

The ABCs of Mentoring

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Objectives

- Provide an overview of mentoring
- Review benefits of a formal mentoring program
- Discuss mentoring roles, responsibilities, and competencies
- Discuss mentoring flashpoints
- Discuss setting up a mentoring program

Mentor

“someone who provides an enabling relationship that facilitates another’s personal growth and development. The relationship is dynamic, reciprocal and can be emotionally intense”

(Morton-Cooper & Palmer, 2000)

Great Mentor-Mentee Pairs

- Socrates & Plato
- Anne Sullivan & Helen Keller
- Florence Nightingale & Rachel Williams
- Lord Mountbatten & Prince Charles
- Paul Gauguin & Vincent Van Gogh
- Albus Dumbledore & Harry Potter

"I cannot teach anybody anything, I can only make them think." *Socrates*

Preceptorship vs. Coaching vs. Mentoring

Preceptorship- a short-term educational relationship that often focuses on developing clinical competencies

Coaching- A coach uses strategies to train and demonstrate skills and knowledge using positive and timely feedback

Preceptorship vs. Coaching vs. Mentoring

Mentoring- a broader, less specific, perspective. Guiding the mentee through the organizational, social and political networks.

Roles

- What does a mentor look like?
 - Builds rapport
 - Acts as a guide, source of information and sounding board
 - Creates or identifies learning opportunities

Roles



- What does a mentee look like?
 - Drives the learning agenda
 - Sets learning goals
 - Asks for help when needed
 - Experiments with new ideas and approaches

Benefits of Mentoring

Mentees

- Acquisition of knowledge and professional experience
- Increase potential for career mobility
- Improved understanding of their roles
- Supportive environment to analyze problems, formulate realistic solutions and make constructive decisions

Benefits of Mentoring

Mentees

- Opportunity to discuss new best practices
 - Networking
 - Empowerment
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Benefits of Mentoring

Mentors

Provides opportunity to:

- Test new ideas
 - Renew enthusiasm for their role as an experienced employee
 - Have challenging discussions with people who have a new perspective
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Benefits of Mentoring

Mentors

Provides opportunity to:

- Opportunity to reflect and articulate on their role
 - Improved ability to share experience, knowledge, competencies and skills
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Benefits of Mentoring

Organizations-

- Improved delivery of services
- Potential improved employee retention
- Improved communication between different parts of the organization
- Support network in times of change
- Enhanced leadership skills of participants

Six Mentoring Competencies

Robert Wood Johnson Nurse Fellows Program

1. *Self-knowledge competencies*-ability to understand and develop yourself
2. *Strategies and vision competencies*- ability to connect broad social economic and political changes to the strategic direction of relevant organizations

Six Mentoring Competencies

3. *Risk taking and creativity competencies*- ability to tolerate ambiguity and chaos and turn mistakes into opportunities for growth

4&5 *Interpersonal and Communication Competencies*- ability to nurture partnerships that is equal and mutual and not hierarchical.

Six Mentoring Competencies

Inspirational Competencies- the ability to be a change agent who creates positive personal and organizational change

Main Functions of Mentoring

1. *Psycho-socio-emotional functions*- friendship, support, guidance, empathy, counseling
Is the mentor the same as a friend?
 2. *Career development functions*- role modeling, inclusion, career identification, career socialization & career guidance
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Mentoring Processes

- *Formal*- the relationship is facilitated and supported by an organization
 - *Informal*- A supportive relationship that develops spontaneously
– Initiated by the mentor or mentee
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Mentoring Processes

Peer Mentoring- in remote locations colleagues may mentor one another. (usually informal)

Distance or E-Mentoring- the relationship is conducted mainly by phone, e-mail, videoconference
(Formal or informal)

Setting up a Successful Program

- Target learners who need mentoring
- Define mentoring competency
- Select mentors who can provide help and support
- Match mentors and learners
- Develop guidelines for meetings and
- Provide training for mentors

Matching

- Basic logistics method- Who can meet when
- Procedures for matching goals and preferences

Matching: Points to consider

- ability to schedule regular one-to-one sessions
 - ability to engage in interpersonal dialogues
 - Ability to provide networking opportunities
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Phases of Mentoring

1. Recognition and development- Trust
 2. Emerging independence phase-Advice
 3. Facilitative/Confrontative- Challenge
 4. Letting go phase- independence is achieved
Can we outgrow our mentor?
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Potential Problems or Flashpoints

- Level of commitment of either member of the mentee/mentor dyad
 - Divergent views of professional obligations to the program or organization
 - Opposite ideas about learning
 - Different interpersonal styles
 - Contrasting personal core beliefs
 - Breach of trust
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Planning for Success

- Mentor education and on-going support
 - Establish mentoring coordinator to act as a central point of contact and deal with issues
 - Set times to meet into a schedule
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Conclusion

“A wise man learns by the experience of others
An ordinary man learns by his own experience
A fool learns by nobody’s experience”

Anonymous
