Mentoring

Prepared by

Dr Itaf Abed

Definition of Nursing Mentorship

Nursing mentorship is a relationship between two nurses “formed on the basis of mutual respect and compatible personalities with the common goal of guiding the nurse towards personal and professional growth” (Hale, 2004)
What is a Preceptor?

“One who instructs a performer or a team of performers”

- **Goal:** To improve individual or team performance
- **Technique:** Points out gap between current level of performance and desired level
- **Duration:** Lasts until individual or team has attained desired level of performance

What is a Mentor?

“A trusted counselor or guide”

- **Goal:** To ease transition of mentee into new role
- **Technique:** Provides support, challenge, and vision through coaching, counseling, and supporting reflective problem-solving
- **Duration:** Described as a *journey* because the relationship unfolds over an extended period of time
The Value of Mentoring

• Mentoring provides
  – Retention by means of a personal relationship
  – Staff development and career guidance
  – Job satisfaction, decreased horizontal violence and a healthy workplace environment
  – The opportunity for a seasoned nurse to pass the torch in career development

Desired Outcomes of Mentoring

• Recruitment of quality candidates
• Retention of talent
• Increase in professional competency
• Reduction in turnover and orientation costs
• Cost-effective staff development
• Decreased horizontal violence or “nurses eating their young”
• Job satisfaction produces patient satisfaction and quality care
Confused Over Terminology??


Do I Need a Mentor?

According to research...

• Everyone needs a mentor
• For women, it is essential
• With appropriate mentorship
  – Mentee is 2.3 times more likely to be promoted within 5 years
  – Experience increases chance of promotion from 76% to 88%
Why Mentoring?

- Mentoring increases employee retention by 20-30% on average
- Mentoring creates inclusive work environments that leverage diversity
- 35% of non-mentored employees will look for another job within 12 months

Objectives

- Identify future learning needs and processes for nursing role development.
- Develop a mentoring program for nurses that have completed their preceptor assignment and orientation.
- Outline specific steps to deal with a professional practice concern.
- Promote retention of new nurses.
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- **Job satisfaction produces patient satisfaction and quality care**

Mentors v. Preceptors

- Older than learner
- Possesses wisdom and experience
- Career networking
- Facilitator
- Guide
- Advisor
- Role model

- Willingness to teach and learn skills
- Experience
- Competent practitioner
- Teaching and support
- Orientation and socialization
- Role model
Mentor v. Preceptor
Learner Outcomes

MENTOR
• Self-actualization
• Guide to establish own place in the profession
• Enhanced problem-solving
• Generativity v. Stagnation
• Personal satisfaction in sharing knowledge

Preceptor
• Bridge theory to practice gap
• Achievement of planned learning outcomes
• Skills and knowledge
• Anxiety reduction
• Professional role enhancement (self)

Preceptor vs. Mentor

Preceptor:
• Assigned by a third party
• Teach
• Provide Orientation
• Supervises
• Ends when orientation complete
• More formal professional relationship
• Relationship begins in a new group

Mentor:
• Actively involved in guiding & sharing
• Relationship personal
• May last for years
• Ends by mutual agreement
• Starts formal, becomes informal
• Has both teaching & professional skills
• Both gain from relationship
Mentors v. Preceptors

MENTOR
• Chosen
• May have no formal preparation
• Life, education, work experience
• Type of relationship: close, personal friendship
• Not an evaluator

PRECEPTOR
• Selected
• Assigned to learner
• Prepared for role
• Competent practitioner
• Support needed from peers, educators, manager
• Functional not intimate relationship
• May evaluate

How Can a Mentor Help?
• Shifting Context (envision a positive outcome)
• Listening
• Identifying Feelings
• Productive confrontation (critique of behaviors)
• Providing appropriate information /solutions
• Delegating authority
• Encouraging exploration of options (thinking outside the box)
Tools of Mentoring

• Sharing... knowledge and experience
  – Insight
  – Observations
  – Suggestions
  – Giving the Big Picture
  – Sharing messages

• Challenging
  – Asking questions
  – Asking for plans
  – Asking for decisions and ideas

Philosophical Framework of Mentoring

• Synergy Model
  – Matching competencies of staff to care delivery and matching competencies of colleagues in professional support

• Benner’s Novice to Expert model
  – Focus and philosophical framework of our preceptor and professional development program

• Generativity v. Stagnation (Erickson)
  – Seasoned nurse sees the value in passing the torch, and learning new skills in the process to remain actively engaged in his/her own career development
Mentorship Purpose

To support every new graduate nurse as she / he transitions from a role as a student to a professional role in the practice environment.

