

Mentoring as a tool for building an operative and inclusive Mentor-Mentee relationship

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Femmes & Sciences

FEMMES & SCIENCES
a s s o c i a t i o n



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MCD
MOLECULAR, CELLULAR
& DEVELOPMENTAL BIOLOGY

CBI
Toulouse
Centre de Biologie Intégrative

UNIVERSITÉ
TOULOUSE III
PAUL SABATIER

cnrs

-> 07/03/2025

<https://www.femmesetsciences.fr/mentorat>

01

Femmes & Sciences Association

Promoting women scientists

Promoting scientific and technical careers

President : **Françoise Conan**

- Encourage young women to take up scientific and technical careers.
- Strengthen the position of women in scientific and technical careers, in both the public and private sectors.
- To promote and enhance the perception of science among women and the visibility of women in science.

500

Members

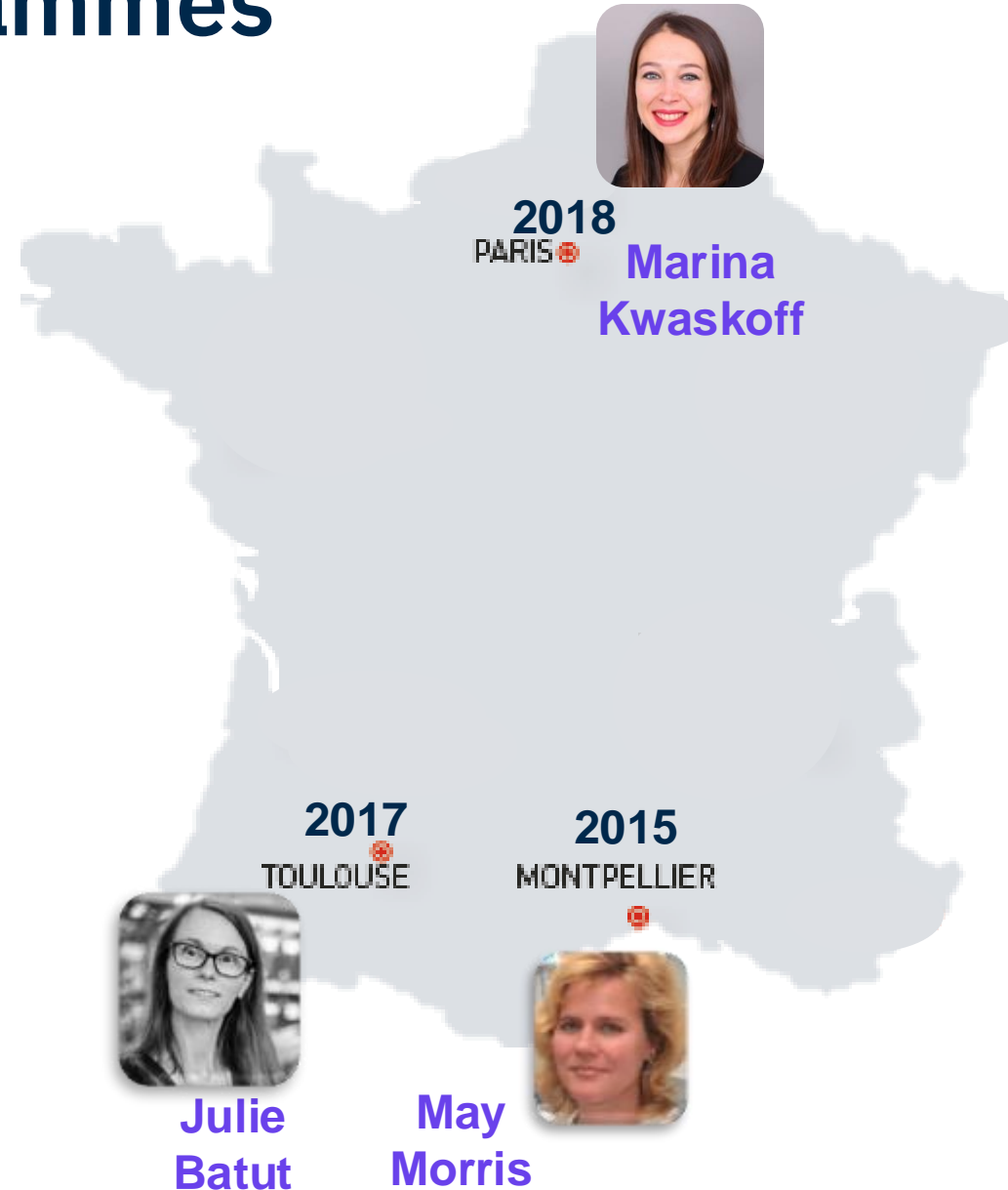
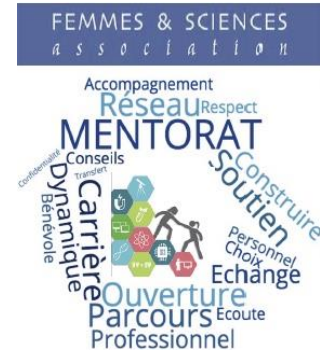
31

