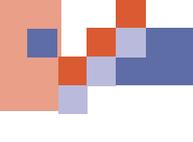


# MENTOR TRAINING

A module to improve the skills and knowledge of people interested in being effective mentors.



# Components of the module

- Roles & Responsibilities of a mentor:  
Confidentiality, legal & ethical obligations
- Mentoring Program framework:  
Matching process, Mentoring Agreements
- Structuring the meetings:  
Before & at the first meeting; Goal setting;
- Communication skills



# Objectives

1. Increased understanding of the mentoring relationship and the role and functions of the mentor
2. Provide a framework for mentoring
3. Increased awareness of the skills required by mentors
4. Improved skills in setting boundaries, communication and goal-setting.



# What is mentoring?

‘a process in which a more skilled or experienced person (mentor) serves as a role model and supports, guides, advises, teaches, encourages, counsels and befriends a less skilled or experienced person, or a person who is in need of help for the purpose of promoting their professional and/or personal development (Gupta & Lingam, 2000)’



# Benefits of mentoring: MENTEE

- Improves self-confidence & self-esteem
- Encourages self-directed learning & sharing of expertise
- Offers opportunity for professional development
- Provides advice and information
- Encourages reflection on practice through informal feedback
- Provides personal support & encouragement to demonstrate strengths, explore potential & achieve goals
- Improves effectiveness
- Develops awareness of culture, politics and philosophy of the organisation
- Gives access to a 'sounding board' for concerns, issues and ideas



# Benefits of mentoring: MENTOR

- Refreshes own view of work & provides greater understanding of barriers faced by mentees
- Enhances job satisfaction
- Enhances own skills in coaching, counselling, listening, modelling & leadership
- Encourages self-reflection → new perspectives & approaches
- Develops professional relationships & networks
- Enhances peer recognition & respect
- Encourages a proactive role in learning and development: contribution to others through demonstration of expertise & sharing of knowledge



# Benefits of Mentoring: Health Service

- Increased morale, motivation & satisfaction
- Better teamwork & fostering of shared values
- Enhanced & more efficient patient care
- Building a learning culture
- Leadership development
- Improved retention rate
- Lower absenteeism → Reduced costs

# Mentoring V's supervision

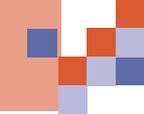
- Self selecting pairings
- Voluntary commitment
- Responsible for development of independence, self- confidence and reduction of stress
- Relationship develops over time
- confidential, risk-free, non-judgemental, supportive
- Personal as well as professional relationship
- Mentor and mentee are equals
- Two way, conversational
- Institution appointed
- Requirement of training
- Responsible for appraisals and assessments
- Short term relationship linked to employment
- Professional relationship with power differential
- One way, directorial

mentoring

supervision

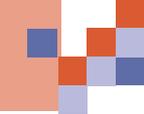
# Roles & Functions of the mentor

Role	Function
1. Role Model	To inspire To demonstrate
2. Acculturator	To familiarise the mentee with organisational policies & protocols & help them to get used to the culture
3. Advisor	To use established referral pathways to enable career, administration & legal advice to occur as appropriate
4. Supporter	To be there To provide safe opportunities for the mentee to let off steam/release emotion To act as a sounding board (as a cathartic process)
5. Educator	To actively encourage articulation & reflection of practice To consciously create opportunities for the mentee to achieve learning objectives



# Qualities of a mentor

- respected professionally
- have the confidence of the mentee
- approachable & available \*
- enthusiastic, encouraging & able to inspire
- supportive of change
- capable of honesty
- able to maintain realistic expectations & boundaries\*
- familiar with referral pathways
- non-judgmental
- able to maintain confidentiality
- culturally aware
- a good communicator



# Critical skills required by mentors:

## **M** – Manages the relationship

- Has high level self-management skills
- Is assertive
- Has good knowledge of the organization
- Models effective leadership and management skills
- Has excellent interpersonal skills

## **E** – Encourages

- Motivates others
- Is a good role model
- Able to provide clear and objective feedback

## **N** – Nurtures

- Able to promote personal growth
- Has ability to maintain work-life balance
- Acknowledges need to maintain health

## **T** – Teaches

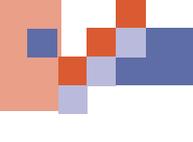
- Able to facilitate learning
- Provides resources

## **O** – Offers mutual respect

- Accepts differences in values, interests etc.