To recruit and retain nurses.

Qualities of a Mentor

• Encourages questions and questioning
• Guides the mentee over barriers
• Helps mentee focus on the future
• Offers constructive, open feedback
• Acts in a non-threatening manner
• Views mentee’s weaknesses as opportunities
• Provides a safe haven for exploration, risk taking and failure
Personal Attributes for a Potential Mentor

- Intelligence
- Common values and goals
- Loyalty and trustworthy
- Leadership qualities
- Potential for succession
- Balance between work and home

Tough Questions When Choosing Your Mentor(s)

- Are they competent or valued because of position?
- Are they on the way up, down or out?
- Are they respected in their field?
- Can they teach and motivate me?
- Do our communication styles match?
- What are their needs?
- Are they secure in their position?
- Can the mentee eventually become the mentor?
How To Be A Successful Mentor

• *Interpersonal*
  – Amiable
  – Patient
  – Empathetic
  – Honest
  – Self-confident
  – Friendly

...How To Be A Successful Mentor Cont.

• *Communication*
  – Can pick up on verbal and non-verbal cues
  – Understands different communication styles
  – Skilled in conflict resolution
  – Active listener – listens to what is said along with what is not said

• *Content area*
  – Experts in the field
  – Broad base
  – Keeps current
...How To Be A Successful Mentor Cont.

• **Awareness of diversity**
  – Sensitive to mentee’s learning styles
  – Comfortable with diverse backgrounds
  – Accepts different points of view

• **Reflective supervision skills**
  – Engage in self-reflection
  – Strong observation skills and gives feedback
  – Build on past experience to advise and assist mentee with current dilemmas

Tips For Being a Good Mentor

• Be comfortable with the uncertainty of this new relationship
• Keep in touch with your mentee *personally*
• Meet where there will be minimal interruptions
• Be interested and do not appear rushed!
• Be clear about the reason(s) for meeting regularly and the expectation that both parties will participate
...More Tips

• Those who mentor regularly, mentor better
• Listen more than you talk
• Act as a good role model
• Don’t share confidential information
• Guide your mentee; do not solve the problem
• Don’t use your own performance as a yardstick to measure your mentee

Mentor Self-Evaluation: Do you...

• Rush to premature judgments?
• Set unrealistic expectations?
• Utilize active listening skills?
• Fail to praise?
• Act on your words?
• Follow up with your mentee?
How To Become a “Mentor Magnet”?

• Be competent and *demonstrate* competence
• Be accessible and visible
• Get a key assignment
• Be an eager learner
• Be useful
• Take the initiative
• Be passionate and enthusiastic

Thoughts For The Mentee...

• Assess where you are now and where you’d like to be on a timeline
• Develop a personal mission statement
• Create a personal Board of Directors
• Find mentors for one or more needs
Benefits to the Mentor

- Opportunity to leave a legacy
- Enhanced self esteem
- Increased self awareness
- Professional assistance on work projects
- Builds large networks

Benefits to the Mentee

- FUN
- Demystifies career paths
- Succession planning – aligns with a sense of mission
- Provides enlightenment about org. politics
- Increases productivity, performance, avoids burnout
- Enhances career satisfaction and fulfillment
Benefits to the Organization

- Stronger recruitment and retention
- Succession planning
- New views and new ideas
- Member satisfaction
- Collaboration vs. Competition

Remember...

…it is the consistent

*Interest*
*Friendliness*
*Support*
*Quality time*

that builds a relationship of trust leading to positive results!
Continuity...

When the mentee feels the need to give back, the mentee becomes the “teacher” or mentor....and the circle continues.

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