course wherever you take it, you don't know hardly anything about selling real estate. You have to go in with someone that is going to teach you and you have to have a lot of people skills and if you don't have those skills; nobody can teach you, I think. "We find that a lot when people come in, and if they are never going to have those people skills, it is very hard to teach people, but you can do it. Some of the most quiet shy women came into this office and became great sales people because they were taught well. So mentoring is really, 90% part of this job, but nobody ever looks at it that way."
WHAT WAS THE POSITION OF YOUR MENTOR AT THE TIME YOU FIRST WERE INTRODUCED TO HIM?

***** was the co-broker/owner at the time. He had been pushing 60 years old and been in real estate many more years and his knowledge and experience had helped us a lot.

WHAT IS YOUR UNDERSTANDING OF WHAT A MENTOR IS?

Someone who basically tells you, teaches you, instructs you, to what they have learned in the business to make you more productive and know what to do. I see a lot of offices where these people come in (we have a week course in St. Louis that we have to take) but a week course will not teach you. When I have a new person, which right now I do. I have a brand new girl who I think has a lot of potential, I just can’t emphasize enough to her to just come in here and just sit and watch, because that is the only way you are going to learn this business. Every day there is something new happening that we don’t know how to handle ourselves. So basically, you have to have the experience.

WHAT ARE THE QUALITIES OF YOUR MENTOR THAT ATTRACTED YOU TO HIM?

Well at the time, I wasn’t all that serious about becoming successful in this business but as I stayed with this office, I soon realized and I know I’m prejudice again, but
I realized we were getting much more training, much more help, much more time put with us. The key to this is our two brokers ***** and ***** did not participate in selling real estate themselves. They gave 90% of their time to teaching their people how to do it with the intentions that we were going to make the money and do the work while they sat here and taught other people and took care of the books, and took care of the business end of it letting us bring in the money. And you probably know, in most offices, the office obtains half of the fee. By doing that we now have ten, very productive people, and **** to this day, even though he is 42 and still very capable of still working he does not actively go out and show a property or list a property. Now if you are in this business a long time, you have people who want you and only you, so if somebody calls and asks him to list or show a house, he will certainly do it. His listings are more than his showings, but he basically, if a call comes into our office and no one asks for a specific agent it belongs to the person who is doing "floor time" at that time, or if a referral comes in to him through another ***** office or just an acquaintance, he gives it to the person he thinks can handle it best. He does not try to take it. I think in all other offices in ***** with the exception of one, the broker is in
competition with the sales people. I'm not saying that they still don't try to train you, but to be quite honest, there is no way you can give good training and still be active in this business—just takes too much time to do that.

**WHAT QUALITIES DO YOU THINK YOUR MENTOR SAW IN YOU THAT ENCOURAGED HIM TO PURSUE THE RELATIONSHIP?**

If a person comes in and has the wrong attitude or not the willingness to learn, it is easy to give up on them fast. You can be (and I don't mean this cruelly) but you can be a very dumb person, intelligent wise, and be successful in real estate. We don't like that, we don't go around recruiting people that aren't intelligent but if a person has the perseverance to want to make money in this business, they will make it. I don't think I was any more intelligent but I think that I was motivated enough. If you are a goal oriented person, and if you have that desire to learn, it is very easy to help the people learn. Just like this new girl, she is good and I think she will be good but I've been wrong before. I had one lady that took notes constantly, and I thought this was a big sign of being excellent. I found out all she did was take notes and never did them. So you have to put your note pad down eventually and do what you're writing down, what you are going to do. So I'm learning to that you can't judge people, like I say we have
had people come in that are so shy and you interview them and you think this will never work and if they have the motivation to make money and help people, and sell real estate, they will do that. So I think that basically you know as long as they have been in the business, they knew that I and a lot of others wanted to learn and that makes it all the more easier.

**HAVE YOU HAD MORE THAN ONE MENTOR?**

***** was in the office constantly. He was a farmer that had all of his farm land farmed out by someone else, so he had all the time in the world to be here. He also went out with me, I can remember on my appointments in the beginning to help as well, ***** did but I would say they were equal. And by the time that ***** passed away, I was in the business eight years and I felt like I knew everything and you don´t. But I probably at that time, didn´t think I needed a mentor at that time, but you really still do all the way along I think. And since ***** has passed away, I rely a lot on *****, but we have people in the office 4-5 years that are still asking (questions). We all ask each other questions every day. There is nobody that knows everything in this business.

**WHAT HAS BEEN THE OUTSTANDING BENEFIT THAT YOU HAVE RECEIVED FROM BEING IN A MENTOR RELATIONSHIP?**
The outstanding benefit is, I think that if I had been in another office where I know now what these people are like and how little help they give their people, I would not be in the business today. I would have never succeeded to the degree I have. And in Mattoon, a lot of people say (think) that is not much but it depends on your area. I have been constantly doing well in the business, and definitely if I had chosen another office, which I came close to doing, that office has since fallen apart, they are not even together. And I think that if I had chose another office I would have gone by the wayside too and never stayed with this job. Certainly not to the degree that I did. There are other agents, one in particular in town that has produced more than I and there are all kinds of reasons for that and obviously she is not with this office but it was not her training in her office that led her to her success. She had previous people oriented sales training and she knew what to do right off the bat, which is usually not the case when they come in.

ONE BENEFIT MAY BE TEACHING, WHAT HAS YOUR MENTOR TAUGHT YOU. WHAT WAS THE MOST BENEFICIAL PART OF HIS TEACHING?

Probably not the legal aspects of the job or the school type learning. How to handle people, how to treat people. Our big philosophy here is honesty and you may have discovered
in this field, that can be shaky. And you have to treat everybody just the way you want to be treated. And I know when I work, we do a lot of co-brokage with other offices, when you work with people and see what they are doing, not only do they not know the laws, which are so important right now, that's again, the school part, but they don't know how to handle these people. You must disclose everything, you must do everything, and this was constantly bred into me to know how to do that. And I think that's the biggest part that gets people coming back to us, consistently and the referral network that we have that people are happy with us and we think without them doing that, is obvious that the others are not doing that and so these people are never getting that knowledge.

**HOW HAS YOUR MENTOR HELPED IN CAREER DEVELOPMENT AND ADVANCEMENT?**

I would have not had sought to receive my broker license. Advancement in this job does not necessarily mean your job title, it just means your success and again, I don't think I would have ever wanted to be as successful or would have done it without them teaching me how to do it. And that's why you see so many people, and we have people that come and go and the bad part of this job is that you have people interview and it is very hard to turn somebody
Mentoring Relationships

down. And you can make wrong impressions and but if they come in and within six months if they are not actively producing something whether it's monetary. What we call producing is going out, seeing people, trying, I should say, then they are not going to be in the business very long and we have seen people like that. The person has to be motivated too.

MENTORS ARE KNOWN TO PROVIDE PSYCHOLOGICAL HELP TO THEIR PROTEGES. CAN YOU THINK OF A TIME WHEN YOU RELIED ON YOUR MENTOR FOR PERSONAL STRENGTH?

Very much so, this is a very psychological career. You've got to be sometimes nuts to be in it. For example, this contract that I am working on, I've worked forty hours on it, trying to get two people to come together. Now supposedly this morning they have come together. It could just as easily fall apart. You have to keep yourself psyched up constantly that this is going to happen and when it happens, don't be discouraged. One lady in the office last year who had approximately six transactions just crumble over silly things all in a row. If she wasn't *psyched up to know that this is going to happen and there is good one around the corner, she would have obviously quit or lose your mind. They (mentors) were always there to pick you up and say something good was going to happen and it
will. There are times when I don’t have a single closing. As of yesterday, now I have three for April, but they may not come together. But you are sitting here thinking what am I going to do in April for income and all of the sudden you’ve got it and it can just as easily not come. It is a very psychological job and you’ve got to know that, be able to handle it, financially - some people can’t handle it. That is the hardest part of getting started in real estate. If you need a job that is going to give you a pay check in two weeks, you don’t have it here. So you’ve got to psyched up from the very beginning. It’s hard when you have no income which I guess, points back to the fact that some of these brokers have to go out and work clients themselves. They haven’t had the opportunity to train people to do it for them so it’s probably no fault of their own the way they run their office.

**WHAT DO YOU THINK YOUR MENTOR RECEIVED FROM YOUR RELATIONSHIP?**

Besides from marrying me? It’s not so unusual in this business if you’ve looked. I think it is because it is such a psychological thing, you are leaning on each other constantly and if the situation is there, I guess some people take it. There are many offices, I know there are 2-3 in ***** and 2 in ***** that have husbands and
wives involved in the business. I don't know if that is good. What did he get from me? A lot of income. Because I was good. Because obviously if you are going to mentor someone, that is why I am mentoring Jane. I want her to produce and make money because she is making me money. And she is getting what she wants. Quite honestly, that's where some real estate people fail, I've seen it happen. If you think you're too great, you'll fall. Not to say you go off and open your own business; it's a part of this business. You want six or seven people who are producing great, if they all went off and opened their own business, you would fall. It's very hard to open your own office, I don't think any of us realize how hard. He got from me the same thing I am trying to get from Jane or anybody here, I am helping them with the intention that they will be successful. Therefore I'm successful. Our situation is a little different because we were married three years ago and I still don't consider myself the owner of this office. I still maintain my own income based on what I do. I have two children, one college and one in high school and I am supporting them through their schooling and Steve is not. I still have to have my income. We are really not into your money is my money, we are still a little bit separated. But if I thought I could go out and start my own, I don't think
I would be near as successful. I'm too lazy to do that anyway. I'm much more comfortable to stay where I am at.

Our business is getting so law oriented that if you don't teach your people right, they are going to get you in trouble too. A lot of these people have other people floating around that don't know exactly what they are doing which can cause them to fall too. I don't want any part of that. I don't want to take the time to be the person that has to mentor everyone else. I don't mind on the basis I am doing it here but if were to have to do it full time, I don't want to do that. I still need income.

DID YOUR RELATIONSHIP WITH YOUR MENTOR EXTEND BEYOND THE OFFICE?

Well obviously when you work real closely with someone for a number of years and you get real close to him, his death was real hard for me. But no, his wife is an absolutely unbelievable person, who when he was here, she would bring us each a birthday present on our birthday. It was a family type atmosphere but she encouraged that. And to this day, we visit her and exchange Christmas presents with her. ***** and ***** were more like father and son. Obviously I probably still do that now that I am married to *****. Maybe I would not have done that if I had not married him. But on the whole, I would say no. ***** and
always made a point to keep a distance. We'd have a Christmas party and that was about it. He (*****) now golfs with one person in the office and even that has its problems. You have to keep a distance, obviously we didn't keep a distance. That's very contradictory to what I am saying. But I don't think my situation is any different than any situation in which somebody marries someone they work with. It didn't have anything to do with how well he taught me real estate or how good of a mentor he was, I don't think that had anything to do with it. As far as with *****, it is very easy to say it was a business thing, on the other hand it was like any office situation where you become more like a little family.

IF YOU COMPARED YOUR MENTORING RELATIONSHIPS FROM THE BEGINNING STAGE TO THE END STAGE, WHAT DO YOU FEEL IS THE BIGGEST CHANGE?

Well strictly going on business, I don't think in this business you ever see an end. You are constantly asking for advice. I now feel capable of giving advice. I think you become a mentor very quickly, within three years, that you can be a mentor to the next person joining the office. But I think I would still call Steve my mentor at this job.

IS MENTORING ENCOURAGED OR DISCOURAGED IN THE FIELD?