Legal entities



Femmes & Sciences Mentoring programmes in 2018

3 Programmes



Julie Batut

**Julie
Batut**

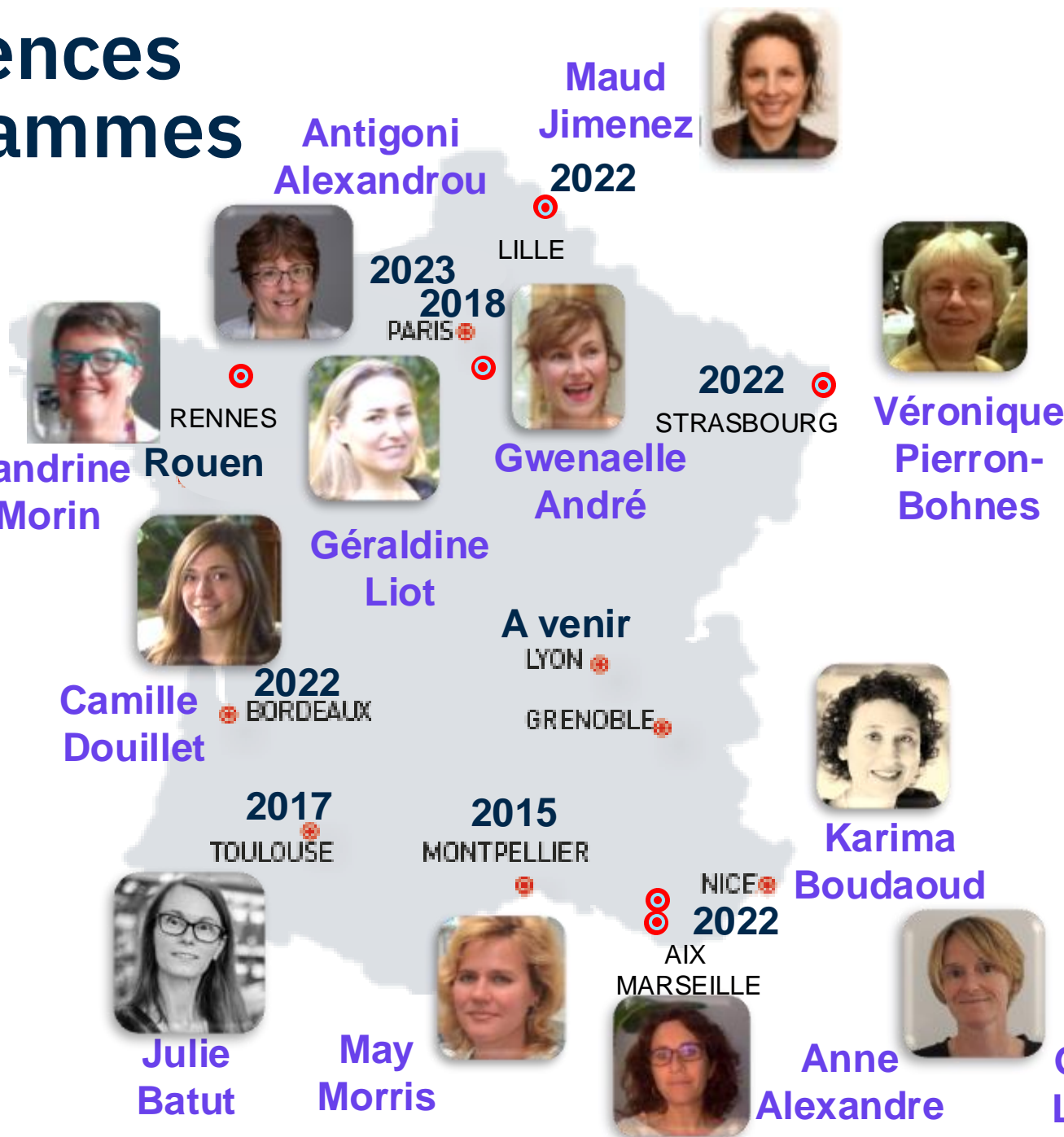
**May
Morris**

Femmes & Sciences Mentoring programmes in 2025

Since 2015, some 800 female doctoral students have been mentored



Julie Batut



13 Programmes



Toulouse | CBI - Femmes & Sciences Mentoring programmes

**NEED ADVICE, GUIDANCE, ENCOURAGEMENT AND
SUPPORT IN A REASSURING AND CONFIDENT
ENVIRONMENT**

30 Mentor/Mentee pairs

<https://cbi-toulouse.fr/fr/equipe-programme-phd>

<https://www.femmesetsciences.fr/mentorat>

Julie Batut



What is mentoring?

