

FMLM Mentoring Support

Understanding how mentoring can benefit
your career

Alexis Hutson

16 May 2017



Faculty of
**Medical Leadership
and Management**

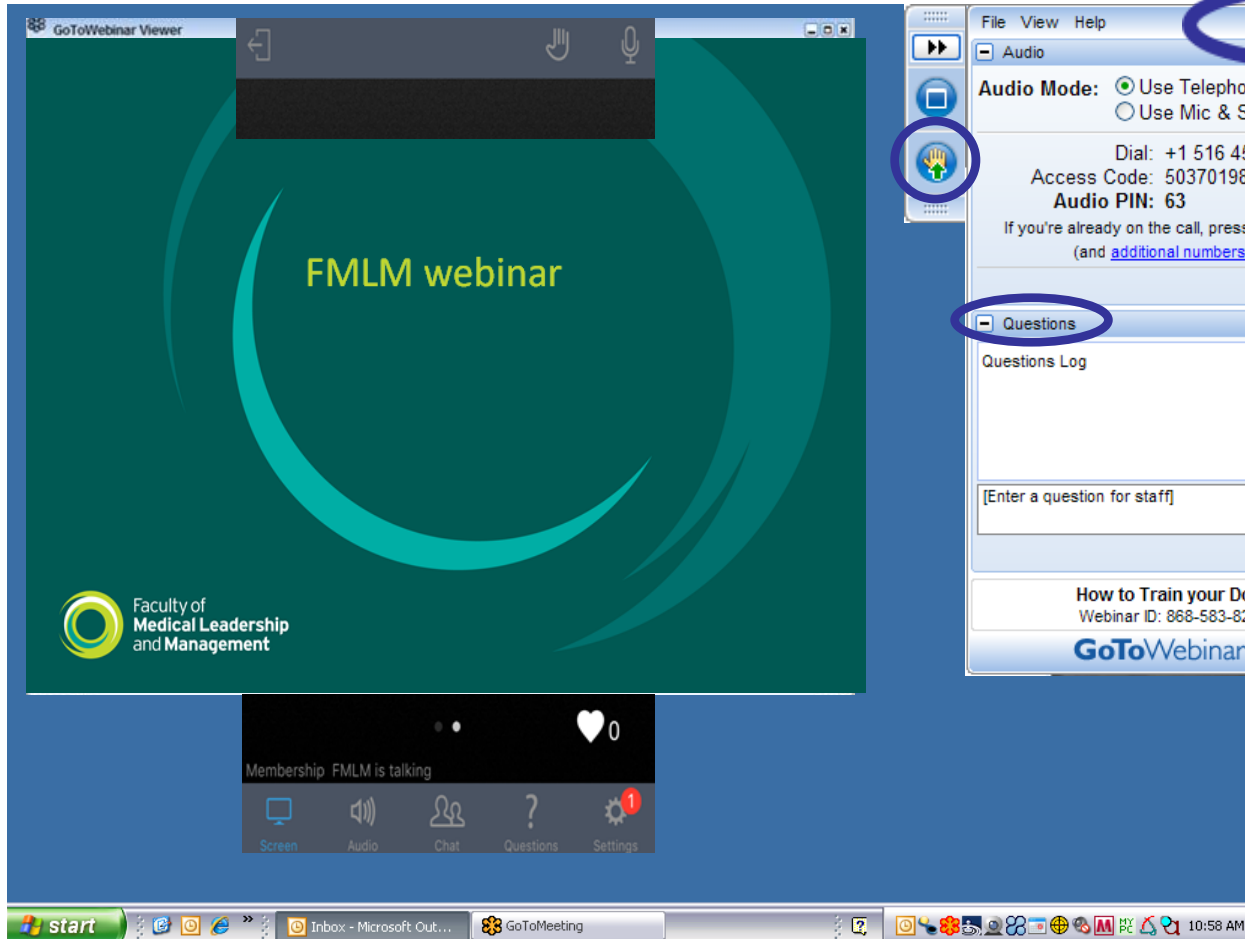
Introduction to FMLM individual support

- BMJ Leader
- FMLM 360
- Coaching network
- Mentoring
- Networks
- Resources
- Events