Very encouraged here, there is no way you can do it without
it. We are currently doing a mentoring program with the high school. We have a boy, he is a senior and he thinks he might want to go into real estate so ***** took time to say "I will do this." ***** comes in about twice a month and spends probably two hours with *****. ***** has taken him on some appointments. The high school is promoting this and I think it is terrific thing. We went to the breakfast to kick this program off. The teachers were there and everything and I wish they would have had that when I was in high school. It would be neat to go around and mentor with several people to see what you want to do. But we encourage it very much, not only in that kind of situation which is brand new. Definitely around here, everyone is encouraged to help the next person. You sometimes get a salesperson who may not want to take the time to help the new person but they soon realize the more people you have in your office, the more productive you’re going to be. The more people they are going to bring in to give you a listing or a show. I think the day of the one man real estate office is gone. There is no such thing in *****. and eight years ago there were four of those. So we were the first office to take a franchise type operation and we were the first office to try to get more people in, teach them, and let them do the work so to speak to bring the income.
WOMEN AND MENTORING

DO YOU FEEL IT IS MORE IMPORTANT FOR

WOMEN TO HAVE MENTORS THEN MEN?

I see no difference in this field. It's a fact that women have taken over the real estate field. **laughs** and calls himself a dinosaur in the industry because there aren't that many men. I don't know why that is except for the crucial times that came in the early eighties when you couldn't make a very good living and men were the sole supporters of their family, they had to give it up and go it to something else on a hourly rate or whatever to so that they had an income. And women are the majority. When we go to conventions, we are seeing more men getting back into this but no, the men need mentors just as much in this field. It's like any new field, I don't see any difference in that. And women, quite honestly being prejudice again, I think women have a better feel for what people want in a home. They are just as in tune to what is happening in financing today because women are taking over paying the bills and what not. I see very few families where the woman is not at least equal to the man in what she is going to have to know to buy a house. And I think the real estate women keep up with that better. Women to me are just more patient to handle people to make it through all these times,
understanding. As far as mentoring, I don’t see anything. Maybe back when ***** started in 1971, and back then (at least in Mattoon), the majority were men in the field. You still had to have one and he had a mentor.

DO YOU THINK MENTORING IS THE KEY TO SUCCESS?
Definitely yes, I don’t know how you could be in the business without one. Like I say, you can go to ******, you can pass your test and you can walk in here, and I can guarantee you can’t sell anything.

DO YOU THINK BEING A WOMAN AFFECTED YOUR RELATIONSHIP WITH YOUR MENTOR?
Well there is always that. I don’t think no matter what we try to do you are ever going get apart from being a woman. When you put women and men together. I think it’s always going to be, they’re going to be affected. I have a problem with customers even who don’t want to... I don’t have customers who don’t want to deal with women. But you see a definite...(difference), if you put a woman on one side of our room, it’s just the same old thing. They want to deal with someone they find pleasant, attractive. I don’t mean beautiful in the sense.. but I have had women attracted the same old thing. I’d love to be attractive enough to get all the business. I think this business is very affected by the appearance of the person. The most overweight real estate
person or unattractive person can do a much better job than some of these young people who can’t but we are still in that appearance oriented business.

**WHAT WOULD YOU TELL A PERSON ENTERING YOUR FIELD ABOUT MENTORING?**

That it is going to be the most important thing that they’re going to have to take part in. They are going to have to let someone tell them what to do. I’m really not good at that. I tend to be bossy, I don’t mean to be bossy, I just mean to say “hey I’m going to save you a lot of time, you don’t have to stumble here because I did. And this is what is going to happen and you better learn from my mistakes.”

But every new person that comes in, like *****, is encouraged to come in here, if nothing else just to watch. Maybe rather boring at times, but watch how people answer the phone, watch how people respond when somebody comes in. I still have people here in town that are more successful then me volume wise, and I learn from them. So watch what they do. Our girls were taught in here to send a gift to the people after we close on a loan. If you don’t want to spend that money, you don’t have to, but we are telling you that is the right thing to do to get more business in the future. That twenty dollar gift may get you another customer that may bring you another $1200 check. So very
definitely, that's most important thing you can do to learn this business is to have a mentor. We have never really called them that, and basically we just knew that's what you do.

**HAVE YOU BEEN A MENTOR TO ANYONE ELSE BESIDES ****?**

Yes, I think without being officially titled. Sure, ****, ****, ******. I really think I have been. Some of them will not serve as good of a mentor to the new people. They don't have as much to gain financially as **** and I do for these people to be successful. Now we have a very good relationship with everybody in the office where everyone wants to help one another. And they all take time to help each other, but they have nothing to gain other than that person bringing a new customer who might be someone they will work with too. You see quite often, if I bring a listing into the office it's going to take someone to sell it. If I didn't bring that listing in, they have nothing to sell. They know that they help each other in a way, but not in the magnitude that it helps **** or I.

**HAVE YOU EVER HAD AN EXPERIENCE WHERE YOU HAVE MENTORED SOMEONE AND THEY HAVE TAKEN ALL THAT INFORMATION AND MOVED ELSEWHERE?**

Oh sure, only one that is consequential because she had opened up her own office. She asked me to go with her but
I didn’t want all that responsibility, I didn’t want to do that, and I stayed here. And yes, whatever success she is enjoying is based upon that. But that is just something you have to learn to live with in this business. Like I say, if they are really successful, it’s bound to happen. And you can’t let your whole office fall apart because your key person leaves the office. We were surprised when she left the office, she was absolutely the top producer. The very next year that we had a production year, from the time she left, had actually been up. And I can’t explain that. You hope if you share your secrets and share your success, and make them successful that they will stay with you but it isn’t going to happen. And when you get mad at your people who aren’t as successful, you have to stop and think that if they were, they would probably go on so you have to look at it that way too. No office will ever fall apart because the high producer leaves, if there are back up people trained and that is our goal - to keep it a group effort instead of a single person dominating. I just think it is one field that has mentors, even if they may not call it that, and maybe people don’t realize they are doing that. It’s probably 90% more valuable compared to any book learning that you are going to get. They can not do good at all if they don’t have someone to direct them. When you start
getting to where you don't want to see somebody else make money, you are not going to make money yourself.
Appendix D

Interview Letter S

GENDER=MALE
POSITION= BROKER/OWNER

WHAT IS YOUR CURRENT POSITION?
I own the agency, I’ve owned it since 1979.

HOW DID YOU GET INTO REAL ESTATE?
In 1971, just after I got out of school, *****, I knew a gentleman that needed a real estate broker to run his office. He was moving to Champaign. And to make a long story short, I wanted to get into business and I didn’t know how to get into business and this was one way to get myself into the business world. My degree was in Education and had nothing to do with the real estate business and at that time the license law was such that if you passed the state exam.. if you had a college degree you could take the real estate brokerage test, now you can’t do that. I took the test and passed it and was a real estate broker, never did have a salesman’s license. So the laws have changed now, you need experience and so many classroom hours to get a brokerage license. So that’s how I got into real estate business basically.

WHAT IS YOUR UNDERSTANDING OF WHAT A MENTOR IS?
Well my understanding, I think somebody who is willing to
Mentoring Relationships

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take a person under their wing, so to speak, teach them about whatever, business or about life in general, and instill a little bit of their philosophy that they feel is correct, to pass along to someone else. That’s the way I see a mentor. I think it is very valuable to anybody. You don’t necessarily have to have a mentor to be successful but I think it sure helps.

WHEN DID YOU FIRST COME IN CONTACT WITH YOUR MENTOR?
Well I had known him before that, he was a friend of my family, and I was going to school in Bloomington-Normal and had family here in Mattoon and I’m not from Mattoon, but I had family here and he knew them. And he approached me about getting into the real estate business and I never really thought about getting into the real estate business until he talked to me about it. That was in 1971, probably August of 1971.

WHAT WAS YOUR MENTOR’S POSITION AT THAT TIME?
Well I wouldn’t call him a mentor, he was just somebody trying to get me to work for him. But he was in certain regards, a mentor but I had other mentors along the way. He owned the real estate office called ***** Real Estate and he is the one that got me started in the business.

WAS THERE ANOTHER MENTOR, MAYBE OUTSIDE OF REAL ESTATE, THAT YOU WOULD REFER TO AS YOUR MENTOR?
I think over the years, I have had bad points but I have always listened to everybody, male, female, whatever and always felt I could learn from everybody. So I guess I've probably had a lot of mentors if I go back through my athletic career in high school, through college and so certain people I was closer to than others. I have had a lot of people that I have borrowed ideas from and developed a certain philosophy I hope of my own. He was one of many I guess.

FOR PURPOSES OF THIS STUDY, LET'S FOCUS ON JUST ONE MENTOR That's really hard to do. Because **** is the one that got me started in the business and then my latest partner who was probably more of a mentor if you had to classify somebody. We started the company together in 1979. I was in real estate business in 1971, we opened our own business in 1979. And that was *****, who passed away about six years ago and I was probably closer to him and we talked about a lot of things, about business philosophy, about philosophy of life, lots of things. He would probably be the closest I would call a mentor.

WHAT QUALITIES IN YOUR MENTOR ATTRACTED YOU TO HIM? Well, I wasn't looking at him as a mentor, just somebody I was going to work with at that point, so it wasn't anything at first that really attracted me to him in particular, it
was the different position, hopefully a move up in my career. It wasn’t anything particular with him at that time, it was after we got to know each other. Then things changed. I listened to his advice quite a bit. Just the opportunity was there, he happened to be the person who solicited my services and then we worked closely together from then on. From 1979 to the time he passed away, we worked very closely with each other.

**WHAT QUALITIES DID THE MENTOR SEE IN YOU THAT ENCOURAGED HIM TO PURSUE THIS RELATIONSHIP?**

Well, at the time, I was only twenty-three, twenty-four years old and he probably felt that where I was at I probably wasn’t going to advance or make very much money, to put it bluntly. And he saw I could have a better opportunity with an established firm that had a more solid base to it in the community than the firm I was at. But I’m sure he thought it was a good move for me which he was correct, it was. It was the right move to make. And I don’t know exactly what he saw in me, I can’t really say, hopefully, certain virtues, but I don’t know.

**WHAT WOULD YOU SAY IS THE ONE OUTSTANDING BENEFIT THAT YOU HAVE RECEIVED FROM YOUR MENTOR?**

Well I think at any time, not that a mentor has to be older than you or more experienced than you, but anytime that
somebody has been through all the battles of business and life that you should listen to them. I think common sense tells you that you can learn from those people. They have something to tell you and I guess that’s some of my frustrations with a lot of agents that work for me. My frustration is that they don’t believe what you are telling them. I never had that attitude, that I soaked up all the information that I could from everybody because I thought that would help me become successful. Assuming they were honest people, and they were giving me good advice, I had to sort through a lot of things of course. I tried my best to learn everything I could from everybody and listen to every word. I could quote you on what people have told me from years ago. And exactly what they had told me, I really listened. And I get a little frustrated when my agents really don’t understand that now I have the experience and I am telling them right, if they would just listen to what I’m saying and I get a little bit frustrated with that. Because I obviously listened to everything, even though I may not have taken their advice, I listened to every word and waited and considered it, and usually they told me right. Ninety-nine percent of the time it was correct information.

WHAT DO YOU THINK YOUR MENTOR HAS TAUGHT YOU?

