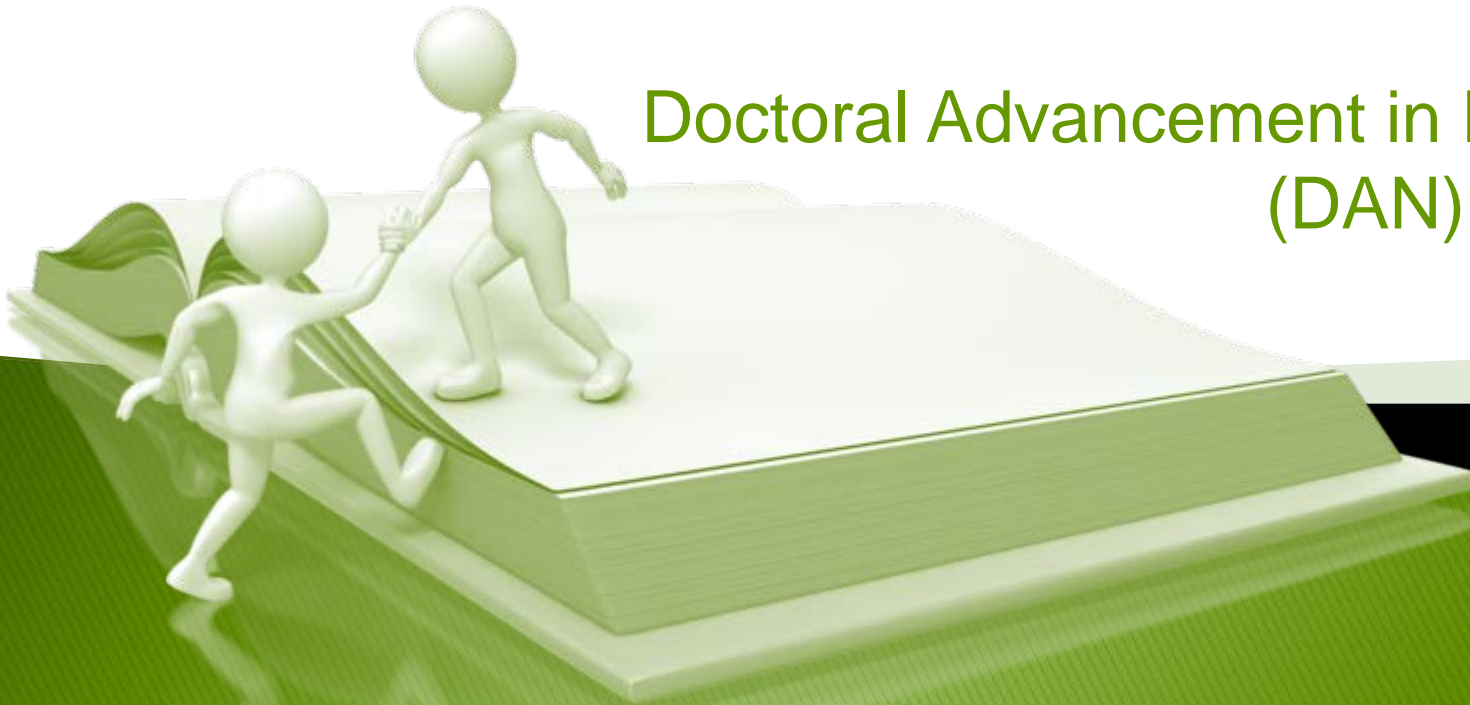