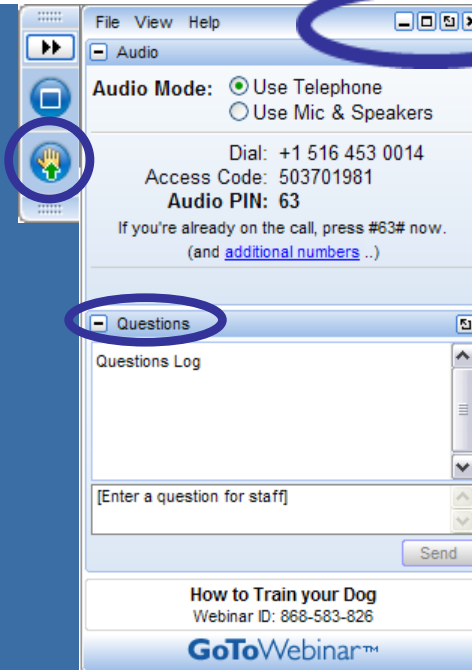


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Alexis Hutson

- Independent practice working exclusively with Doctors
- Split time evenly between working with individuals and groups/teams
- Have supported many organisations – mentoring schemes
- Worked in NHS for 9 years



What we will cover

- The benefits of mentoring in the medical world
- How mentoring can support your career
- The role of mentor / mentee & how use the opportunity well