Mentoring is a **voluntary** and **confidential** interpersonal relationship between :
an experienced person, the **mentor**, and a less experienced person, the **mentee**.

Mentoring is **associated** with **career progression** and **professional development**

The mentoring framework

- Volunteering
- Neutrality
- Steering committee
- ToolboxBénévolat

Mentoring structure and tools

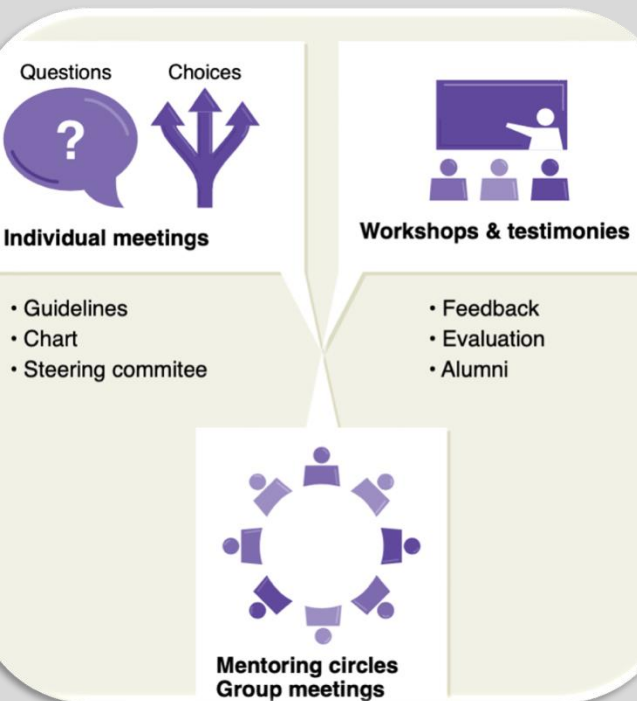
Individual exchanges M/M

Mentoring circles

Testimonies

Self-confidence
Self-esteem
Motivation
Self-affirmation
Imposter syndrome

Female role models



Workshops

Build the M/M relationship

Batut, Kvaskoff & Morris. *Nat Biotechnol* 2021

Mentoring structure and tools

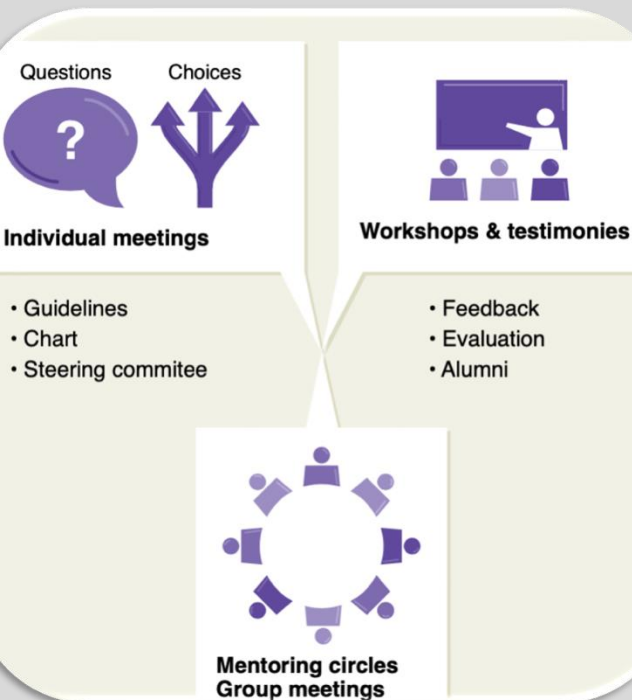
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Batut, Kvaskoff & Morris. *Nat Biotechnol* 2021

Foncy, Kwapisz, Knibiehler & Batut. *Nat Biotechnol* 2023

Are we talking about the same thing?

02

The Mentor/Mentee relationship

The Mentor/Mentee relationship

Establishing trust for communication

- **Putting representations into perspective**
- **Listen to**
- **Understanding**
- **Communicate**

Establish a long-term relationship



03

The collective workshop & tools

Determine the aims of the workshop in advance

- Working on the M/M relationship
- Sharing a common frame of reference
- Creating cohesion between members

Process

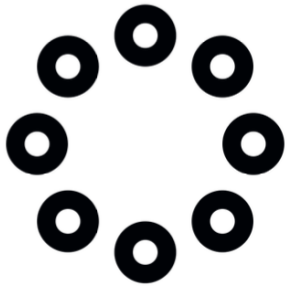
- Collective Intelligence
- Workshops & theoretical contributions

Frame

- Group and pair work
- One facilitator
- One day

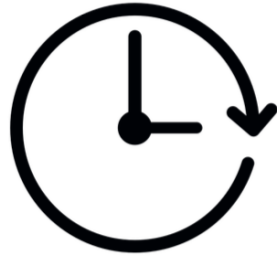


RULES



The circle

Take position in a circle to see and hear everyone.



