LEADERSHIP DEVELOPMENT SERVICES
Motivate, Inspire and Grow

American Association of Colleges of Nursing

Robert Wood Johnson Foundation

Taking Your Mentoring Program to the Next Level

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Facilitator

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Our Focus Today

- Broadening and deepening your understanding about mentoring, mentoring relationships and your mentoring program
- Giving you the tools and understanding you will need to identify and evaluate where your mentoring program is, where it needs to go, and how to get there

Our Agenda

- Presentation: Taking Your Mentoring Program to the Next Level
- Mentoring in Action: Panel Presentation
- Break
- Table Conversation/Debrief
- Toolkit in Action: Panel Presentation
- Table Conversation/Debrief
- Closure Activity/Session Evaluation

At Your Table

- Introduce yourself….
- What is the most challenging aspect/issue you are facing in developing and implementing your mentoring program right now?

What Mentoring Is (and What It Isn't)

Mentoring is….

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.

Understanding the Differences

Mentoring	Includes but is Not Coaching	Is Not Counseling
• Future • Voluntary • Organic • Focus on development • Intangibles • Soft skills • Range of learning opportunities • Multiple forms • Self-directed	• Present • Contractual • Emerging field of practice • Focus on boosting performance • Tangibles • 1:1 • Processes and procedures • Short-term • Coach-driven process	• Past • Uses intervention techniques • Focus on career issues and providing emotional support • Usually 1:1 • Confidentiality a priority

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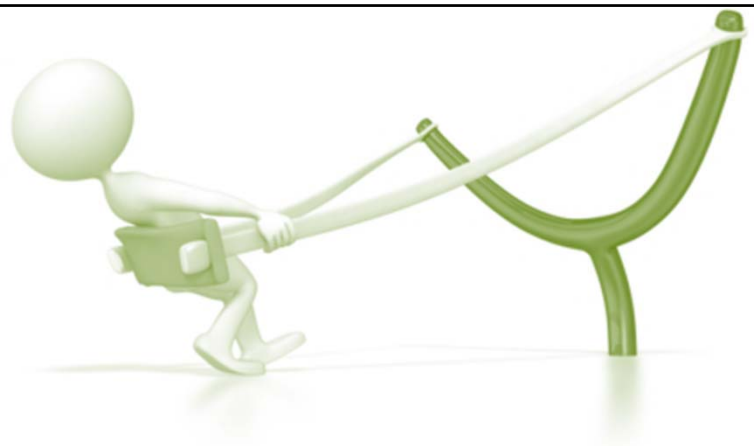
Shifting the Paradigm

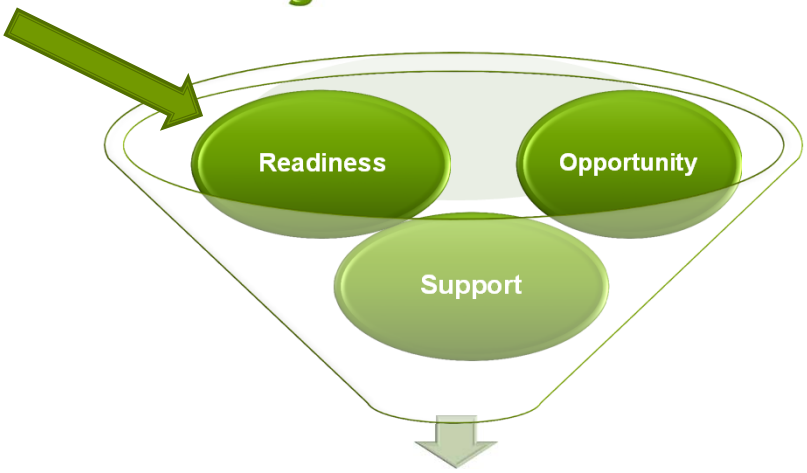
Mentee Role	From passive receiver to active learner
Mentor Role	From authority to facilitator
Learning Process	From mentor-directed to self-directed; from face-to-face to multiple and varied opportunities
Focus	From knowledge transfer and acquisition to critical reflection and application

1



Launching a sustainable mentoring program requires creating readiness, providing the right opportunities and building in a continuum of mentoring support.

Mentoring Success Model



Sustainability

2

Mentoring: A Reflective Practice

- The first task is to get people to talk about their experiences.
- The second task is to analyze those experiences individually and collectively.
- The third task to identify and act on the implications of what is revealed.

Lessons Learned

Readiness

- Think about any of the programs or initiatives that your department/college has rolled out and implemented in the past.
  - What lessons have you learned?
  - What worked?
  - What got in the way?