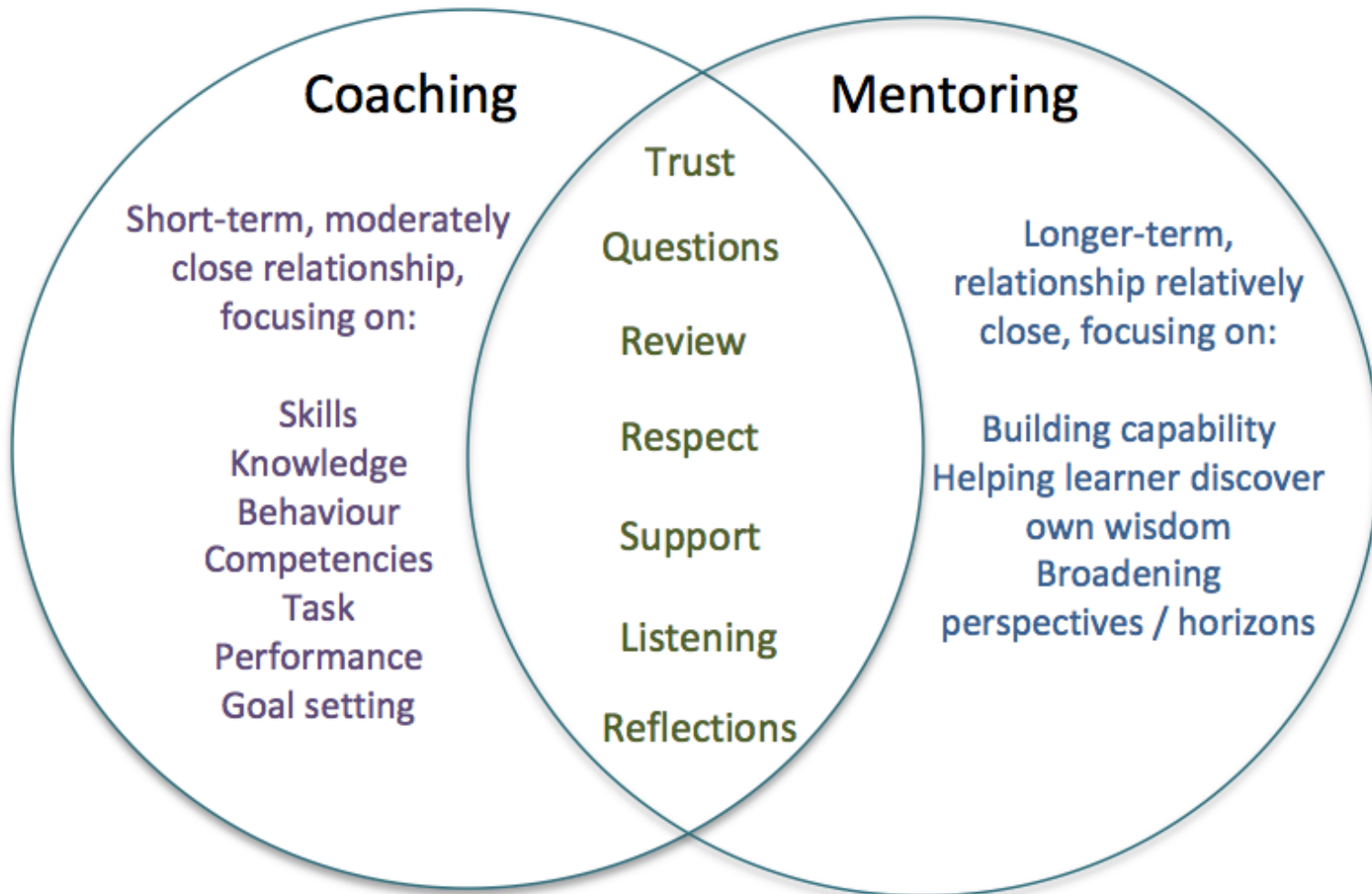


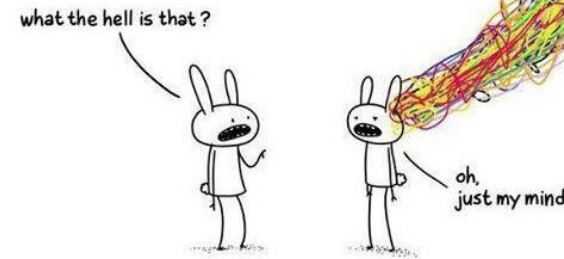
What is Mentoring?

- Mentoring is a process of development for one individual which is supportive and positive.
- Mentoring typically is provided by a more senior colleague who is based in the same profession and is longer term.



Difference between Coaching & Mentoring





what the hell is that?

oh,
just my mind

“Great mentors provide a stimulating sanctuary in which people can take a helicopter view of their options.”

Mike Pegg

What is *Developmental* Mentoring?

- Encourages mentee to do things herself/himself
- Mentor encourages autonomy and self development, identifying ***not providing*** opportunities for development
- Recognition of value for both parties - mutuality of learning
- Mentee in driving seat
- No line of accountability
- It's about experience not hierarchy

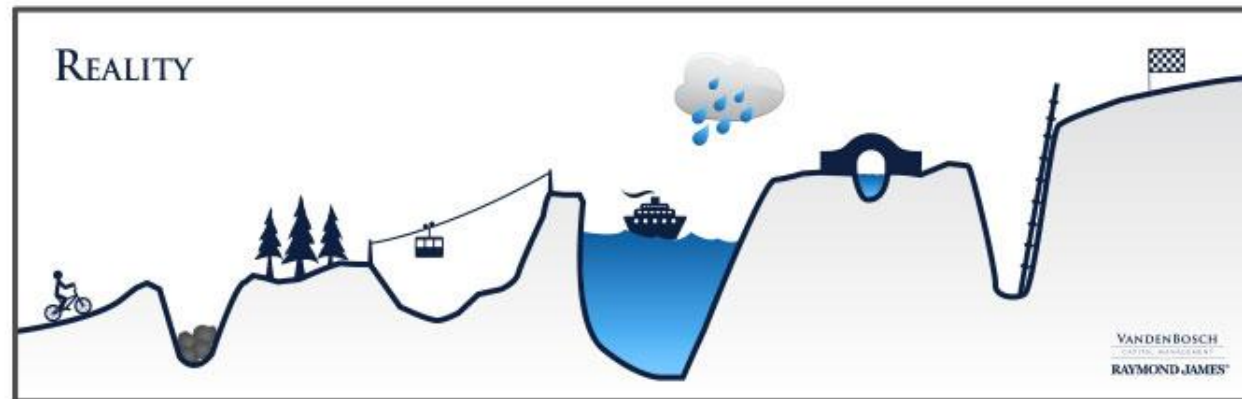


Benefits of Mentoring – why do it?

- Mentee - *safe haven for thinking things through*
- Mentor- *developing another person whilst reflecting on your own learning*
- Organisation- *retention and attraction of people*



Benefits of mentoring to your Career



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POLL

The following are subjects typically cited as areas **mentees** would like support with. Please vote against a category now.

1. Support during challenging periods
2. Gaining insight and self awareness
3. Building resilience and managing stress
4. Handling transitions / guidance with career
5. Improving work-life balance



Why do Doctors access coaching & mentoring?

- Career development
- Change or transition
- Self-doubt
- Work/life balance
- Career in difficulty
- Leadership development

Source The International Journal of Mentoring & Coaching vol X issue 2 Dec 2012
Authors R.Viney, T.Sensky & L.Paice.