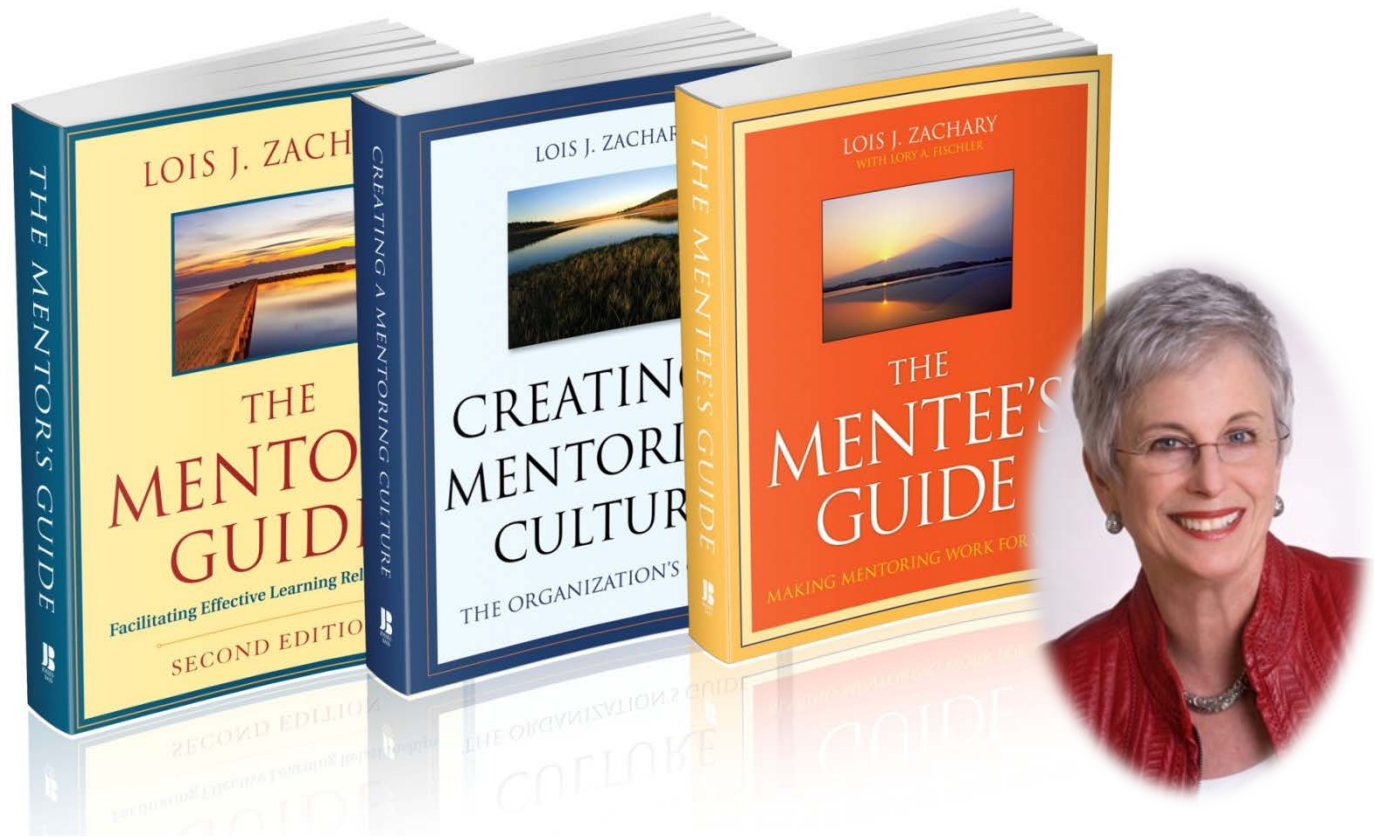


