Mentoring: Getting on the Same Page

Doctoral Advancement in Nursing (DAN) Project
Introducing Lois Zachary
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?
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

<table>
<thead>
<tr>
<th>Mentee Role</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Passive Learner</td>
<td>• Active Learner</td>
</tr>
<tr>
<td>Mentor Role</td>
<td>• Authority</td>
<td>• Facilitator</td>
</tr>
<tr>
<td>Learning Process</td>
<td>• Mentor directed</td>
<td>• Self-directed</td>
</tr>
<tr>
<td></td>
<td>• Face to face</td>
<td>• Multiple and varied</td>
</tr>
<tr>
<td></td>
<td></td>
<td>configurations</td>
</tr>
<tr>
<td>Focus</td>
<td>• Knowledge transfer</td>
<td>• Critical reflection and</td>
</tr>
<tr>
<td></td>
<td>and acquisition</td>
<td>application</td>
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# Understanding the Differences

<table>
<thead>
<tr>
<th>Mentoring</th>
<th>Academic Advising</th>
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<tbody>
<tr>
<td>• Future-oriented</td>
<td>• Focuses on successfully navigating curriculum and graduating on schedule</td>
</tr>
<tr>
<td>• Focuses on development</td>
<td>• Guides students through the process of academic planning and goal setting</td>
</tr>
<tr>
<td>• Intangibles</td>
<td>• Often involves counseling</td>
</tr>
<tr>
<td>• Soft skills</td>
<td>• Specific planning and goal setting</td>
</tr>
<tr>
<td>• Range of learning opportunities</td>
<td>• Usually 1:1</td>
</tr>
<tr>
<td>• Multiple forms</td>
<td></td>
</tr>
<tr>
<td>• Driven by the mentee’s needs</td>
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<table>
<thead>
<tr>
<th>Coaching</th>
<th>Counseling</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Present</td>
<td>• Past</td>
</tr>
<tr>
<td>• Focuses on boosting performance</td>
<td>• Focuses on fixing problems</td>
</tr>
<tr>
<td>• Tangibles</td>
<td>• Uses intervention techniques</td>
</tr>
<tr>
<td>• Processes and procedures</td>
<td>• Provides emotional support</td>
</tr>
<tr>
<td>• Short-term</td>
<td>• Usually 1:1</td>
</tr>
<tr>
<td>• Coach-driven process</td>
<td>• Confidentiality a priority</td>
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</table>
The Challenge in Mentoring

Relationship

Learning

CONVERSATION
Levels of Conversation

- Monologue
- Interaction
- Transaction
- Collaborative Engagement
- Dialogue

Learning

Trust
The Mentoring Cycle

Preparing

Negotiating

Ending Growth

Coming to Closure
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**

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

- Preparing
- Negotiating
- Ending Growth
- Coming to Closure
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.
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.