Speak when it is your turn

Respect the duration of speech of everyone, be attentive to what everybody is saying. We can take turns clockwise



The power of silence

Silence time is sometimes necessary to give a chance to people to think of new ideas.



No moral judgements

No debates or criticism about anyone's idea. Each idea should be an addition to the pool of ideas rather than a replacement. Any idea can help in building the collective project.



Speak with intention

Use "I" and forget "We". Use "positive" sentences by expressing what you need rather than what you lack.



Key words

Write down key words that everyone can read, capital letters can help.



The facilitator

Respect the format and duration of each workshop the facilitator will present.



Trust

Have faith in the ideas of others and in your own ideas. Make sure to keep a friendly atmosphere during this collective reflexion time.

M/M WORKSHOP

Session 1: INTRODUCTION



Getting to
know each
other

INCLUSION

Identifying
needs

WORKSHOP 1

Frame of
reference

THEORY

Putting
representat
ions into
perspective

WORKSHOP 2

Drawing up
a charter

WORKSHOP 3

Feedback

Everyone can express
their views on what they
have experienced

GETTING TO KNOW EACH OTHER

Inclusion – Icebreaker

- What state do I arrive in? How do I feel?
- What do I expect from this workshop?
- What do I need to feel good?
- What contribution will I make to the group?
- What qualities do I recognise in myself that will help?