## **R** – Responds to the Mentee's needs

- Does not seek to impose advice on the basis of one's own needs



# Framework for Mentoring

- A 'semi-formal' approach works best:
  - Mentor's biography available to mentees
- Voluntary participation
  - One initial mandatory meeting
  - A Mentoring Agreement (refer sample in manual)
  - Mentor / mentee group activities.

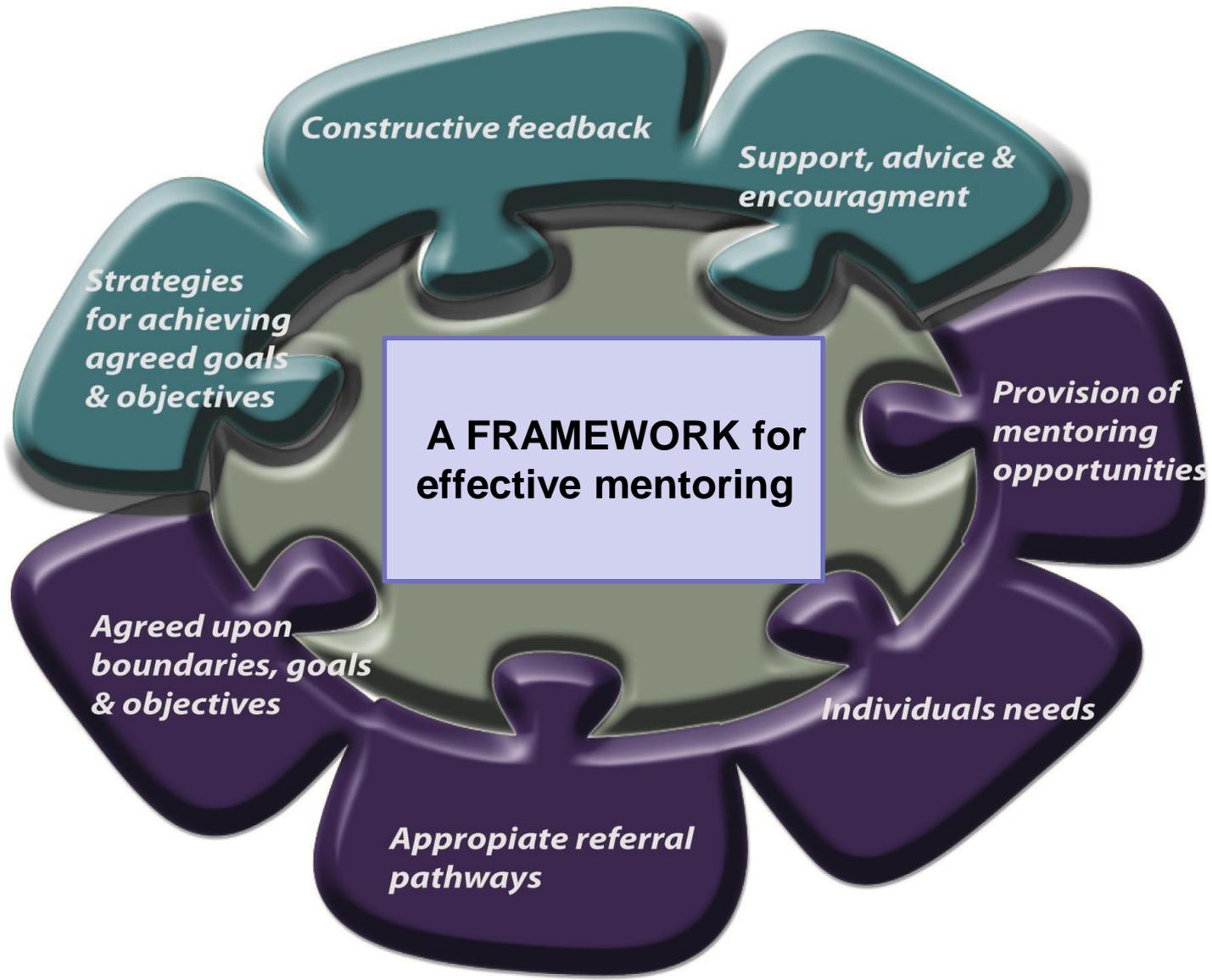
## Handbook refs

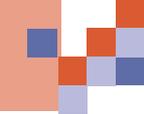
Sample PD and core competencies for a mentor

Sample mentor preference form

Sample mentor agreement template

Monitoring the mentor relationship – sample templates





# Setting boundaries

The mentoring relationship needs boundaries as with all professional relationships.