Well, I think first of all in the business world, he helped
me build a basic philosophy, how to treat people, how to do business, and that also applies to life in general. But they just gave me very specific information about how to understand certain situations, human nature, and I could go on and on, there are so many things I was taught— from very broad general areas to very specific things. For example, he always told me, he made it a point, you need to pass along what you learn and what advantages you’ve had to somebody else, somewhere down the line. (Mentor says,) “That’s what I’m trying to do with you is pass along some information to pass along to give somebody else an opportunity”. I haven’t forgotten, not that I have given anyone specific opportunity now, but he was basically saying I’ve helped you, now you help somebody else. That’s just one example, a very general example, a very important example. He made that very clear numerous times, He really drove that point home to me.

HOW DID YOUR MENTOR HELP YOUR CAREER ADVANCEMENT OR DEVELOPMENT?

He was a very basic person, a very sharp individual, very good business person, and a good salesman too. And just by watching the way he handled people, he made people feel important, he had a general nuts and bolts attitude. He was a very organized person. And I picked up a bundle of those
little things along with the big things, that get you by in business and it really goes back to basic things. And that's what my salespeople here get tired of me talking about—everything is very basic. Then you build, then you get more sophisticated once you get the basics down. But I think individuals tend to get going in too many different directions and not keep things basic. Things will foul themselves up on their own, you don't have to help foul them up. Try to keep it simple, well you can't keep it over simple, there are certain basic things you must do whether its real estate, or another job you are in. There are certain basic things you must do or you will not be successful, I guarantee it.

MENTORS PROVIDE PSYCHOLOGICAL HELP TO THEIR PROTEGES. WHERE DOES THIS FIT IN WITH YOUR MENTOR. CAN YOU REMEMBER A TIME WHEN YOUR MENTOR PROVIDED PSYCHOLOGICAL HELP?

That's a good question because I know anybody, anytime in life, people go through very difficult times. No matter who you are, your going too have them. You know that old saying, "You're going to pay your dues" one way or the other. Sometimes you think you have already paid them and you haven't. Sometimes you pay them many times in life. And I know I went through a very difficult time in the early 1980's and ***** and I had some very frank discussions
about things. And he could see that I was down and things were bad. Financially, I had just got divorced. He could see I was very down. The real estate market was in a depressed state in the early 1980's. Everything was going South, so to speak. He made it very clear to me, that I wasn't the only one who had ever been through tough times, that I had two simple choices: to get up every morning and work my butt off or quit. It was that simple and that's the way **** put things. And he was absolutely correct. He also explained to me, "you work through this and get a plan to work yourself out of the situation you are in, you will be a better person, and a better man for it". And he was absolutely right because I listened to exactly what he said, and I wrote down certain goals, I started to get serious about achieving things, and put my life back together. And that made a big difference, and thanks to his advice, I was lucky to have a friend like that to give me that kind of advice. A lot of people don't have that, they go ahead and stumble through life, don't ever get a direction. And **** made it clear to me that I had to get away from monthly and daily plans to think in long term - yearly. I mean, that was fine to have to have a short term plan, but he got it across to me that I needed to get my thinking a lot longer term, a lot longer than I had at that point in my
life. And was absolutely correct.

WHAT DO YOU THINK YOUR MENTOR RECEIVED FROM YOUR RELATIONSHIP?

Well I think it goes back to what his basic philosophy was, he had probably been helped by people over the years and wanted to pass along some of the things he had learned in life and I think that was his satisfaction - to give me an opportunity (whatever reason I don't know) but I'm very grateful for it. And he wanted to pass along to me, things that I could pass along to somebody else. And of course he had my company, for whatever that was worth. We worked together very closely everyday but I think it was completely unselfish on his part, amazingly unselfish. Not to go into details of our stock redemption agreements when he passed away, but I don't broadcast it to everybody but it was tremendously unselfish, I can assure you of that. A lot of people on the street wonder how that transfer took place, I really don't tell anybody, I'm not going to say now, but I'll put it this way, it was very unselfish. He made an interesting point to me, and we have always ran our office this way, where I don't sell. I just manage. And he said that, "****, that's what you got salespeople for." He always made that clear. It's hard to be a manager and a sales agent both. You should be one or the other and it can
work in our marketplace, it's a big enough marketplace that it can work that you just manage and you're not out there selling all the time. You're going to be one or the other, when we opened up our business, that is the way it was. We basically managed it, we have agents to sell. And I have stuck with that. And I'm sure my competition wonders how we do it, and it works.

DID YOUR RELATIONSHIP EXTEND BEYOND THE OFFICE?

Oh yeah, we were close friends. We socialized a lot together, yes. We were very close friends. I don't like to call it a father-son type thing, I think that is overused. He was twenty-something years older than me, but that's why probably a lot of people on the outside look at it that way but I never looked at it that way. I felt I only had one father even though he died when I was very young, at age thirteen. I still didn't look at it as father-to-son advice even though some of it was fatherly. We were very close friends and socialized together, we drank beer together, we did lots of things together. It was more of a friendship type thing.

MENTORING, LIKE ANY OTHER RELATIONSHIP CHANGES OVER TIME. WHAT WOULD YOU SAY WAS THE BIGGEST CHANGE FROM THE INITIAL STAGE TO THE END?

I think **** seen (I think I hit on it a little earlier)
a point where I needed some real sound advice when I was going through tough times. And I had seen a big change in his attitude towards work. He got more down to business with his advice to me which was very good. Because I think he said, hey certain things are not going right for **** and I need to give him extremely good advice at this point in his life. I can’t read his mind but there was a change there. And as I worked through it, and things started to improve, then it got back more to the way it was. There was a period there, in the early 1980’s, where we got down to serious business as far as he and I were concerned. We still socialized and had a good time together, and lots of things, his advice got a lot more nuts and bolts. Because he knew that it was a make or break situation for me as an individual. If I was going to be successful or just another person out here getting by day to day.

**WOULD YOU SAY MENTORING IS ENCOURAGED OR DISCOURAGED IN YOUR FIELD?**

Well I don’t think either probably. That’s a hard question to answer, since I can’t speak for my competitors. I think it is probably not encouraged as much as it should be. Because, in our marketplace, (now this is different when you get in larger cities I’m sure) I think you have a lot of companies where the broker/owner is competing with their
salespeople. So I don't think that makes it a conducive atmosphere to mentor. Not that it can't happen in that situation, but if I'm here selling, competing with my agents, taking the good business from them, and not encouraging them to make money, providing an atmosphere for them to make money; then I have a problem, as I see it. So if I'm in here taking all the good calls and all the good listings and sales, then it's not going to be a good situation to ever give them good advice because we are going to be competing with each other. That's why I think it is important to one, be a manager, or two, be an agent, it's hard to do both, not that you can't do that. In our marketplace of Charleston and Mattoon, not very conducive for that type of thing for that very reason. I think here, if I found the right person, that was generally a person I thought would take off, I still have my mind open to help someone along those lines. These people are all very important to me, I guess I'm looking at someone a little younger than me to bring along in the future. Most of these people here are my age or older, closer to my age.

**DO YOU FEEL THAT YOU HAVE GROUP MENTORING IN THIS OFFICE?**

Yes I think our people do an excellent job, and I'm very happy at the way our people help out new people. Yeah, I think there is a lot of mentoring goes on that nobody really
thinks about it. They just do it for each other. I think another good point that ***** made to me years ago that goes a long with what we are talking about. About competing with agents, and competing in the marketplace, and this is something you’ll never convince most people. He always made the statement, "Always be willing to give more than you are going to take. And if you give somebody something, give it to them, don’t expect nothing back in return." And this is something very important to remember in business. Most people in business say, I did this favor for you then you owe me a favor back. And I think *****’s advice was very good and I try to follow that. If I do something for somebody, I don’t expect anything back. And what I have found, and I can’t explain it is that when I do it, in other words give from my heart, basically because I want to do it, the results come back ten fold. Now if you have a contingency, like a father or mother helping out their kid, saying " I’m going to pay for your college education, but I want to control your life." I don’t believe in that, I think it’s totally, totally wrong, just because you do something for somebody doesn’t mean they owe you anything back. You should do something because you want to do it. ***** has instilled that in me and I agree with that one hundred percent and I have found that when I’m doing
something for people because I want to do it not because I expect something back in return, that’s when you get the results and you can’t really correlate them with this person did this, things just kind of come together. Don’t ask me, it sounds somewhat religious, but it works that way and some people just don’t understand it. People don’t believe that. I found out when I was in my early thirties, when I started to take a different attitude. When I was in my twenties, I had that starch like business attitude. And when I finally wised up a little bit, and started realizing some things, then I started making some money. That’s when I started making money—when I was willing to give more than I wanted to take. That’s when things started falling into place for me. And that was a very important lesson to learn. Nobody will believe you when you tell them that, and I can explain it. What you do is, don’t expect anything back and you will get ten fold. And if you don’t ever get anything back, who cares, because you did it because you wanted to do it.

**HOW DO YOU FEEL ABOUT WOMEN AND MENTORING?**

Well, the real estate business is very unique, because this is one area that equal opportunity is best for women and for anybody. Women, I feel have just as much to offer. In fact, I’m becoming more of a dinosaur. When I started in the business in 1972 when I was twenty-two, there was very
few women in the real estate business, then there became more and more real estate agents. Now women are becoming owners of real estate companies more and more and there is less and less men, quite honestly. Women I think do have a lot to offer, especially in this business and I listen to everybody, especially women, when it comes to real estate. Matter a fact, real estate tends to be focused towards women, even when you are dealing with customers you tend to focus more towards the women than the men. Not that that is prejudice but that is just a fact, women buy and sell the houses more than men do. Whether they want to admit it or not. And I think women in the real estate business need to understand that they can help other people, because basically women are dominating the business right now. And I think it is going to continue that way in the future. Women are excellent agents, and so are men. Women have been very successful in this business, and maybe part of this reason, I'm not a sociologist but maybe part of the reason is because they are on equal playing fields with men in this business. It's strictly a commission business, so there is no favoritism and we don't care who sells the house, whether it is a women or a man, black, white, we don't care, we just want to sell it.

DOES BEING A WOMEN AFFECT THE MENTOR-PROTEGE RELATIONSHIP?
Well, that's probably a stereotype that not everybody has and I don't think I have that. I'm not saying that I'm not prejudice in certain ways, I think all of us have certain prejudices that we have a hard time overcoming and we may not even admit we even have them. But I really feel that I could care less if somebody is male or female, they have something valuable to offer, I'm going to listen to whoever. I don't care what their capacity is, their job is, whether they are a women or a man, or if they are a janitor of what, I'm going to listen to them if I feel they have something to offer. I never really thought in those terms if somebody is a women or not. I just really feel that has not been a factor in my thinking. I didn't feel superior nor did I feel inferior to anybody. And I don't feel I come across, maybe I do at times but I hope not, that what I give is very valuable. I just don't think that is a factor with me. I think in certain cases, men, I think that is. With me, I really feel that's not. Some women here may disagree with that, but I don't look at it as a woman or man. I don't even think about it. I may make a rare chauvinistic remark to myself that I shouldn't, but I realize that there are certain advantages (Well, whatever I say may sound chauvinistic) and disadvantages to certain individuals.

DO YOU THINK HAVING A MENTOR MAKES A DIFFERENCE IN CAREER
SUCCESS?

I think so. A lot of people may not, you can be successful without a mentor, but I think it helps immensely. Let’s face it, if you can learn something from somebody in five minutes that has taken them years to learn, you better get that information and go with it. I think if you want to learn the hard way, then if you have lots of years, lots of time, and lots of money. Then a mentor can save you lots of headaches, if you listen. And I think that has been the case with me. It saved me lots of headaches, sometimes, it has taken me a while to realize they were right. I was told and had the right information a lot sooner. I think a mentor definitely can help someone succeed. There is no question about it.