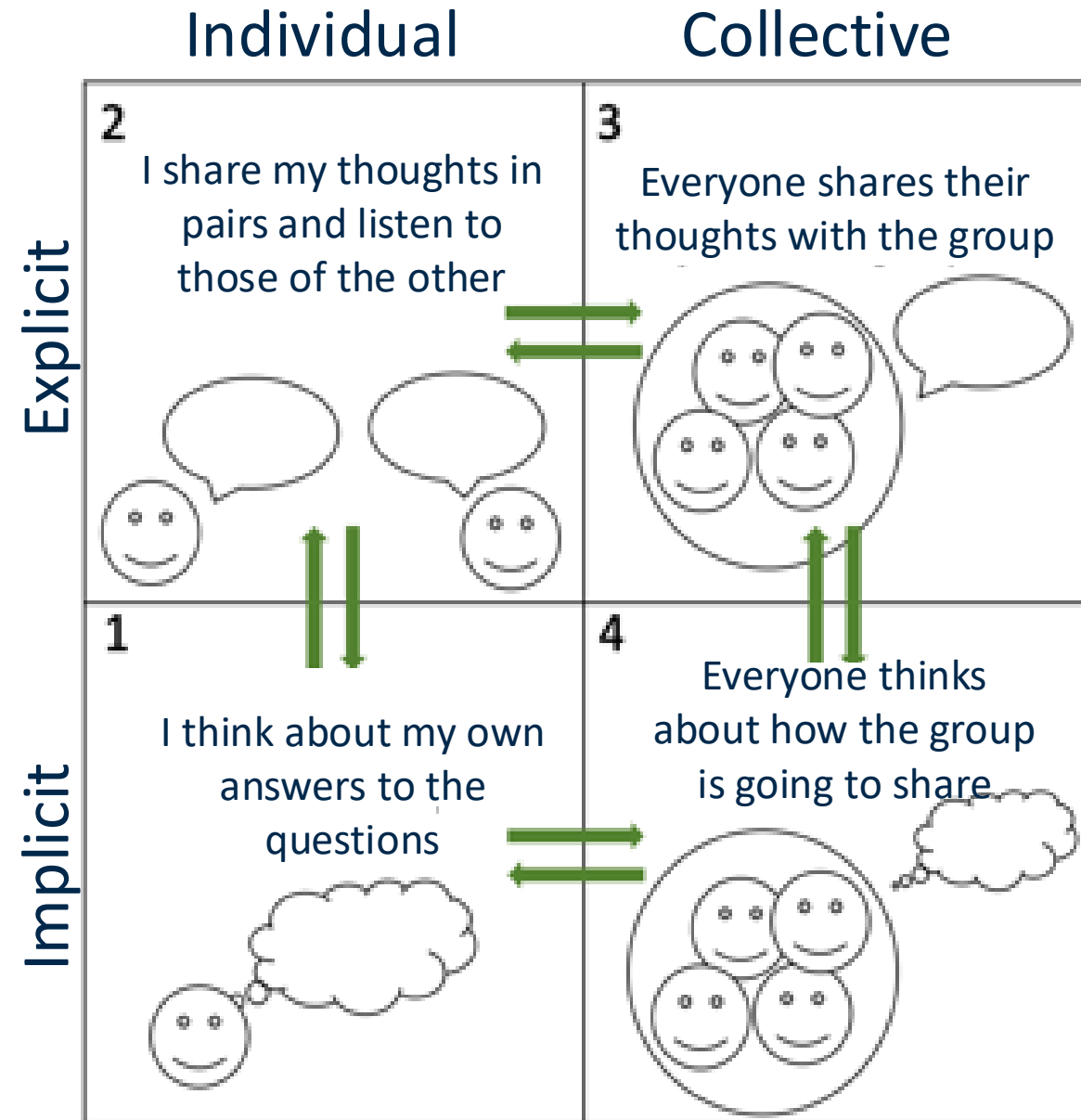


GETTING TO KNOW EACH OTHER

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Making the implicit explicit