Mentoring: Getting on the Same Page

Doctoral Advancement in Nursing
(DAN) Project





Introducing Lois Zachary

Author, *The Mentor's Guide*, *The Mentee's Guide*,
Creating a Mentoring Culture

Mentoring: Getting on the Same Page



Workshop Goals

- ▶ To discuss the benefits of mentoring for both the mentor and mentee
- ▶ To create a common base of understanding about what mentoring is and what it does
- ▶ To define and describe the mentoring process
- ▶ To discuss the various approaches to mentoring
- ▶ To describe approaches that address the challenge of limited time

Chat box

- ▶ What questions do you have about mentoring that you would like to have answered by the end of this session?

Mentee Benefits

- ▶ A safety net
- ▶ Career support
- ▶ Increased visibility
- ▶ An opportunity to test out ideas
- ▶ Candid feedback
- ▶ Less stress
- ▶ Quicker learning
- ▶ Help in navigating the organization
- ▶ Increase in productivity
- ▶ Cultural knowledge
- ▶ Leadership development

Mentor Benefits

- ▶ Satisfaction from seeing others develop
- ▶ More knowledge about operations and best practices in other parts of the organization
- ▶ Expanded perspectives/discovery of new ideas
- ▶ Opportunity to share experience and wisdom
- ▶ Opportunity to strengthen mentoring skills
- ▶ Reconnection to people in the organization
- ▶ Reaffirmation of approaches
- ▶ A meaningful relationship

Poll

Number of definitions of mentoring found in the literature

- ▶ 1-5
- ▶ 5-10
- ▶ 10-20
- ▶ Other?

**If we all know what mentoring is
why are there so many definitions?**



MENTORING

A reciprocal learning relationship in which mentor and mentee agree to a partnership where they work collaboratively toward achievement of mutually defined goals that will develop a mentee's skills, abilities, knowledge and/or thinking.

The Paradigm of Practice Has Shifted

	From	To
Mentee Role	<ul style="list-style-type: none">• Passive Learner	<ul style="list-style-type: none">• Active Learner
Mentor Role	<ul style="list-style-type: none">• Authority	<ul style="list-style-type: none">• Facilitator
Learning Process	<ul style="list-style-type: none">• Mentor directed• Face to face	<ul style="list-style-type: none">• Self-directed• Multiple and varied configurations
Focus	<ul style="list-style-type: none">• Knowledge transfer and acquisition	<ul style="list-style-type: none">• Critical reflection and application