WHAT WOULD YOU TELL A PERSON ENTERING YOUR FIELD ABOUT MENTORING?

I would say that anytime that they need me to talk to them, or want me to go with them. I always encourage them, but this must be something I am doing wrong from a management standpoint because I tell new people, "I’m here, I’ll go with you" and for some reason, it seems like new people want to go out on their own and do things without my help. And maybe it’s the way I’m coming across or maybe its something in my personality. I know with a new agent we recently
hired, is doing very well for a new person, but she has
forgotten what I have told her "I'll go with you, I'll help
you, I want to show you that I could save you a lot of time
and trouble by training you. My job is to help you learn."
What I do in those cases, I let them do certain things, if
they have already done things that I didn't want them to do,
then I go back and point out why they should have had me
with them and the mistakes they made. But I don't like
doing that in business, it could cost us all a lot of money.
We are better off along with them, in a training situation
and teaching them the basics. If I'm not there, teaching
them at first, they are not going to learn the basics right.
And I find that with lots of people. I offer my help to
them and lots of times they don't ask for it. I guess they
are afraid I will mess up the sale or listing. In this
business, there are too many factors that can happen to
disable you to lose a sale or lose a listing. And I think
sometimes, they don't want to hear all the facts of life.
Our job is to sort through and qualify and figure out if you
can do this or what do we have to do to solve this problem.
I think people in sales tend to bury their heads in the sand
and think everything is going to work out. Well, it's only
going to work out if we know the basics and know how make it
work out. And the only way to find out, we need a lot of
information whoever we are working with to selling a house or selling people a house we need to get lots of information to make notes. I don’t know why, I have a hard time convincing people that I can help them. It’s kind of strange. But I do offer, constantly, all the time. And with the experienced agents, I offer as well.

HAVE YOU BEEN A MENTOR YOURSELF?

You would have to ask the individuals involved. I think on a short term basis, I guess with some people. With the people here in the office, I guess to certain extent, I am a mentor to all of them. Not nearly to the extent that ***** was with me. Right now, I am involved with a mentoring project with *****. I also had an Eastern student here work a couple of months and I tried to instill some things and pass along some things to him before he went on in life. I have on occasion, yes. And with friends, not that everyone listens to my advice, but when they ask me, I try to tell them the correct information, what I feel is correct. Instill my philosophy to them. I’m still looking for that person to instill. Hopefully I’m helping a lot of people. I get a little frustrated when somebody is not willing to listen, it’s hard to teach. But that may be my personality, a lot of people don’t really know me, or even get close to me. ***** knew me because we talked about
things at a philosophical level. There are lots of people I will throw out a tidbit here and there. I think there is a lot of people that really don't know what I am about. That I have worked with and are close friends, they probably don't know me exactly, maybe they do and I am not giving them enough credit. That's just my opinion, I could be wrong. I tell them in our meetings, that you may not agree with this decision, but here is why I made that decision, it fits right in with our whole framework, whole structure, what we are trying to accomplish. It's not just because I wanted to do it that way. There is a reason for it.

HOW DO YOU CARRY ON YOUR MENTOR'S MESSAGE?

Hopefully on a daily basis, I hope it flows through our salespeople and customers and my friends. I think it's my general philosophy on how I work with people, I hope that I am carrying on that message.
Appendix E

Interview Letter B

GENDER=MALE

POSITION= SALES ASSOCIATE (INDEPENDENT CONTRACTOR)

WHAT ARE THE DUTIES AND RESPONSIBILITIES OF YOUR JOB?
I'm kind of a dual position. I own ***** which is a travel agency. And I sell real estate down here as an Associate with ****. Primarily it's sales, on a secondary level I do some appraisals for banks, savings and loans etc..

CAN YOU FILL ME IN ON HOW YOU GOT TO THIS POSITION OR WHAT LED UP TO YOUR CURRENT POSITION?
When I was buying property, back to my first few houses. I wanted to understand more about the transaction. We have some land and property within my family and I was taking over various management responsibilities with that. So I took the course more or less just to learn what was going on. I had one real estate transaction where I didn't think things were handled the way I wanted them or what I thought was proper. And so I just took the course to kind of learn a little bit about what going on in real estate. I do that a lot. If I want to know about something, I take a course in it.

WHAT LED UP TO THIS POINT IN WHICH YOU NOW WORK FOR ****?
When I first came out, I started to work for a competing real estate firm. The broker there is a good friend of mine and still is a good friend. But after I had been in it for a while, I discovered that you could make some money in it. I got in to it basically because the other guy asked me to. We worked out together at the local health club. And he kept saying, "Hey since you took the course, you ought to take the test." So I took the test and passed it and found out I could make a few dollars on the side. I corrected a few things that I had done to me and I thought that would be a way to go about it. But after I was in the business for a year, I kept tripping over *****. Every time I turned around, this is the biggest office in ***** as far as I can see, I ended up down here. I knew ***** prior to that broker, we had been friends for a number of years, bowled together, golfed together things like that. I started here probably in 1987.

WHO IS YOUR MENTOR AND WHEN DID YOU COME IN CONTACT WITH HIM?

My mentor in real estate is *****. I knew **** from several years prior. Not on a professional basis, softball, bowling, golf.

WHAT IS YOUR DEFINITION OF A MENTOR?

More or less, it can be several different things at several
different times: an advisor, a person that can tell you specifics or ways to attack various problems, and go about correcting different situations that you need to (one function of a mentor, you would call that educational I guess). Another thing a cheerleader, when you get down in sales, it shows. You need someone to rah on the sidelines, I guess that is why they use cheerleaders for the ball teams. The other function of a mentor would be oh.. to help correct things that are not quite right and help you progress in a career, show you possibilities that maybe you don’t see. We all try and look at the broad picture. I think all of us get tunnel vision and we miss things at times.

WHEN DID YOU FIRST COME IN CONTACT WITH YOUR MENTOR?
On a social basis. I probably met ***** early eighties, late seventies.

WHO TOOK THE STEP IN ESTABLISHING YOUR MENTORING RELATIONSHIP?
When I first went into real estate, I went with the other firm. I did talk to ***** because ***** and I had been friends for a long time. So I guess you could say that I started the idea that I did approach him at that point. Although the other guy had talked to me and told me to come down there. After a year, I quit at the other place and
then came down here. It wasn't one of those deals where I was recruited away, I served notice and then came down here.

**WHAT QUALITIES IN YOUR MENTOR ATTRACTED YOU TO HIM?**

He is honest. He knows his field. He knows real estate better than any broker in this area. I'm not just talking about *****. He knows it legally, he knows how to work out things. He has been at it, he is a student of the art of sales. Also, he is fair to his staff. That doesn't mean we always get things the way that we want, but the decisions are fair. And I look at things as kind of from a different viewpoint. I'm an employer in one place and an independent contractor in another. So in one place, I have the final word and in other place I don't. It is kind of a unique relationship. It is a unique thing for me to switch back and forth.

**WHAT QUALITIES DO YOU THINK YOUR MENTOR SAW IN YOU TO ENCOURAGE THIS RELATIONSHIP?**

Well, I don't know. You would have to probably talk to him. I think he probably knew that I had a background in sales, from the travel agency, I was also a owner of a car lot and camper business, which didn't work out too well. But, I hope he had the feeling that I got along well enough with people that things would work out. ***** is also a person who likes people that are probably a little crazy and
I probably fit right into that category.

**HAVE YOU HAD MORE THAN ONE MENTOR?**

Well, life is a series of mentoring experiences. And I suppose it goes way back to coaches and starts and works its way through. I was involved with athletics a lot of years and things. So there was a series of people like that then, and of course your first job. But I do remember that and learning work ethics and things which I think were somewhat home taught. So there you go, the parents are a mentor also if you want to get down to it. So anyone who thinks they haven’t had a mentor in the past is kidding themselves.

There has been a whole series of them through different experiences through life.

**WHAT HAS BEEN THE MOST OUTSTANDING BENEFIT THAT YOU HAVE RECEIVED FROM YOUR MENTOR?**

Oh boy, that’s a tough one. A knowledge resource and a person I know who says something is a certain way, he believes it to be that way. He is not going to lie to you or mislead you. A person that tries to work for the betterment of both of you. And that is on a professional level. The other side of it is, a heck of good friend. **** and I are also friends away (from the office). We have kind of a different thing, I work down here, but we still play golf together, we bowl, we do things like that
together still. In the office, it is one type of relationship, outside the office, it is entirely different. He is able to carry that off, a lot of people aren't.

ONE BENEFIT MAY BE TEACHING, WHAT HAS YOUR MENTOR TAUGHT YOU?

Basically, we are going back to sound business practices within the real estate community. He has also given me the chance to develop an appraisal type thing on the side which stems from ********. He has really given me a chance to expand in more ways than most sales associates get.

HOW HAS YOUR MENTOR HELPED YOU IN YOUR CAREER DEVELOPMENT AND ADVANCEMENT?

Again, given me the ability to expand my horizons. I don't know how to put it any more simply than that. We have staff meetings every week, every Tuesday morning. And it's a different type of sales meeting, he says what he wants to say but it's not a one way feed, it's a two way communication. It's an office wide communication, so I would say that is probably something pretty important communication. And sales are communication.

MENTORS ALSO PROVIDE PSYCHOLOGICAL HELP TO THEIR PROTEGES. CAN YOU REMEMBER A TIME WHEN YOUR MENTOR PROVIDED YOU WITH SUCH HELP?
No, not necessarily. ***** and I get along so well for one reason, we are both very independent. I kind of lean back within myself, my wife complains about that. We discuss various things—we discuss interest rates, we discuss markets, investments that we both have. We have a pretty much open communication but to say, I haven’t had a whole lot of low points in my life... I see a difference between a mentor and a confident. And that’s really what you are looking at here. So I would say that just the fact that I have a friend other than the mentor is a good thing to have.

WHAT DO YOU THINK YOUR MENTOR GETS FROM YOUR RELATIONSHIP, EITHER PROFESSIONALLY OR PERSONALLY?

Well, hopefully, we make each other a little money. There are all these great reasons to be in business, wonderful philosophical things that I am going to help the world, but the bottom line in business is to make a dollar honestly and legitimately, but to make a dollar. So hopefully he profits that way. I have a few awards here that probably says that he does. The other side of the thing is we have a good friendship also. I tell you something seriously. I know an awful lot of people that a..., we are a different story here, we are independent contractors. So technically, I have floor time tonight from 5:30 to 8:00 but if I want to say, forget it, I’m not going to show up, that is a right as an
independent contractor. Only a fool is going to do that but floor time is volunteer. Within the professional realm, I go back to the fact that we are friends, but I am an employee and I am loyal to him and he is loyal to us. The exterior of it, we just enjoy each other's company I think. We can laugh.

**DOES THE RELATIONSHIP EXTEND BEYOND THE OFFICE?**
(We have talked about this throughout, yes, it does.)

**MENTORING, LIKE MANY OTHER RELATIONSHIPS, CHANGES OVER TIME.**

**IF YOU WERE COMPARING YOUR RELATIONSHIP TO YOUR MENTOR FROM THE INITIAL STAGES TO WHERE IT IS NOW, WHAT WOULD BE THE BIGGEST CHANGE?**

Well, I guess its basically that we learned and our knowledge base expands. As from a salesperson's perspective, as my knowledge base has been able to expand, what he has been able to teach me about other things has been able to expand also.