IDENTIFYING NEEDS

Workshop 1

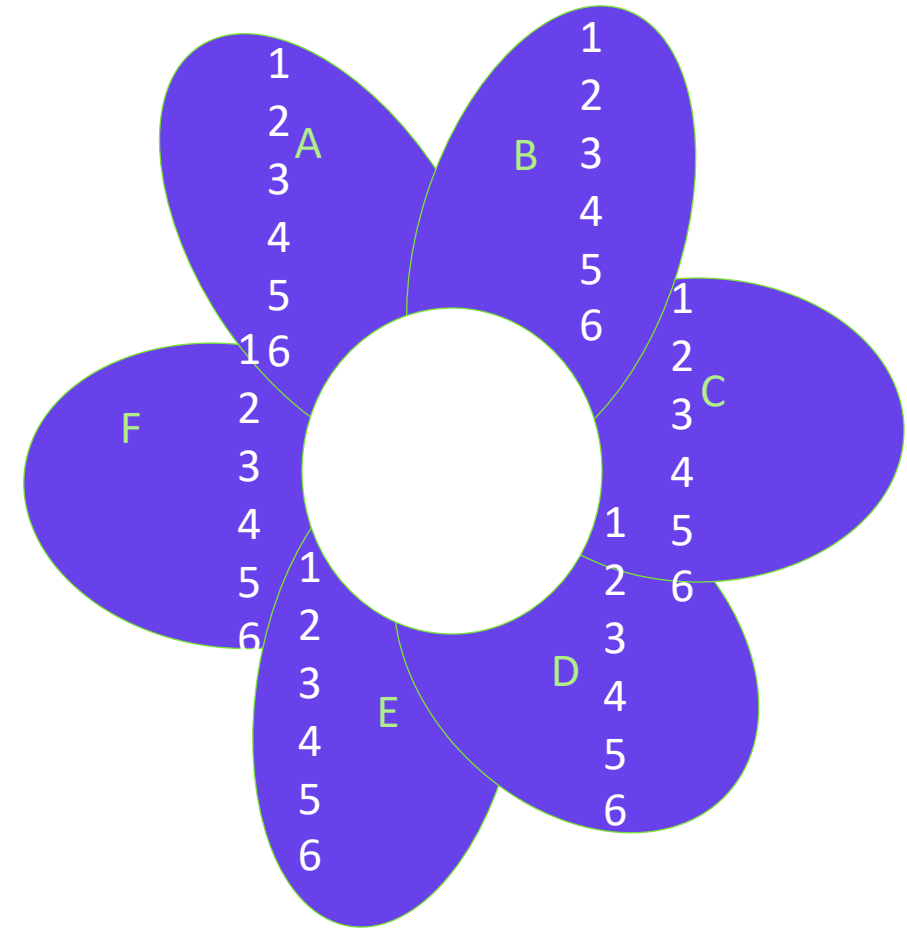
Work in sub-groups

Then pooling

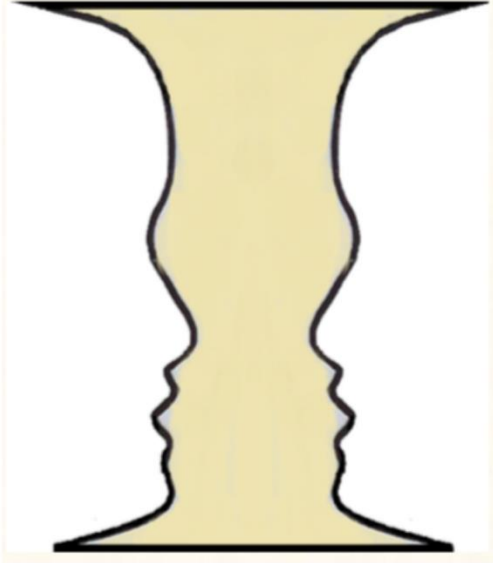
Ask open & precise questions

Tool: Holomorphic daisies

Creating a shared representation of mentoring



Reference frameworks



Creating a shared representation of mentoring



M/M WORKSHOP

Session 2:
BUILDING the
BINOME



Getting to
know each
other

INCLUSION

Recognition
signs

WORKSHOP 2

Identifying
needs

WORKSHOP 1

Dramatic
Triangle/
Educational

THEORY

Feedback

Anyone can talk about
what they have
experienced

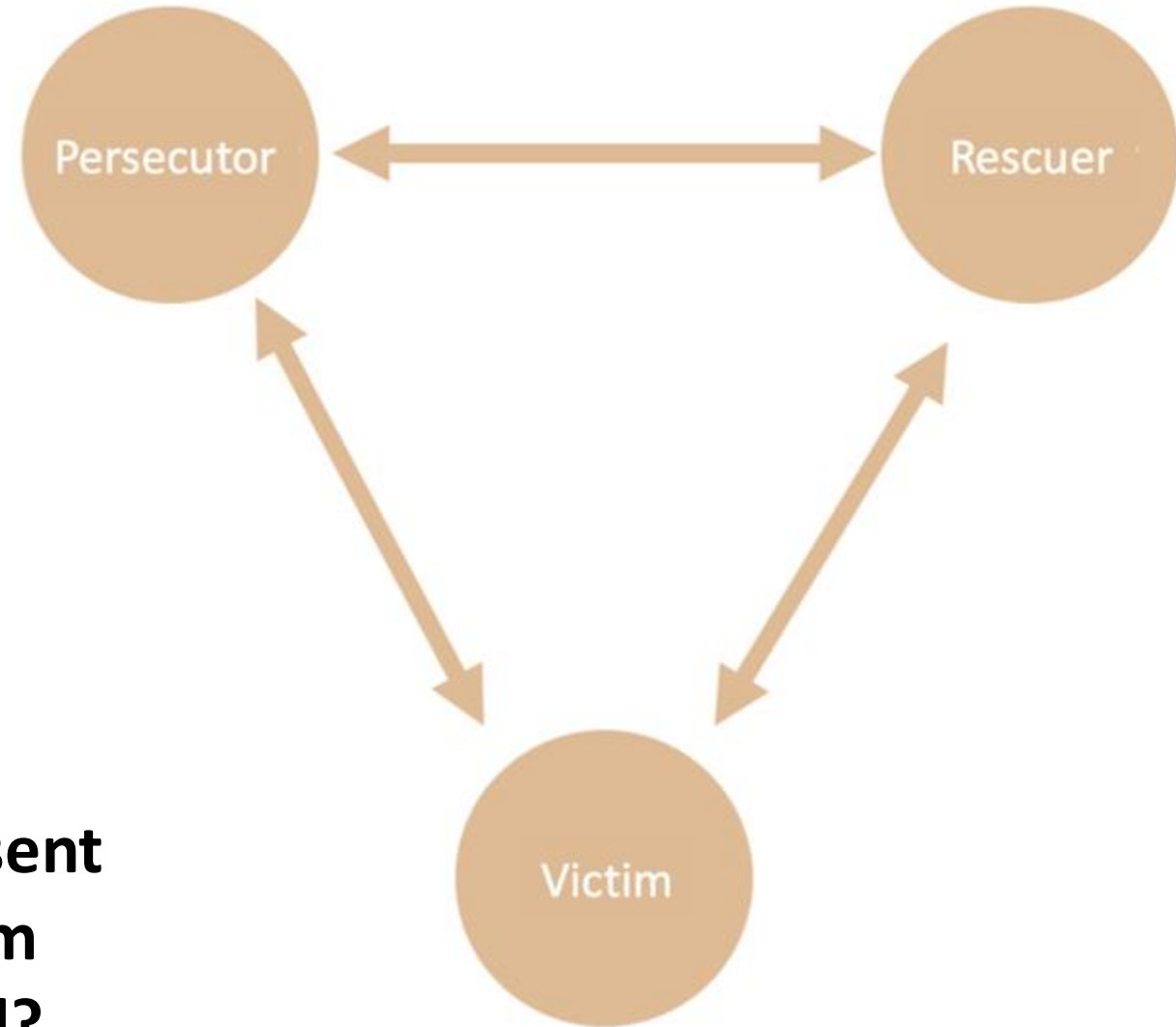
Dramatic & Educational Triangle

Dramatic Triangle

Dynamic relationship or psychological games between several people with 3 roles in the past and not in the here and now.