Is Everyone On The Same Page?

Readiness

3

Define the Goals

Readiness

3

Identify Success Factors

Readiness

- What would mentoring success look like in your college?

3

Articulate Roles and Responsibilities

Readiness

- Mentor's role
- Mentor's responsibilities
- Mentee's role
- Mentee's responsibilities
- Manager/supervisor role
- Other "silent" partners

3

Establish Criteria

Readiness

- What are the ideal personal characteristics and attributes of a mentor?
- Who should serve as mentors?
- Who should not?
- How will mentors be selected?
- Will everyone who wants to be a mentor be selected?
- What do you tell people who are not selected?

3

Develop Pairing Protocols

Readiness

Step One	Define Criteria for making the matches
Step Two	Determine who will make the matches
Step Three	Discuss what happens once the match is made
Step Four	Decide what happens if the match doesn't work out
Step Five	Detail action steps in sequence from selection to final pairing.

3

Selling Your Program

Readiness

3

Develop a Marketing & Communication Strategy

Readiness

- Stakeholders
- Objectives
- Key Messages
- Vehicles
- When/How Often
- Accountability

Communicate, communicate, communicate!

Readiness

Awareness → Understanding → Acceptance → Commitment → Actions → Integration

At the very minimum

Readiness

- This is what is happening
- This is where we are going
- This is what it means to you
- This is how we will make it work

Ensure Visible Support

Readiness

- What would support of top leaders and directors look like (roll-out and implementation)?
- Who must be involved?
- How would they be involved?
- What would they be doing?
- Current champions
- Potential champions

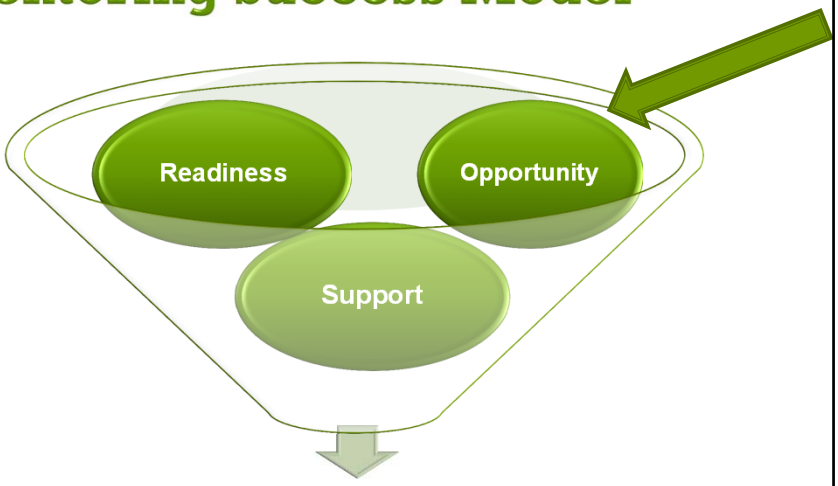
3

Creating Demand . . .

- Has a multiplier affect
- Motivates participation
- Spurs conversation and dialogue about mentoring
- Builds credibility
- Produces momentum
- Inspires application of new insights and learning

3

Mentoring Success Model



Sustainability

Multiple Mentoring Opportunities

- Formal
- Informal
- One to one
- Group mentoring
- Mentoring networks
- Situational mentoring
- Flash mentoring
- Peer mentoring
- Supervisory
- Virtual mentoring

4

Connecting on a Deeper Level

7 Essential Elements©	What You Can Do
Honesty	Make it safe
Responsiveness	Make it regular and timely
Relevance	Make it learner-centered
Respect	Make an effort to listen for and learn from difference
Openness	Make sure you demonstrate openness
Empowerment	Make it context appropriate
Time	Make space and place for mentoring a priority