**ARE YOU CLOSER?**

We don't always agree upon everything, but we're both professionals. Within the office, we may have a differentiation on something. It's going to go his way because he is the boss, but he never puts it that way. He lets you work within certain parameters to get a little lateral movement. The other side of it is once we walk out
the door, were friends. Bottom line, where do we stand, yeah there is ups and downs, we have been able to differentiate between what happens here and what happens outside.

**HOW LONG DO YOU PERCEIVE YOUR RELATIONSHIP LASTING?**

He hasn’t fired anybody and I hope he doesn’t plan on shooting me so I imagine I’m going to be around here for a while.

**WOMEN AND MENTORING**

**IS IT MORE DIFFICULT FOR A FEMALE TO FIND A MENTOR AND IS IT MORE IMPORTANT FOR THE SUCCESS OF A WOMAN TO FIND A MENTOR?**

I think it is important for anyone to find a mentor and I can’t say that the quote “battle of the sexes” has anything to do with it. Let’s take an example here. The office manager is ****, *****’s wife. She wasn’t *****’s wife when I came here. I learn everyday, something from ****. **** works on the same level as I do, ****, ******, I learn something from these people all the time. And I hope sometimes they learn something from me, I don’t know. If you want look at the broker, if you want to get down to it and look at things very simplistically, there is one-on-one mentoring with every person you interface. And to be honest with you, I don’t care if they are male or female. I outgrew that a long time ago. My background, I grew up in a
not real wealthy neighborhood in ******, and I don't care about people's sex, race, color, creed, origin, of religion. And I honestly, sincerely mean that. I think there is a lot made out of this than maybe the media has made this more prevalent than it really is in the workforce. That's speaking from a male perspective. As a female perspective, I don't know, you tell me. ..... The bottom line is (and you may or may not like this statement) I think women will make a whole lot more headway when they get over putting themselves down because they are women. You be professional, I'll be professional. And we can get along just great on all kinds of things and we don't have to haul off to the Motel 8 or whatever. You know, several of the women here and I are friends, we don't go bowling, but it is an all male league. But I'm in the rotary club, ****** rotary club, I'm going to brag on it for a minute, one of the guys said at our meeting that this was one of largest number of women in the district. To me, it's kind of sad that you even have to make that kind of observation. But you see it shows that those women are not hung up on that, they can't. The first one, when she came in said she was ****** is an attorney at the bank, and nice lady, and ****** and I can sit down and work on rotary projects, we can do things back and forth, and I know that is a parallel type of
thing, one time one of us has an office and the other doesn't. And we don't have to have some kind of sexual thing just to have a working relationship. And I think that is the way it is with a mentor. And this business of real estate is becoming more and more predominantly female, because it is still viewed as a part time occupation, it's not. ***** is a very aggressive professional salesperson. And very good at her job, that's not because she is female or not because she is trying to compete in a male thing, it's because she is good. She is a professional and the day we all start looking at things at who is professional then we are over that hump.

MENTORING AND SUCCESS

DO YOU THINK MENTORING MAKES A DIFFERENCE IN CAREER SUCCESS?

It goes clear back to when we first started, education and a knowledge base to go back to and encouragement. **** would make a terrible looking cheerleader. It goes clear back to that. And yes, it is very definitely important. Anybody who tries to out there and fly on their own and I don't care what business you are in, you are making a big mistake.

WHAT WOULD YOU TELL A PERSON ENTERING YOUR FIELD ABOUT MENTORING?

I would tell them to go to work for a broker that they know or believe, that's honest. Check out the reputations of
them. I would also tell them to check out the sales history of the office as best as they can. Go around and talk to the banks, the savings and loans. I’d tell them to do all that and then I would tell them to sit down and make sure you could look that person in the eye and know they are leveling with you. I’m not concerned about much what you say, but how you look at me, and I know where you are coming from. With the mentor, the same type thing, it is the most critical part of a professional relationship—open and honest communication. And then I would tell them to come here to *****.

**HAVE YOU BEEN A MENTOR YOURSELF?**

No, not within real estate. If you keep it within the confines of real estate, no. I’m not part of management, I’m part of the sales team. Away from here, in my own business, yes I have, although I leave most of that predominately to my wife because she is better at her particular position. However, I teach her the things that I did so I guess maybe it is kind of a give and take. She teaches me things at home to. We all learn from each other. I can’t really say, that anyone would say hey, **** has been my mentor in real estate. If they have, they are barking up the wrong tree, they better go talk to ***** or *****.

**DO YOU THINK THAT MENTORING IS ENCOURAGED OR DISCOURAGED IN**
THIS FIELD?
I don't think it is basically acknowledged. I think it is some what of a hidden thing. You go to a training school when you first come in, almost everybody if you are within a franchise organization. And then around here, yes it is encouraged through the staff meetings. But I think if you went to some of the people and said hey, guess what, that's mentoring, they say Oohh.

ADDITIONAL INFORMATION
Can I offer you another view of a mentor relationship? And I think any good mentor also learns from the person they are mentoring. And I think they get together perspectives and things. When you start summarizing and start looking at people who are good mentors, you better put ***** pretty high on that list because he will share ideas. And that's a key, don't lecture-share. I'd like to know a tenth of what he knows about real estate. He is willing to work with people at a level, and I don't think you are going to find anyone in here that works here that would feel like that didn't have a communication friendship with *****.
Mentoring Relationships

Appendix F

Interview Letter M

GENDER= FEMALE
POSITION= SALES ASSOCIATE
DID NOT HAVE MENTOR

HOW WERE YOU INTRODUCED TO THIS FIELD?
I was good friends with another female in real estate. Her husband was being transferred and she said you really should ask for my position. My husband was in business for himself. I was a bookkeeper for him at that time. We were young, we had five small children and the banker had told us, "hey kids, you have all your eggs in one basket. One of you should work elsewhere." So I went and asked the broker if he would sponsor me. At that time you needed a sponsor to be able to get your license to sell real estate. And he (broker) said no because he had already agreed to sponsor another lady. We talked for a while and then he said, "what are you going to do?" Well, I'm going to sell real estate, so I'm going to find somebody else that will sponsor me. And he said, "sit down I've changed my mind." And a couple of years later I asked why did you change your mind. And he says when I told you I wasn't going to hire you, you said you were going to sell real estate anyway, and that's the kind of determination it takes to sell real estate. So
at that time, which was 1972, there was no schooling required to sell real estate, you simply had to pass the state test. So I bought the book (questions and answers) on semina, which covered all aspects of real estate studied, wrote my salesmen’s test, passed it the first time and I went to work from 12:00-1:00 p.m. (my lunch hours and I didn’t quit my other job) and I worked from 5:00 on through the evening, mostly 5-6 and other times on appointments and weekends. At this time, I still had five small children at home but in three months I found out I could make more money in real estate then I could booking, and at that time I made $125.00 a week. I first worked at ***** Real Estate and for reasons I would really rather not state, 11 years ago I did decide to go to work for ****. The office I worked for before was just the broker and myself, was not a large office, did not have the reputation that this office had. HOW MANY PEOPLE WORK IN THIS OFFICE? Four (stated names but not important). WHAT ARE THE FUNCTIONS AND DUTIES OF YOUR POSITION? They are very wide and varied. Some of the functions and duties of my job,... one of the things I’ve learned I have to do, very community oriented, I have to be out and around people to make contacts. I do a lot of volunteer work. I have chaired a lot of committees, done a lot of things to
show people that yes I can do a good job. Whatever I decide to do and its build confidence in them for me. So that hopefully when they think of real estate they'll come to me. I normally go to work any time from 8:00 in the morning, sometimes I get up and get dressed and go to the coffee shop at 7 of the morning, so I get to meet the farm men and find out what is going on in town. I usually try to do that once or twice a week make the coffee shop. But in here, we do everything from listing real estate, selling real estate, renting real estate, managing real estate, - I have my own investing portfolio.

WHAT IS YOUR UNDERSTANDING OF A MENTOR?

My understanding of a mentor is someone who would, so to speak, take you under your wing, try to teach them or give them the benefit of the knowledge that you have gained through the years, mistakes that you may have made, try to help them avoid the pitfalls of making the same mistakes, teach them that they will have to develop their own style (because everyone has a particular style of selling) Mainly help them answer any questions that they may have. Give them the benefit of your knowledge.

YOU DID NOT HAVE ANYONE IN YOUR CAREER THAT FULFILLED THIS DEFINITION?

I had no one up to that time, when I worked at *****. I
felt I worked, there is a cliche in real estate—
"to work out of your hip pocket." Many things I did not
have knowledge of any schooling of. He did not believe in
schooling, that was one of the reasons I did leave. He had
the mistake and fear that I studied and obtained my
brokerage license, that I would want to start my own office
and leave him and he did not want me to leave. Where I
felt, with my husband having his own business, I didn’t also
want my own business. But I did have my brokerage license
before I came here. I told him that it didn’t matter if he
gave me permission or not, I was going to have my brokerage
license. It was the same thing that if I had to go
somewhere else, I’d do so.

BEING A WOMAN, AND IN THAT TIME PERIOD, WAS IT HARD FOR YOU
TO START A CAREER IN REAL ESTATE?

Most definitely, very hard. At the time I was 34 years old,
I felt that I would never be able to build the credibility
that it really took to be successful. At the time I just
worked hard, put in a lot of hours, and I’d get things, but
it appeared to me so much easier for someone had been in the
business for a long time, and that was true. There were
times, I felt that I was discriminated against because I was
a female. I had a neighbor that lived two doors from me,
we’ve been good friends and neighbors for years, and they
were going to sell their house and I asked them to let me
list it. And he said "oh no, I'm going to list it with
******, he has a family to take care of." And he
didn't realize that we were basically living on my income
because most of what my husband made had to stay in his
business to build his business. But that was how many
people felt at females and some still do today. They feel
that a female is selling real estate for a second income and
that is not so.

HOW DO YOU FEEL ABOUT WOMEN IN THE REAL ESTATE FIELD
TODAY?
I think women now are a natural. I think it is easier for
them to get started because many of them do have an income
to rely on so they can get started in the business, which is
very difficult to learn to live on commission sales. Once
you're established, you can do it. But I would say now if a
person were going to get established in real estate, they
need between six months to one years savings in the bank
they could live off that with making very little before
getting themselves established enough to make ends meet.
That's why many women failed, that have to have an income to
make cannot stick it out long enough to learn the business.

DO YOU THINK THERE WAS ANYONE WHO HELPED YOU UNDERSTAND THE
DUTIES AND RESPONSIBILITIES OF YOUR JOB?
I really felt like I was on my own. Because as soon as I studied for my brokerage license, I found out that I really felt smarter than the person I was working with because I ended giving him the benefit of my knowledge most of the time, rather than him helping me. And I listened to a lot of tapes, a lot of motivators, sales tapes, tapes on how to close, a lot of different things on real estate. Basically I educated myself. So that I really did.

DOES THAT HAVE ANYTHING TO WITH THE FACT THAT YOU DIDN’T NEED SCHOOLING FOR THIS PROFESSION AT THAT TIME?

No, I still think you still do (need to educate yourself). It’s probably me, my desire to succeed. I have always wanted to be number one.

DO YOU FEEL THAT YOU HAVE BEEN A MENTOR TO ANYONE?