Behaviour Report it

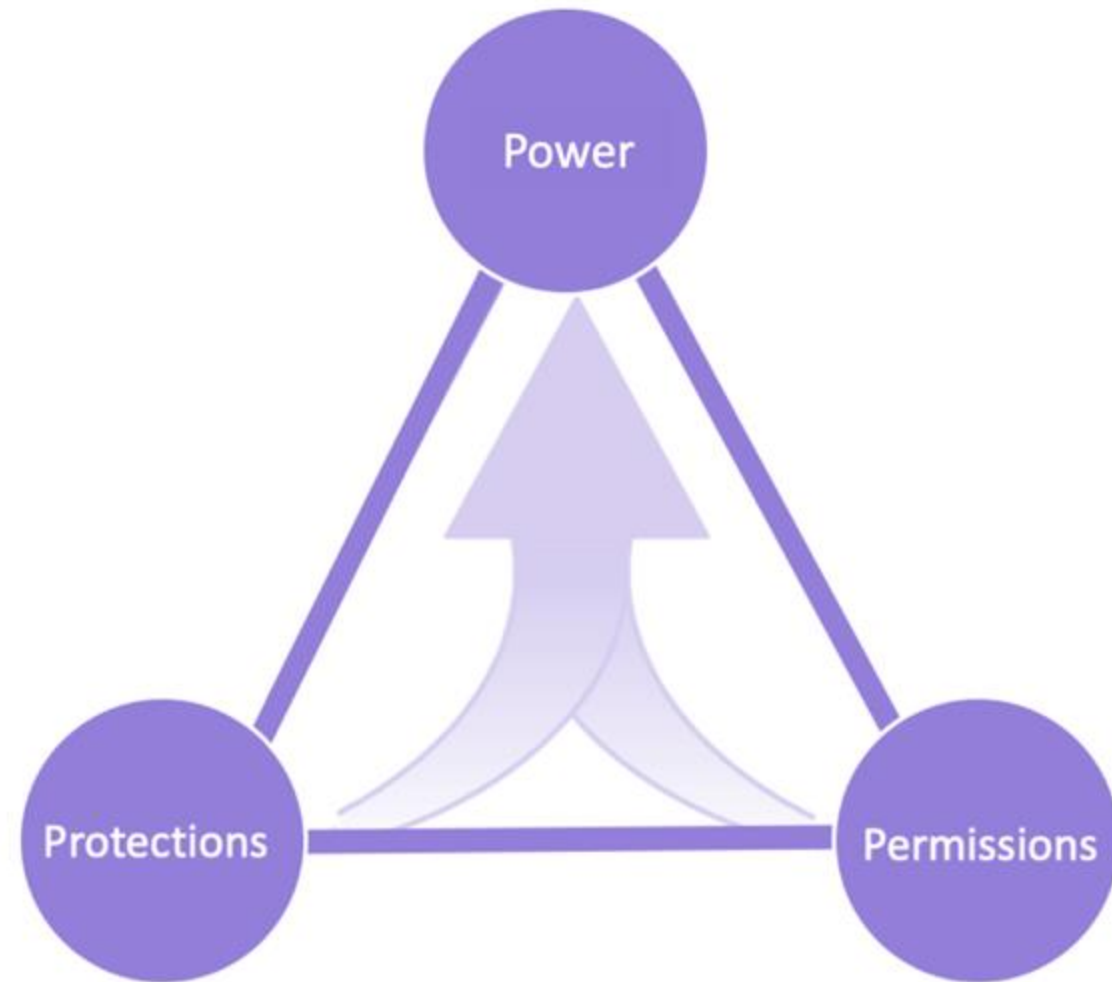
Return to the present
Refine the problem
What do you need?
What do you want to achieve?
What do you expect from me?



Dramatic & Educational Triangle

Educational Triangle

This concept puts the team in the ideal position to not only accept change, but also to enjoy it and implement its Power.



Recognition signs

A VITAL need

Positive signs of recognition encourage greater openness and exchange, strengthen the collaborative relationship and create a climate of trust.