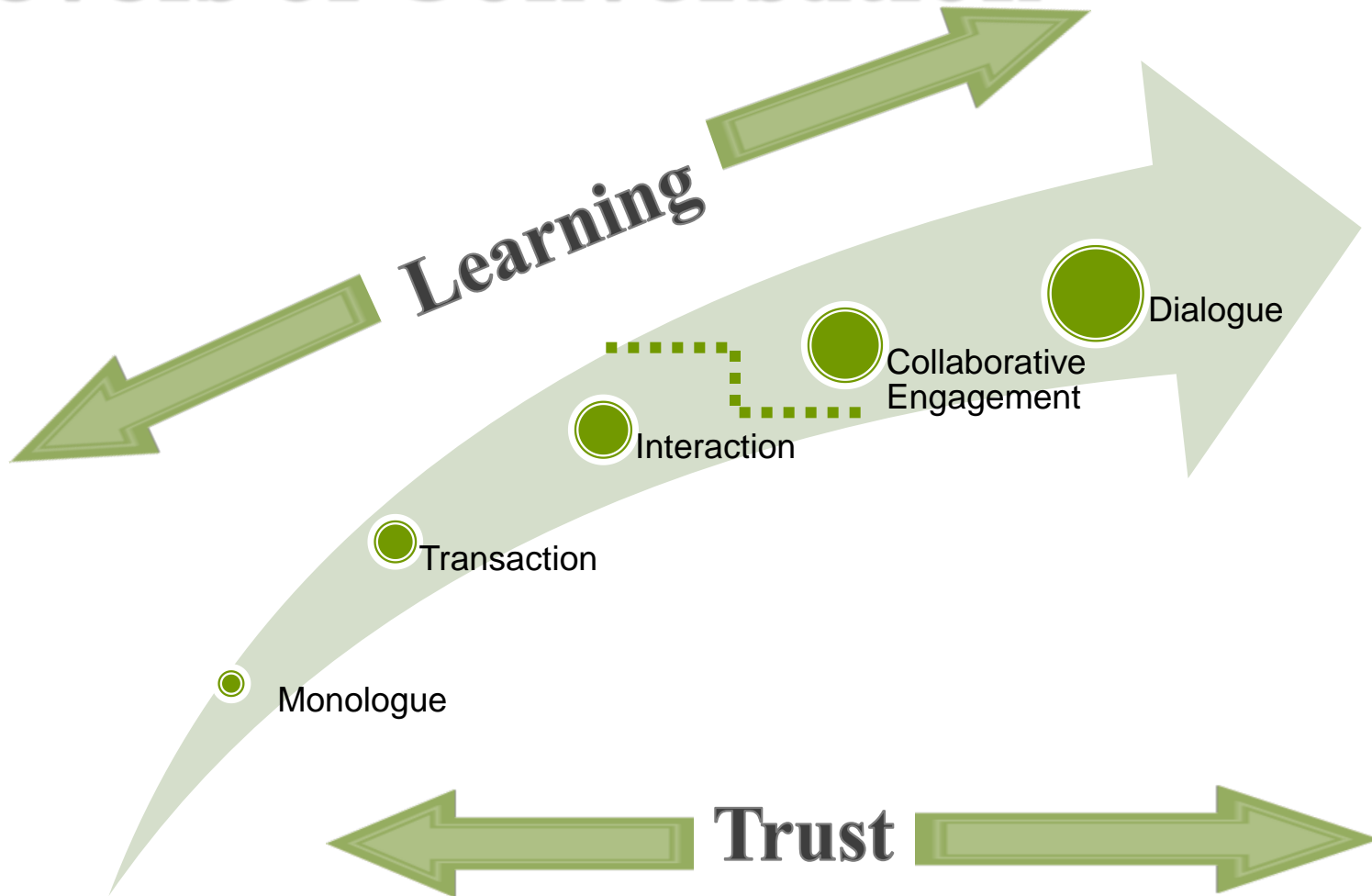
Understanding the Differences

Mentoring	Academic Advising
<ul style="list-style-type: none">• Future-oriented• Focuses on development• Intangibles• Soft skills• Range of learning opportunities• Multiple forms• Driven by the mentee's needs	<ul style="list-style-type: none">• Focuses on successfully navigating curriculum and graduating on schedule• Guides students through the process of academic planning and goal setting• Often involves counseling• Specific planning and goal setting• Usually 1:1
Coaching	Counseling
<ul style="list-style-type: none">• Present• Focuses on boosting performance• Tangibles• Processes and procedures• Short-term• Coach-driven process	<ul style="list-style-type: none">• Past• Focuses on fixing problems• Uses intervention techniques• Provides emotional support• Usually 1:1• Confidentiality a priority