I’m not sure that I have exactly been a mentor. I know that when **** came to work in this office, really she passed the test knowing nothing about selling real estate. But here we work as team, and so when **** has had questions, (at the time ***** worked here) **** may have answered her questions, I may have answered her questions, *** may have answered her questions but it was kind of a team play thing, so it didn’t take one person’s responsibility. It is very difficult for one person to take someone under their wing and have the time to do that and still sell and
DO YOU FEEL THAT BECAUSE REAL ESTATE IS SO COMPETITIVE, THERE IS NOT A LOT OF MENTORING IN THIS FIELD?

Very possible, although I really believe any successful office works as a team in their office. The more each of us contributes, the better each of us can do as a group, more of a team.

DO YOU FEEL THAT BEING A WOMEN HAD ANYTHING TO DO WITH NOT ESTABLISHING A MENTORING RELATIONSHIP. DO THINK IT IS EASIER FOR MEN TO HAVE MENTORS?

I really don’t think it had any bearing on it. I’m not sure that men do much mentoring themselves in this field. Because I have found that most of the men to pretty well work by themselves. The time allowed and the structure of real estate if you are going to succeed, you don’t have time to worry about what the other person is doing all of the time.

DO YOU THINK THAT MENTORING HAS AN EFFECT ON CAREER SUCCESS?

I’m sure it does. I’m sure it will. Just the element of time and learning a business, how to do it. The experience of a person that is successful has already gained. It is much easier to pass on. It’s a lot harder to learn the
ropes all by yourself. Trial and error just takes longer.

**AS YOU LOOK BACK, DO YOU WISH YOU HAD A MENTOR?**

Not really, I think I probably became a better salesperson without it. Sometimes you really don’t learn without making your own mistakes. You learn best from your mistakes.

**WHAT WOULD YOU TELL A YOUNG PERSON ENTERING YOUR FIELD ABOUT MENTORING?**

If you can find a friend that is in real estate, it would be wonderful. Like in our office, I’m not sure that we aren’t a mentor to each other because we teach each other. And someone new, we try, it would be wonderful if you could have someone to do it (mentoring). Especially if you had a good friend in another city, that sold real estate so they feel you were competing. It’s nice to have someone to talk to.

**DO YOU THINK THAT IN THE EDUCATION PART OF REAL ESTATE THAT THEY SHOULD IMPLEMENT A FORMAL MENTORING PROGRAM?**

I think what happens with the schooling in real estate is they teach you the mechanics of the legalities and the laws but they teach you nothing of salesmanship. Salesmanship is a very difficult thing to be taught from a book. I think at times you need to be left alone, and when you talk about mentoring, this may be the way that it was when I started to sell real estate you did have to have a sponsor (broker) that would so call sponsor you, sign for you, so in
essence you would have to say that they are your mentor. But sometimes you become more knowledgeable than your mentor. You grow where they stop growing.

ADDITIONAL INFORMATION?
The lure of making money got me into the business was the most. At the time as a female, I would be paid for what I did, not on whether I was male or female, I was paid on the same rate as males. But I'm not sure that mentoring had anything to do with whether I would have been more successful or less successful. Rather than mentoring in real estate, I really think success in real estate is more of a team effort than one-on-one person, such as mentoring. Each person has something different to contribute. And a new person will see different styles in which we work and be able to pattern them. I think real estate is more of a team effort.
Appendix G

Interview Letter E

GENDER=MALE

POSITION=BROKER/OWNER

HOW DID YOU GET STARTED IN THIS BUSINESS?
Basically, I worked in a bank for four and half years prior to going into real estate. Because being young, I thought it would be hard to get established. So that was the stepping stone for me. Than after I’d been in a while, I realized I still wanted to be in real estate so I then connected with a broker and worked the next ten years for another broker.

HOW DID YOU BECOME ENCOURAGED TO BE IN REAL ESTATE?
Oh, I don’t know if I was encouraged to be in real estate, I just liked working on real estate. We built some buildings at home, when I was on the farm and I just think because I lived on a farm and tilled the land, and built buildings, I just had a natural interest in it.

WHAT IS YOUR CURRENT POSITION AND HOW DID YOU REACH THIS POINT?
Well, of course I am the broker/owner of *****. And we have been in this position coming up sixteen or seventeen years now. And I was with a broker ten years before that.

WHAT ARE SOME OF THE FUNCTIONS AND DUTIES OF YOUR POSITION?
Basically, first of all let's talk about broker and salesmen license. Because we are always agent working for a third party. We work for the sellers, to sell their property, and bring together buyers to buy that property. And so basically we always have to remember we have an escrow account, which we always deposit other people's money into. We have to just be concerned that we're doing our judiciary responsibilities to our clients. And the rest of it is just like any other small business, can entail anything.

DO YOU SELL YOURSELF?
Yes.

WHAT IS YOUR UNDERSTANDING OF WHAT A MENTOR IS?
A mentor is a person that I think a young person can trust, to look up to, take advice from, seek out for advice.

HOW WERE YOU INTRODUCED TO REAL ESTATE?
No, I went to college and then worked at the bank. At the time I wrote for a salesman license, it was not necessary to have accredited hours. It has since then changed. Of course, now you have to have thirty accredited hours for a salesmen's license and ninety accredited hours for a broker’s license.

WAS THERE ANYONE WHO HELPED YOU UNDERSTAND THE FUNCTIONS AND DUTIES OF YOUR POSITION?
Well, you know, I think most of the things we learned the hard way. Because I can remember struggling the very first time I had to close on a sale, and I didn’t know where the debits went and didn’t know what I was supposed to include. And of course the broker I affiliated with, had just himself gotten a broker’s license and was not in business but a few months himself. So really everything was just kind of done from scratch. Read books and figured out what we had to do. It was kind of, when I first came into the real estate business, all the brokers were kind of working out of their hip pockets. And had little bit of information on a piece of paper and that was all you could get.

WOULD YOU SAY THAT YOUR BROKER AND YOURSELF WORKED MORE LIKE A TEAM?

No, you would have to understand, he was in the insurance business. He was preoccupied almost entirely by the insurance business. And consequently, that was the reason why he didn’t give me much direction, or help.

DO YOU THINK YOUR CAREER WAS HINDERED BECAUSE YOU DIDN’T HAVE A MENTOR?

Well, I think you are always slower to come around to decisions that affect your lifestyle by not having a mentor. I remember being in high school, I never really had anybody to encourage me to go to college. Even my high
school teachers, I had one teacher ask me if I was going to go to college. But outside of that, there wasn’t any encouragement. And so consequently, I lived on the farm and farmed for three years before I ever started college. I was out of high school three years before I ever made the decision to actually go to college.

WERE YOU CLOSE WITH ANY COLLEGE PROFESSORS?
I suppose, shortly after I was here, I would think, probably my fraternity advisor.

NOW THAT YOU HAVE TAKEN ON THE ROLLE AS A BROKER, DO YOU FEEL YOU ARE MENTOR TO ANYONE?
Oh, not really, as I understand a mentor to be.

HOW DOES THIS OFFICE HELP A NEW PERSON COMING IN?
One of the rules that we have here, its a requirement that they go to G.R.I. School- Graduate Real Estate Institute. And that was something new that I had never heard of. Even the ten years that I was in the business, I didn’t participate in it. But today, we insist that they attend. The graduate courses and, of course, what that is three weeks of concentrated schooling. When you go to ***** college in a night course for a salesmen license or broker license, you’re learning the fundamentals, the laws and all this, that, and the other of what brokerage is. But G.R.I. goes deeper than that. They talk about
motivations, salesmanship, organization, self initiation, all those kinds of things. And so we encourage them to do that. I think that a new person who comes in gets some preliminary instructions but as far as getting anything detailed, we don't have anything set up like that.

Basically, they work with people here who have been in the business for a long time, and if they have any questions, they just ask them.

DO THINK THAT BECAUSE THIS IS A COMPETITIVE FIELD, THAT IT HAS ANY BEARING ON THE LACK OF MENTORING?

No, I'm not sure about that. I taught real estate classes for three years at *****, *****, and ***** [neighboring towns]. But I would not do it in ***** County because I just didn't want to teach the competition.

WOMEN AND MENTORING?

Well it appears to me in the real estate business that there has been such a proliferation of education materials that. All kinds of instruction booklets that you could read and tapes you can use on how to list, how to sell, how to prospect, and so I think those things can be substituted for a mentor because there is so much stuff crammed into calculators that you can buy. The National Association is very good with educational materials and the state has their own magazine. It's hard to keep up with all that reading
material, but they have a place where you can research any question that you got. I think the associations—The Illinois Association of Realtors and the National Association of Realtors, I think both of those educational departments are good enough and information is shared well enough that, and you can buy motivational tapes and you can buy instructional tapes. I’m not sure when we say mentoring, I’m not quite sure how to fit that together with that. Say for instance, if a person was a student teacher planning to teach in school, now, when you say a mentor, are you looking to somebody who family person, a grandmother/grandfather, are you looking for somebody who is a person in the community they look up to whether it is a minister or teacher or something. That is more what I think mentoring is like, more than just kind of zeroing in on a profession and saying, here I’m going to follow you around and learn how you do all of this.

Usually a mentor is a person who is couple of years older that you (5 to 10 years), that is in that profession and takes on that role of putting you under his or her wing, teaching you the ropes, the things that people don’t tell you in school. And the things that you have to muddle through. They give you a key and say, “I’ll tell you how to do this right the first time; or I’ll come with you and
SHOW A HOUSE WITH YOU TO SHOW YOU HOW IT IS DONE SO YOU
DON’T MAKE THE SAME MISTAKES THAT I MADE, OR SO YOU DON’T
MAKE THE MISTAKES THAT MAY MAKE YOU LOSE THAT HOUSE THE
FIRST TIME. THAT IS WHAT I’M LOOKING FOR WHEN I TALK ABOUT
MENTORING.

Well okay, that kind of puts a little bit different light
on it because you know even if you have been in the business
for a while, two heads are better than one. When we have a
piece of property, that you are trying to appraise, and not
sure about it. We may take everybody out to look at it. And
say, what are your thoughts. Everyone may then walk through
the house and then all write a figure down on a piece
paper. But I think most agencies will do that. They share
information back and forth.

AFTER TALKING ABOUT MENTORING AND HOW OTHER OFFICES BELIEVE
THEY DO MENTOR...

Well, we do have a policy manual put together and of course
it has the history of the organization, what the rules and
regulations are, all this, that, and the other. So they are
required to read that before they ever start out. And then,
once a week, we will sit down to a sales meeting, everybody
will sit around the table and take down their questions, and
take down any requests for assistance. Whether it be in
trying to get a piece of property appraised or trying to
find a piece of property for a client, so it is always kind of a shared thing. And with a new salesperson, if they want assistance to go out on a listing or a sales appointment for support, we will always make that available. We will say sure, anytime you want somebody to go with you, we will do that.

DOES MENTORING MAKE A DIFFERENCE IN CAREER SUCCESS?
Well, I think that it could make a difference. I think basically the roughest thing for people to get used to in sales is disciplining their own time, and the other one is how they learn to live on commission sales. It’s either feast or famine. And they may be doing real well, and they spend all of their money and then have a dry spell and don’t have any money to pay the bills. It’s a matter of how you take care of your money and how you spread it out to live on it.