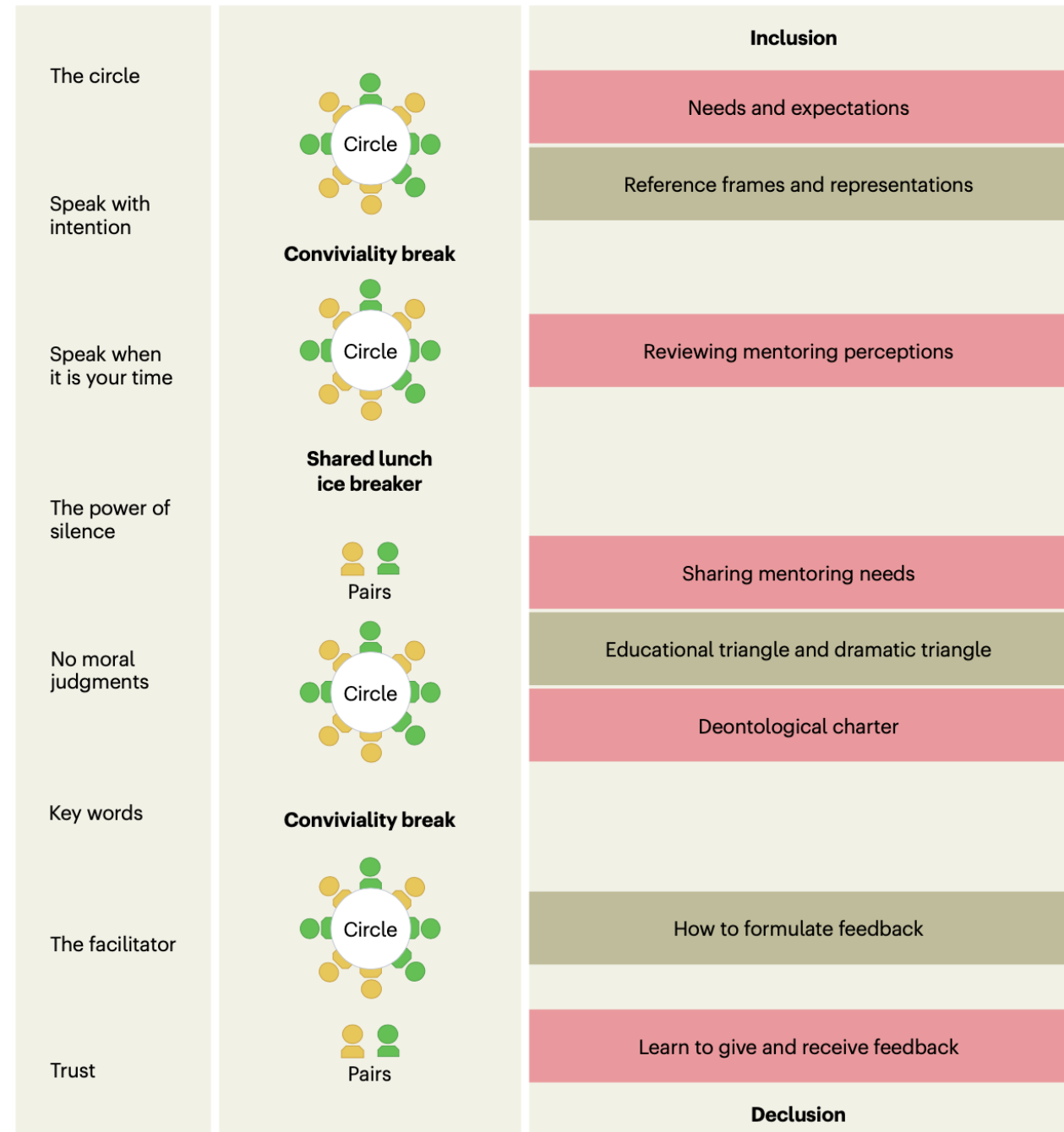
Powerful motivational tools
Development of self-esteem

| | Positive | Negative |
|---------------------------------------|---|---|
| Conditional (What one does) | <i>"You anticipated the change in protocol at that particular time.</i> <i>"You were thorough and organized in this meeting.</i> | <i>"You reversed pages 3 and 4 in your business report"</i> To be used for improvement feedback |
| Unconditional (What one is) | <i>"I appreciate your good mood".</i> <i>"I appreciate working with you because you are a good listener</i> | <i>"You are slow"</i> <i>"You are incapable, unreliable"</i> To be banned completely |

04 Conclusion

An inclusive workshop

- Gives meaning
- Creates a shared culture
- Involves participants
- Facilitate communication
- Can prevent and manage conflict
- Frees people to speak
- Strengthens team cohesion
- Speeds up decision-making
- Encourages creativity



Workshop outcomes: mentor–mentee vocation, engagement and role

Questioning without fear

Honesty & sincerity

Building & giving confidence

Getting involved

Listening

Support

Bring new tools Share

Sharing

Orientation

Alert & Vigilance

Mutual respect

Availability

Respect

Express their needs & expectations

Thoughts on support

Learn to trust

Offer the keys a framework for thinking

Be open to the relationship

Thanks



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<https://www.femmesetsciences.fr/mentorat>

05 Interactions

**What about if
you stopped
talking about
my legs
my clothes
my cleavage
the way I walk
and talked about
how I work?**

signalement.violences.discriminations@ens-lyon.fr



**#ENsemble contre
le harcèlement**



**ENS
ENS DE LYON**

**The worst thing
is not
the remarks
the pressure
the dread
the humiliation
it's that
no one reacts.**

signalement.violences.discriminations@ens-lyon.fr



#NERIEN LAISSER PASSER



**ENS
ENS DE LYON**

**With a female
teacher
we talk about
her children.
With a male
teacher
we talk about
his projects.**

signalement.violences.discriminations@ens-lyon.fr



**#ENsemble contre
le harcèlement**



**ENS
ENS DE LYON**