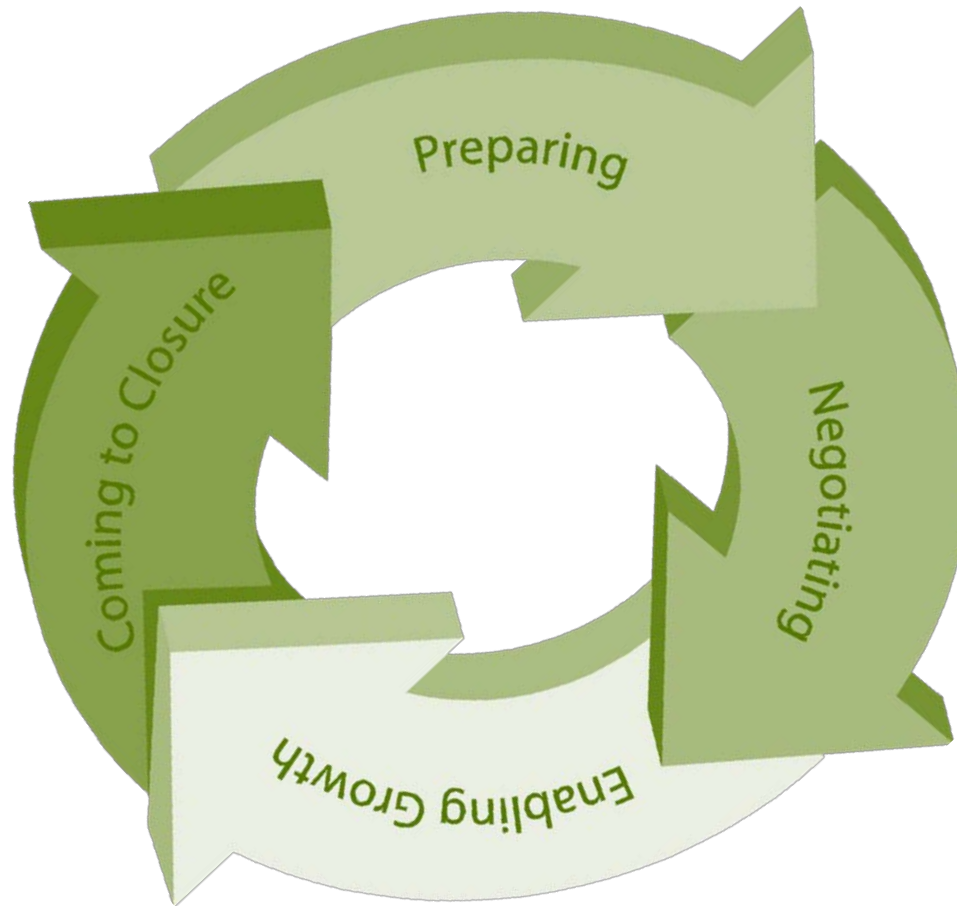
The Challenge in Mentoring



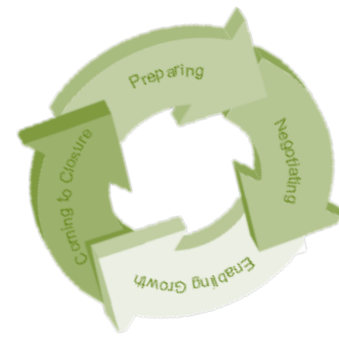
Levels of Conversation



The Mentoring Cycle



Preparing the Relationship



- ▶ Take time getting to know each other.
- ▶ Share mentoring stories.
- ▶ Talk about your mentee's learning and development goals.
- ▶ Determine relationship needs and expectations.
- ▶ Candidly share personal assumptions and limitations.
- ▶ Discuss personal and learning styles.

Establishing Agreements



- ▶ Well-defined goals
- ▶ Success criteria and measurement
- ▶ Delineation of mutual responsibility
- ▶ Accountability assurances
- ▶ Consensual mentoring agreement
- ▶ A work plan for achieving learning goals

It's not only about the goals...

- ▶ Mentors help mentees grow into the person who has the capability, confidence and competence to accomplish the goal.



Create SMART Goals

Specific • Measurable • Action-Oriented • Realistic • Timely

SMART	Not-So-SMART
Represents a challenge or a stretch for the mentee	Is just a quick fix or information acquisition
Focuses on future development	Focuses on maintaining the status quo
Is specific, concrete and clear	Is general and broad
Seeks a quantitative and/or qualitative improvement that can be demonstrated or measured in some way	Is hard to measure
Is directly linked to the question, “Why?” “Why is this goal important to your development and success?”	Focus only on the “how”
Requires more than one strategy in order to achieve it	Is the strategy



Facilitating Learning

- ▶ Support
- ▶ Challenge
- ▶ Vision
- ▶ Feedback
- ▶ Accountability Check-In



Stumbling Blocks

- ▶ Distance
- ▶ Time
- ▶ What else?



Distance



What are some of the challenges inherent in a virtual mentoring relationship?

Time Is the Key to Virtual Mentoring

- ▶ Invest time up front to:
 - Set up the relationship and the process
 - Make sufficient time to connect.
 - Discuss confidentiality, and agree on what should be discussed in virtual space and what should not
 - Decide when to connect, how to connect and who will initiate the contact.
 - Set a regular contact schedule
 - Be willing to experiment, and find a way to connect that is comfortable for both you and your mentee.