What are some key things that are outside the mentoring relationship?

- Legal problems
- Filling out forms
- Being a close personal friend

If these types of issues arise, it may be appropriate to refer the mentee on to an appropriate service, network, etc.



# Setting Goals

- S pecific
- M eaningful & mutually agreed
- A ppropriate
- R ealistic
- T ime bound
- Clinical
- Communication
- Professional

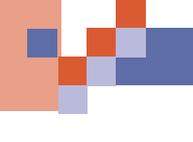


# Setting Goals

- Mentoring increases achievement of professional goals
- Focus the mentor and mentee on the desired outcomes, emphasizing shared objectives, interests and values
- Allows both parties to engage in a common effort & builds a strong mentoring relationship
- Can remind a mentor of their own goals

**Handbook ref**

Setting goals and the sample SMART goal setting template



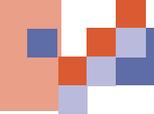
# Confidentiality

Why is this essential to the mentoring relationship?

- To maintain a separation from normal clinical work & training domains
- The mentoring function may encompass private as well as career issues
- Protection of both parties

What are the exceptions to the rule?

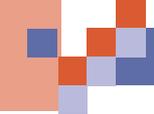
- 'Notifiable Conduct'
- Child protection



# Communication

Why is good communication important?

- To be understood
- To understand others
- To gain acceptance of self & our ideas or knowledge
- To transmit knowledge, thoughts or ideas
- Ultimately to bring about a desired action or outcome



# Communication - Verbal

## Verbal communication

- simple words
- avoid jargon or slang
- be direct & honest (while respecting cultural aversions to informality & individual expression)
- check for understanding
- encourage meaningful dialogue

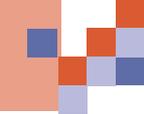


# Communication: Body Language

Voice & facial expression account for 93% of the emotional content of a message (Kaye, 1967)

Non-verbal information is conveyed by:

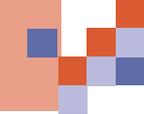
- facial expressions
- vocal cues (e.g. volume, rate of speech, rhythm, pitch)
- use of space & distance
- by physical signals (e.g. presence or absence of eye contact, posture, gesture, touch & movement).
- clothing & grooming



# Barriers to Communication

High-risk communications styles.

- are likely to block communication, promote misunderstandings
- Criticising (NB not the same as giving negative feedback)
- Imposing your opinions on someone
- Ordering
- Threatening
- Moralising / preaching
- Excessive questioning (interrogating)
- Advising
- Diverting



# Some important communication skills (1)

## ACTIVE LISTENING

- ways of responding so that the other person feels that their problems & feelings have been understood.

Active listening includes:

- Making appropriate eye contact early in the meeting
- Asking open-ended questions
- Attending to verbal & non-verbal cues
- Clarifying the information provided by the mentee
- Clarifying the mentee's understanding of information provided by the mentor



# Some important communication skills (2)

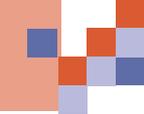
## ASSERTIVENESS SKILLS

- verbal & non-verbal
- maintaining respect (self and other)
- satisfying your needs
- defending your rights without dominating, manipulating or controlling others
- the ability to say 'NO'
- questioning a superior's words or actions



# Feedback

- Mentors are not in a position to give clinical or performance feedback to mentees
- Mentors may help their mentees to understand feedback given by others
- Building on strengths as well as addressing gaps is critical.



# Summary of Module 1

In this session we have discussed:

- The mentoring role & responsibilities
- Mentoring agreements & the matching process
- Structuring the first meeting, Setting goals
- Legal/ethical obligations, Confidentiality
- Communication skills

# Acknowledgements



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