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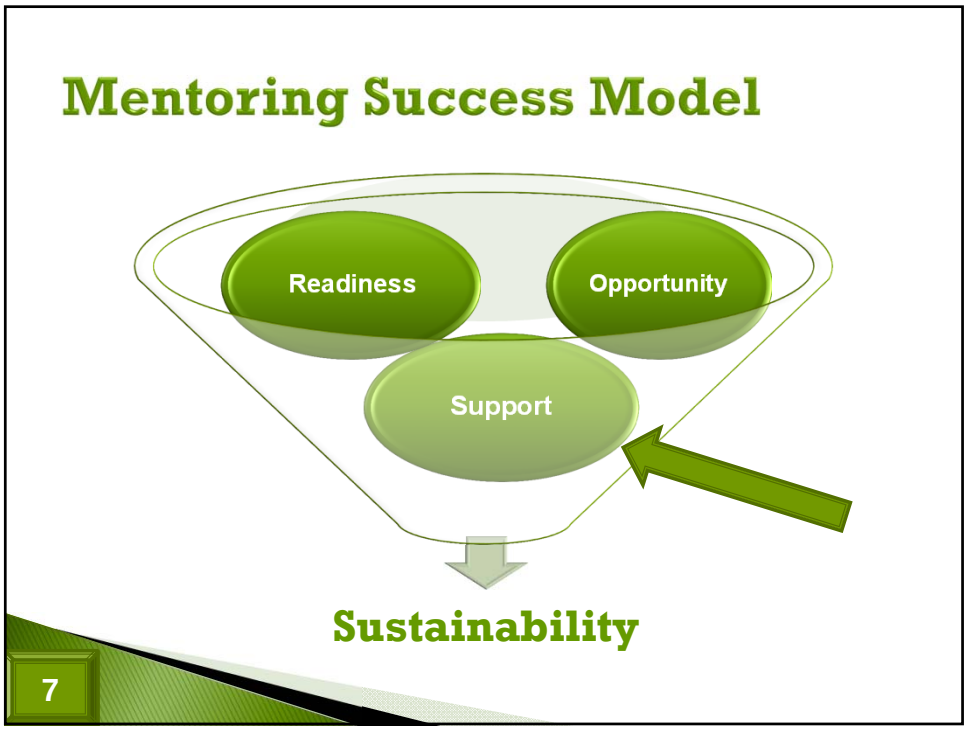
Design Education and Training Opportunities

Opportunity

- Awareness education
- Understanding
- Training
- Videoconferencing
- Newsletters
- **Toolkits**
- Mentoring coaching
- Networking
- Renewal opportunities
- Intranet support
- Just-in-time support

5

Preparing:
Getting Ready
Negotiating:
Establishing
Agreements
Enabling
Growth:
Facilitating
Learning
Coming to
Closure:
Looking Back,
Moving Forward
6


Mentoring Success Model
Readiness
Opportunity
Support
Sustainability
7

Where it falls apart…

A continuum……

Support

7

Supporting Mentoring

Support

Goals, Tasks, Plan

Training

Education

Not Willing

Not Able

Not Knowing

7

Leadership Succession

Support

7

Staying on Track

Support

7

Monitoring Progress

Support

7

Establish Continuous Feedback Loops

Support

7

Measuring Results

Support

7

Share Stories and Best Practices

Support

7

Set Up Reward, Recognition and Celebration Plan

Support

- How should mentoring be rewarded?
- Should all participants be recognized and rewarded?
- Should excellence in mentoring be recognized?
- How should accomplishments be celebrated?
- What would make an appropriate celebration?

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Panel Presentations

- Dr. Susan Ward
  – Nebraska Methodist College

  Dr. Kathy Rideout
  – University of Rochester

  Dr. Mary Colleen Simonelli
  – Boston College

8-13

15 Minute Break

Table Conversation

- What resonates the most for you from what you've heard from our panelists?
- What successes have you had at your institution in regard to each of the components?
- Which of these components is your biggest challenge and why?

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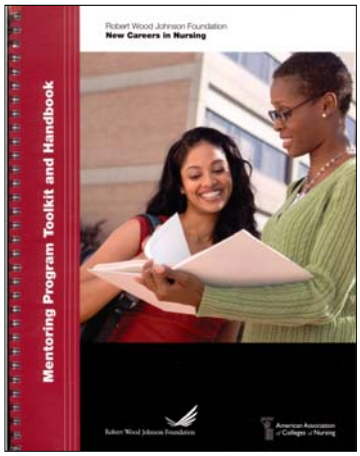
Debrief

Using the Toolkit



- How are your table colleagues using the toolkit?
- What ideas, inspirations, strategies might you want to consider going forward?

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Modified Adobe Peer Mentoring Protocol

- Reflect on your mentoring program challenge(s).
- Identify three specific action steps will you to take your mentoring program to the next level.
- Person A presents their challenge
- Group members ask questions for clarity only.
- Peers make suggestions, in turn (no discussion).
- Take turns rotating around table until each person has had an opportunity to present and gather suggestions from table colleagues.

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What is your commitment?

- To take yourself to the next level?
- To move your program to the next level?

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A compelling reason

I choose to risk my significance,
To live so that which came to me as seed
Goes to the next as blossom
And that which came to me as blossom,
Goes on as fruit.

Dawna Markova

Creating Mentoring Culture: The Leader's Role

Mark you calendar for the next mentoring webinar!

For more information, please contact:

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