Monitor Your Virtual Communications

- ▶ Check to make sure you are staying in conversation
- ▶ Make sure that the connection results in meaningful learning
- ▶ Share information and resources—but never as a substitute for personal interaction

Tips for Making the Most of Virtual Mentoring

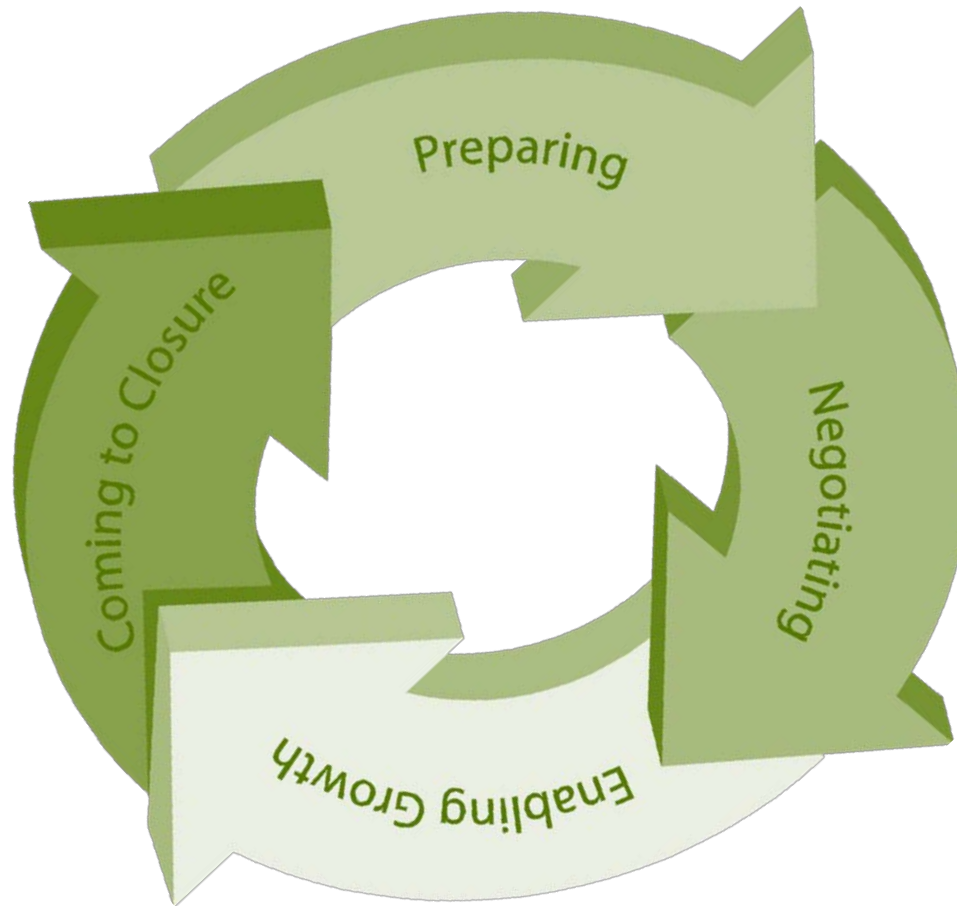
- ▶ Be sensitive to the day-to-day needs of your mentoring partner
- ▶ Let your mentoring partner know when you are too busy to talk or to provide a thoughtful response
- ▶ Be selective in what you send and to whom you send it

Coming to Closure: Looking Back, Moving Forward



- ▶ Plan the process of coming to closure
- ▶ Talk about what has been learned (the learning conclusion)
- ▶ Integrate learning
- ▶ Celebrate
- ▶ Redefine the relationship
- ▶ Move on

The Mentoring Cycle



12 Strategies for Mentoring Success

1. Spend sufficient time getting to know your mentoring partner.
2. Meet with your mentoring partner on a regular basis (virtually and/or in person).
3. Always have a meeting date on the calendar.
4. Keep focused on achieving goals and not just day-to-day challenges.
5. Follow through on your commitments.
6. Be open to learning and new approaches.

12 Strategies for Mentoring Success

7. Periodically reflect on what you and your mentee are learning.
8. Hold your mentee accountable for their own growth and development.
9. Provide regular feedback; seek and welcome feedback from your mentee.
10. Come prepared and use your time well.
11. Expect to make mid-course corrections.
12. Check in and check things out.