WHAT WOULD YOU TELL A NEW PERSON ENTERING THIS FIELD ABOUT MENTORING?
I would say if a person, whether or not you would call it an actual mentor. But what I would encourage people to do is, everybody has to create their own style: as to how they treat people, as to how they are going to get the job done, how they organize their time, what time of day is best for them to make their calls. Those kinds of things, each
Mentoring Relationships

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person has to develop his or her pattern. But a new person in the business, if they will just watch those who are successful, and not be afraid to talk to them, to ask them how to do things like I've come across this problem, what would you do in a case like that. And most people will be free enough, as long as they are not talking about a piece of real estate or actual client. They are willing to discuss how they handle things that deal with the public. So in a way, another thing can happen, if the person doesn't feel comfortable about financing, or how you make applications for a house loan, they can just go down and sit with that banker or that loan officer and just say hey, what do I need to make this come together. So a person can pretty much seek out (information) if he just will do it. He can seek out that same kind of assistance from different sources. I think mentoring can be and it can be bad. From a standpoint a person puts their trust and all of their..., They are looking up to somebody who is dishonest, looking up to someone with low moral values. You think of a mentor, you think of somebody who has high standards, and self initiative, and good drive and all this kind of stuff. And it's not necessarily so. I have seen young people take a lot of stock in their peers or somebody older than them who is a bum. He is a bum on the street, he has plenty of time
to talk to him, a happy go lucky guy. He probably been supported by his parents and maybe never worked a day in his life, but yet they like his lifestyle. Gee, I like his lifestyle, what do I have to do to get it, maybe he is pushing dope. Dope pushers have plenty of cash, can so the things they like to do, and money to spend to have a good time, and looks awful easy to a young kid. A young kid doesn’t want to hear about hours of work and years of schooling, and all that kind of stuff and the sacrifices you takes to get that all done. So when you talk about mentoring, you have to be able to evaluate what is a mentor for, and what do I want from him. Are they credible?
Interview Letter G

GENDER= MALE

POSITION= APPRAISER OWNER/OPERATOR OF REAL ESTATE APPRAISALS

Appraisers set value for use in mortgage loans or to know value of property. Worked in a bank doing appraisals before opening own business. **Background:** associates degree in science for architecture, cost estimating, structure, what it takes to build property.

**DEFINITION OF A MENTOR:**

Mentor is a person who has aspirations being in a position similar to the position of the person who is in charge of them. They (protege) has some aspirations to go into that field but have no, may have the educational background but not the experience background. So it would be the position of the supervisor or person who was training to give them that education. They would follow along as a shadow until such time when they were equipped to do it themselves.

**WHO HELPED YOU?**

A person whom they worked under was supposed to well groomed in that area but wasn’t. I had people who were not hands on mentors but I could call and ask questions in my field. Through education or my field. Jumped in head first, really didn’t have a person that could sit right beside me and tell...
me what to do. It took me six months to a year to really feel comfortable, but I did have people I could call, so that was helpful. I did some group appraisals with a couple of guys, we worked together on them, that was probably the biggest thing there.

**WAS YOUR CAREER HINDERED BECAUSE YOU DIDN'T HAVE A MENTOR?**

I think I had a lot of frustrations for the first couple of years. Like I said, I thought when I went into it with someone who knew what they were doing but I found that wasn't true, frustrations set in and when you are frustrated it just snowballs and seems like maybe you made the wrong career move or your days seem like they just drag on. I think it definitely affected me.

**WHAT IS ONE THING THAT A MENTOR COULD HAVE GIVEN YOU THAT YOU DIDN'T GET?**

One thing about appraisal work is that it is all based on judgment and judgment comes from experience. And if you don't have any experience you don't have a judgment. So a mentor could have helped me avoid a lot of the mistakes and downfalls that I had not only that, could have gave me some translated so of their experience to me, to get me through until I could build my own experience. If you don't have that it creates a real problem.

**HAVE YOU BEEN A MENTOR YOURSELF?**
We’re starting to. One of the ladies in the office has shown interest in becoming an appraiser and we are breading ground on that situation right now. Within the next year, if business slows down we will have a mentoring relationship.

**WHAT ARE SOME OF THE THINGS YOU CAN GIVE TO HER, BEING FROM A STANDPOINT OF NOT BEING MENTORED?**

Well I think I will take a lot of frustrations away. I have been through that and I know exactly where that comes from. So I think that I took a awful lot of training because I felt like I was lacking in some areas whereas she may not have to take as much training because I am here and I have been in this business seventeen years no so she can pull off my experience and in the fact that I will be right here to answer questions and that is a nice situation to be in.

**DO YOU BELIEVE THAT PEOPLE ARE MORE SUCCESSFUL WHEN THEY HAVE HAD A MENTOR?**

I don’t know. That is a tough question to answer since I have not had one. I would say that probably depends on the motivation of the person. Some will and some won’t. I think that a lot of people who don’t have mentors still are successful but it just takes a little longer. It slows down their progress. I realized in the last ten years if I would have had a mentor form the beginning then I would have been
a lot more successful. It took me about five years to really get my feet in the ground. I think I probably would have had my won business five years sooner. I think it is a measure of maturity, maturity comes a lot quicker when you have someone that already knows the business. You’re still going to have the people who are not going to workout even if they do have a mentor because they don’t have the responsibility or the drive or the education. I have seen that over the years.

DO YOU FIND IT ESSENTIAL FOR A WOMAN TO FIND A MENTOR IN YOUR FIELD?

Still male dominated, about 75% male and 25% female but ten years ago you would probably wouldn’t have even seen five percent. I think because there are not a females in our field, they do need mentors. In a situation were it might be perceived differently is a problem, we haven’t ran into it here. But I still think because of the nature of the beast, they do need someone to help them out.

WHAT WOULD YOU TELL A PERSON ENTERING YOUR FIELD ABOUT MENTORING?

I would tell them to grab a hold of someone. I would tell them that they need a mentor. Education gets you a good start our business but it doesn’t take care of the whole story. You need someone there to lead you throughout it
until you get on your feet.

DO YOU THINK THAT MENTORING IS BECOMING A POSITIVE THING NOW IN BUSINESS OR HAS IT ALWAYS BEEN THERE AND RESEARCHERS ARE JUST NOW LOOKING AT IT MORE CLOSELY?

I think it is probably perception. Years ago, people thought, we are becoming so specialized now, in certain areas. Before it was like it was a general area. You became a doctor, you were a general practitioner, you handled everything. And appraisers were sort of that way too, our business wasn't really considered professional fifteen years ago. We were just kind of like another cog in the wheel, and not many people paid attention to us until the savings and loan crisis, then we were very important. But I think, a lot of people years ago just dug in and went. And there wasn't any training programs, like there is today anyway a lot of people years ago it was all based on experience anyway, so everybody was jumping in and doing it (appraisals) and you feel bad because everybody else was doing it too. Because we are becoming more specialized, we have residential experts, commercial experts, industrial experts, so now a days, I think it is even more critical, particularly when everybody else is looking at you more critical.

ADDITIONAL INFORMATION
I do think that this mentoring thing is becoming more critical. In our business you have to be licensed before you can do appraisals and you have to have experience to get licensed. The only way you can do that is work for someone who is licensed and that mentor thing is really critical now. I mean even if the lady I’m training, even if she does the appraisal, I still have to sign off on it until she gets enough experience where she get her license and sign off on herself. But then I have to sign the affidavit to say that she did these appraisals but I signed them, so she gets credit. So we really will be in a mentor situation, whether we want to be or not. I think it is going to happen that way in a lot of areas too. Just like interns with the doctors, it is going to happen more and more as our society becomes more specialized.
Table 1
Demographic Characteristics of Proteges

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<th>Characteristic</th>
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<tr>
<td>Female</td>
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<tr>
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<tr>
<td>36-45</td>
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<td>56-64</td>
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<td>65 and over</td>
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<td>6-10</td>
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<td>Part time</td>
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<td><strong>Have had a mentor:</strong></td>
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### Table 2
**Characteristics of the Mentors**

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<td>Male</td>
<td>14</td>
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<td>Female</td>
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<td><strong>Age range of mentor:</strong></td>
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<td>Older</td>
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<tr>
<td>Younger</td>
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<tr>
<td>Same Age</td>
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<tr>
<td>Boss</td>
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<td>Co-worker</td>
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<td>5.0%</td>
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<td>Other (Broker/owner)</td>
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<tr>
<td>Friend</td>
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<td>0.0%</td>
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<td><strong>Still in contact with mentor:</strong></td>
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<td>16</td>
<td>80.0%</td>
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<td>4</td>
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<td><strong>Years protege has known mentor:</strong></td>
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<td>0-5 Years</td>
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<td>20.0%</td>
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Table 3
Means and Standard Deviation of Mentoring Variables

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<th>Variable</th>
<th>Number of cases</th>
<th>Mean</th>
<th>Standard Deviation</th>
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<tr>
<td>Opportunity to Learn new skills</td>
<td>(1) 7</td>
<td>3.2875</td>
<td>1.254</td>
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<td></td>
<td>(2) 11</td>
<td>4.0909</td>
<td>.944</td>
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<td>Introduced you to other managers</td>
<td>(1) 4</td>
<td>1.7500</td>
<td>.500</td>
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<tr>
<td></td>
<td>(2) 5</td>
<td>3.4000</td>
<td>1.140</td>
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<tr>
<td>Increased contact with other managers</td>
<td>(1) 5</td>
<td>2.8000</td>
<td>1.304</td>
</tr>
<tr>
<td></td>
<td>(2) 5</td>
<td>4.4000</td>
<td>.894</td>
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<td>Helped you meet new colleagues</td>
<td>(1) 7</td>
<td>3.1429</td>
<td>1.069</td>
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<tr>
<td></td>
<td>(2) 10</td>
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<td>.994</td>
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<td>Helped you finish tasks</td>
<td>(1) 6</td>
<td>4.5000</td>
<td>.837</td>
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<tr>
<td></td>
<td>(2) 12</td>
<td>3.3333</td>
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<tr>
<td>Protected you from other managers</td>
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<td>3.0000</td>
<td>1.581</td>
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<td></td>
<td>(2) 6</td>
<td>4.0000</td>
<td>.894</td>
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<tr>
<td>Helped promote career interests</td>
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<td>4.0000</td>
<td>1.265</td>
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<tr>
<td></td>
<td>(2) 13</td>
<td>4.0000</td>
<td>1.000</td>
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<tr>
<td>Kept you informed about company</td>
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<td>4.0000</td>
<td>1.095</td>
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<tr>
<td></td>
<td>(2) 12</td>
<td>4.2500</td>
<td>.754</td>
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<td>Conveyed respect for you</td>
<td>(1) 6</td>
<td>4.6667</td>
<td>.816</td>
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<td></td>
<td>(2) 13</td>
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Note. * Group 1 represents males and Group 2 represents females.
## Table 3 continued

### Means and Standard Deviation of Mentoring Variables

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<th>Variable</th>
<th>Number of Cases</th>
<th>Mean</th>
<th>Standard Deviation</th>
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<tr>
<td>Conveyed empathy</td>
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<td>1.414</td>
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<td></td>
<td>(2) 13</td>
<td>3.8462</td>
<td>.689</td>
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<td>Encouraged you to talk about problems</td>
<td>(1) 7</td>
<td>3.4286</td>
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<tr>
<td></td>
<td>(2) 11</td>
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<td>Shared personal experiences</td>
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<td>3.8571</td>
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<td></td>
<td>(2) 13</td>
<td>4.0000</td>
<td>.816</td>
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<td>Discussed your concerns about job</td>
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<td>3.2857</td>
<td>1.496</td>
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<td></td>
<td>(2) 12</td>
<td>4.1667</td>
<td>1.115</td>
</tr>
<tr>
<td>Shared their career history</td>
<td>(1) 7</td>
<td>4.0000</td>
<td>1.528</td>
</tr>
<tr>
<td></td>
<td>(2) 13</td>
<td>4.4615</td>
<td>.776</td>
</tr>
<tr>
<td>Encouraged you to prepare for</td>
<td>(1) 7</td>
<td>3.7143</td>
<td>1.496</td>
</tr>
<tr>
<td>advancement</td>
<td>(2) 11</td>
<td>4.1818</td>
<td>.751</td>
</tr>
<tr>
<td>Encouraged you to try new ways of</td>
<td>(1) 5</td>
<td>3.0000</td>
<td>2.000</td>
</tr>
<tr>
<td>behaving</td>
<td>(2) 11</td>
<td>4.0000</td>
<td>.775</td>
</tr>
<tr>
<td>Served as a role model</td>
<td>(1) 6</td>
<td>4.1667</td>
<td>1.329</td>
</tr>
<tr>
<td></td>
<td>(2) 13</td>
<td>4.6154</td>
<td>.650</td>
</tr>
<tr>
<td>Displayed attitudes and values similar</td>
<td>(1) 7</td>
<td>3.7143</td>
<td>.951</td>
</tr>
<tr>
<td>to your own</td>
<td>(2) 12</td>
<td>4.4167</td>
<td>.793</td>
</tr>
</tbody>
</table>

**Note.** * Group 1 represents males and Group 2 represents females.
### Table 4
Comparison by Gender using t-test values

<table>
<thead>
<tr>
<th>Variable</th>
<th>t-value</th>
<th>Degrees of Freedom</th>
<th>1-Tail Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity to learn new skills</td>
<td>-1.56</td>
<td>16</td>
<td>.070</td>
</tr>
<tr>
<td>Introduced you to other managers</td>
<td>-2.67</td>
<td>7</td>
<td>.016</td>
</tr>
<tr>
<td>Increased contact with other managers</td>
<td>-2.26</td>
<td>8</td>
<td>.027</td>
</tr>
<tr>
<td>Helped you meet new colleagues</td>
<td>-1.89</td>
<td>15</td>
<td>.039</td>
</tr>
<tr>
<td>Helped you finish tasks</td>
<td>1.98</td>
<td>16</td>
<td>.033</td>
</tr>
<tr>
<td>Protected you from other managers</td>
<td>-1.32</td>
<td>9</td>
<td>.109</td>
</tr>
<tr>
<td>Helped promote career interests</td>
<td>.00</td>
<td>17</td>
<td>.500</td>
</tr>
<tr>
<td>Kept you informed about company</td>
<td>-0.57</td>
<td>16</td>
<td>.288</td>
</tr>
<tr>
<td>Conveyed respect for you</td>
<td>.80</td>
<td>17</td>
<td>.218</td>
</tr>
<tr>
<td>Conveyed empathy</td>
<td>.33</td>
<td>18</td>
<td>.372</td>
</tr>
<tr>
<td>Encouraged you to talk about problems</td>
<td>-.70</td>
<td>16</td>
<td>.248</td>
</tr>
<tr>
<td>Shared personal experiences</td>
<td>-.30</td>
<td>18</td>
<td>.385</td>
</tr>
</tbody>
</table>

(table continues)
### Table 4 continued
Comparison by Gender using t-test values

<table>
<thead>
<tr>
<th>Variable</th>
<th>t-value</th>
<th>Degrees of Freedom</th>
<th>1-Tail Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussed your concerns about job</td>
<td>-1.47</td>
<td>17</td>
<td>.081</td>
</tr>
<tr>
<td>Shared career history</td>
<td>-.91</td>
<td>18</td>
<td>.189</td>
</tr>
<tr>
<td>Encouraged you to prepare for</td>
<td>-.89</td>
<td>16</td>
<td>.195</td>
</tr>
<tr>
<td>advancement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encouraged you to try new ways of</td>
<td>-1.48</td>
<td>14</td>
<td>.080</td>
</tr>
<tr>
<td>behaving</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Served as a role model</td>
<td>-1.01</td>
<td>17</td>
<td>.165</td>
</tr>
<tr>
<td>Displayed attitudes and values similar to own</td>
<td>-1.73</td>
<td>17</td>
<td>.051</td>
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</table>
### Table 5
#### Qualitative Terms to Describe Mentor

<table>
<thead>
<tr>
<th>Terms to Describe Mentor</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>8</td>
</tr>
<tr>
<td>Knowledgeable</td>
<td>5</td>
</tr>
<tr>
<td>Personable</td>
<td>4</td>
</tr>
<tr>
<td>Helpful</td>
<td>2</td>
</tr>
<tr>
<td>Ethical</td>
<td>2</td>
</tr>
<tr>
<td>Energetic</td>
<td>2</td>
</tr>
<tr>
<td>Intelligent</td>
<td>2</td>
</tr>
<tr>
<td>Organized</td>
<td>2</td>
</tr>
<tr>
<td>Honest</td>
<td>2</td>
</tr>
<tr>
<td>Understanding</td>
<td>2</td>
</tr>
<tr>
<td>Competent</td>
<td>2</td>
</tr>
<tr>
<td>Informative</td>
<td>2</td>
</tr>
<tr>
<td>Reasonable</td>
<td>1</td>
</tr>
<tr>
<td>Private</td>
<td>1</td>
</tr>
<tr>
<td>Caring</td>
<td>1</td>
</tr>
<tr>
<td>Sharing</td>
<td>1</td>
</tr>
<tr>
<td>Achiever</td>
<td>1</td>
</tr>
</tbody>
</table>

(table continues)
Table 5 (continued)
Qualitative Terms to Describe Mentor

<table>
<thead>
<tr>
<th>Terms to Describe Mentor</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Congenial</td>
<td>1</td>
</tr>
<tr>
<td>Cooperative</td>
<td>1</td>
</tr>
<tr>
<td>Friend</td>
<td>1</td>
</tr>
<tr>
<td>Integrity</td>
<td>1</td>
</tr>
<tr>
<td>Spirited</td>
<td>1</td>
</tr>
<tr>
<td>Loyal</td>
<td>1</td>
</tr>
<tr>
<td>Giving</td>
<td>1</td>
</tr>
<tr>
<td>Fair</td>
<td>1</td>
</tr>
<tr>
<td>Motivational</td>
<td>1</td>
</tr>
<tr>
<td>Leader</td>
<td>1</td>
</tr>
<tr>
<td>Experienced</td>
<td>1</td>
</tr>
<tr>
<td>Challenging</td>
<td>1</td>
</tr>
<tr>
<td>Inquisitive</td>
<td>1</td>
</tr>
<tr>
<td>Concerned</td>
<td>1</td>
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</table>
Table 6
Qualitative Terms to Describe Mentor-Protege Relationships

<table>
<thead>
<tr>
<th>Terms to Describe Relationship</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friend</td>
<td>11</td>
</tr>
<tr>
<td>Professional</td>
<td>9</td>
</tr>
<tr>
<td>Good</td>
<td>3</td>
</tr>
<tr>
<td>Confidant</td>
<td>3</td>
</tr>
<tr>
<td>Comfortable</td>
<td>2</td>
</tr>
<tr>
<td>Trustworthy</td>
<td>2</td>
</tr>
<tr>
<td>Motivational</td>
<td>2</td>
</tr>
<tr>
<td>Aggressive</td>
<td>1</td>
</tr>
<tr>
<td>Understanding</td>
<td>1</td>
</tr>
<tr>
<td>Considerate</td>
<td>1</td>
</tr>
<tr>
<td>Co-Worker</td>
<td>1</td>
</tr>
<tr>
<td>Husband-Wife</td>
<td>1</td>
</tr>
<tr>
<td>Business Partner</td>
<td>1</td>
</tr>
<tr>
<td>Strong</td>
<td>1</td>
</tr>
<tr>
<td>Dependable</td>
<td>1</td>
</tr>
<tr>
<td>Close</td>
<td>1</td>
</tr>
<tr>
<td>Loyal</td>
<td>1</td>
</tr>
</tbody>
</table>

(table continues)
<table>
<thead>
<tr>
<th>Terms to Describe Relationship</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspirational</td>
<td>1</td>
</tr>
<tr>
<td>Sharing</td>
<td>1</td>
</tr>
<tr>
<td>Honored</td>
<td>1</td>
</tr>
<tr>
<td>Encouraging</td>
<td>1</td>
</tr>
<tr>
<td>Advisor</td>
<td>1</td>
</tr>
<tr>
<td>Fair</td>
<td>1</td>
</tr>
<tr>
<td>Helpful</td>
<td>1</td>
</tr>
<tr>
<td>Equal</td>
<td>1</td>
</tr>
<tr>
<td>Pleasant</td>
<td>1</td>
</tr>
<tr>
<td>Partners in Crime</td>
<td>1</td>
</tr>
</tbody>
</table>
Table 7
Content Themes from Interview Sessions

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Words to describe Mentor:</td>
<td>Teaches you</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Help avoid mistakes</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>An advisor</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Instructs you</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Gives you the benefit of their knowledge</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A cheerleader</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Someone to trust</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Trainer</td>
<td>1</td>
</tr>
<tr>
<td>Qualities of a Mentor:</td>
<td>Spent time teaching the protege</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Opportunity to work with mentor</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Honesty</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Knows the field</td>
<td>1</td>
</tr>
<tr>
<td>Qualities Mentor Saw in Protege:</td>
<td>Protege was motivated</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Desire to learn</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Certain virtues</td>
<td>1</td>
</tr>
<tr>
<td>Outstanding benefit of relationship:</td>
<td>Would not be as successful if not were</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>not for mentor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Learned from mentor's experience</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>A knowledge resource</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Good friendship</td>
<td>1</td>
</tr>
<tr>
<td>Mentor has provided psychological help:</td>
<td>Mentor there to pick protege up</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Important friend</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Gave sound advice in time of personal trouble</td>
<td>1</td>
</tr>
</tbody>
</table>

(table continues)
### Mentoring Relationships

Table 7

**Content Themes from Interview Sessions**

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>What mentor taught protege:</td>
<td>How to treat people</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Sound business practices</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>How to handle people</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>To pass along relevant information to others</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Build a basic philosophy</td>
<td>1</td>
</tr>
<tr>
<td>What mentor received from relationship:</td>
<td>A lot of income</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Satisfaction of passing on knowledge</td>
<td>1</td>
</tr>
<tr>
<td>Women and mentoring:</td>
<td>Makes no difference</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>whether male or female</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Equal opportunity for women because of commission sales</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Women have taken over this field</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Women are natural in this field</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Everyone needs a mentor</td>
<td>1</td>
</tr>
</tbody>
</table>

(table continues)
### Table 7
**Content Themes from Interview Sessions**

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>What to tell a new person entering field:</td>
<td>Find a friend</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Critical part of professional relationship</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Listen to their advice</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Find honest, reputable mentor</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Watch those who are successful</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>They need a mentor</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Most important thing they will take part in</td>
<td>1</td>
</tr>
<tr>
<td>Whether Mentoring is encouraged or discouraged in the field:</td>
<td>Very encouraged in office</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Not acknowledged</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Not encouraged as much as should be</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>No way you could do without it</td>
<td>1</td>
</tr>
<tr>
<td>Mentoring makes difference in career success:</td>
<td>Yes, it makes a difference</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Learned information fast without making as many mistakes</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Couldn’t be in business without one</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>May be successful sooner</td>
<td>1</td>
</tr>
</tbody>
</table>