What does mentoring involve?

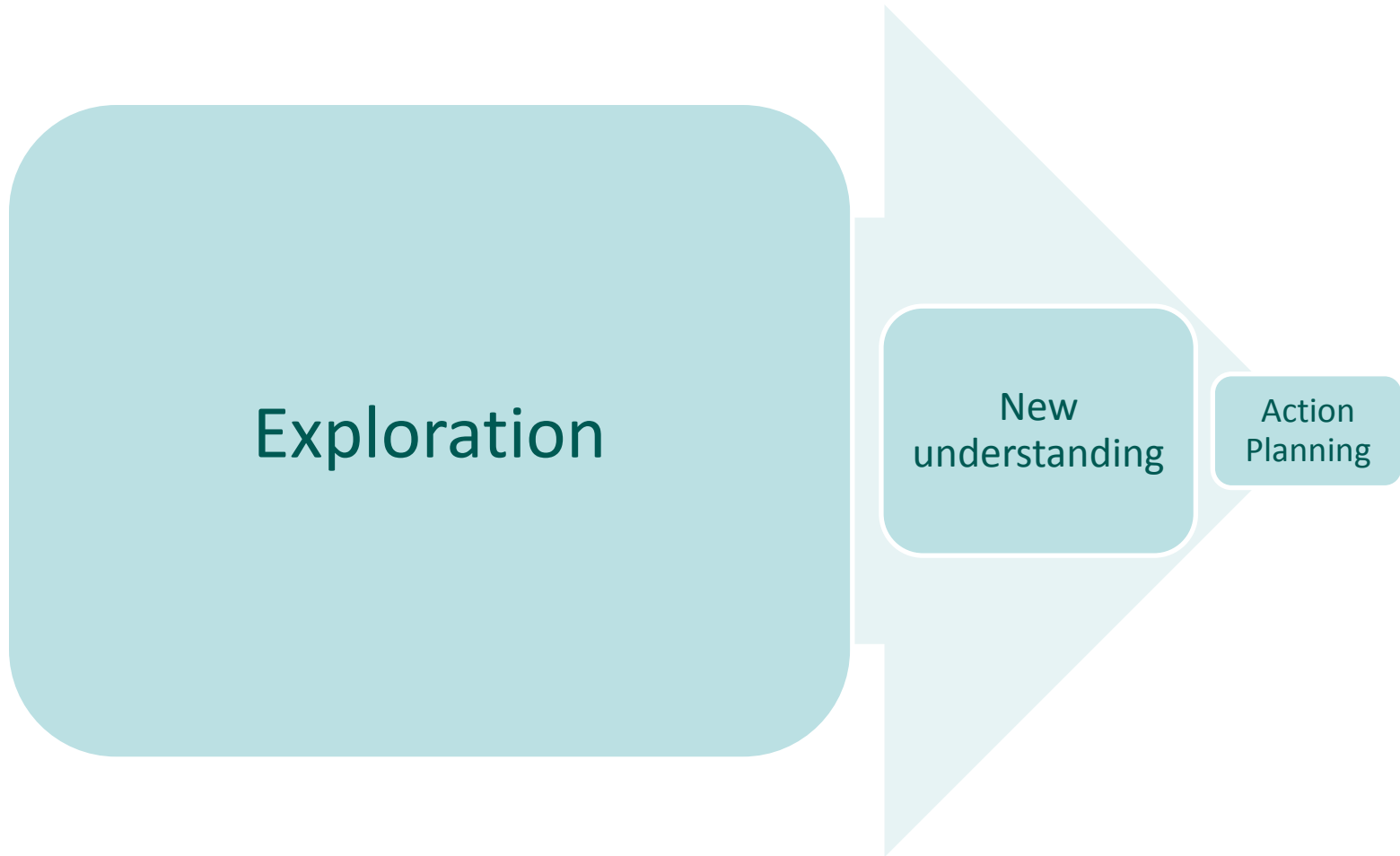
One to one conversation	Ease – space to think
Confidentiality	Empathy
Appreciation	Trust
Attention	Listening

Listening

- **Assuming you know** what the other person is going to say next.
- **Waiting your turn** to speak
- **Interrupting**
- Assuming the mentor is there **to give advice** and impart their knowledge.



How does it work?



Why might doctors be good at mentoring?

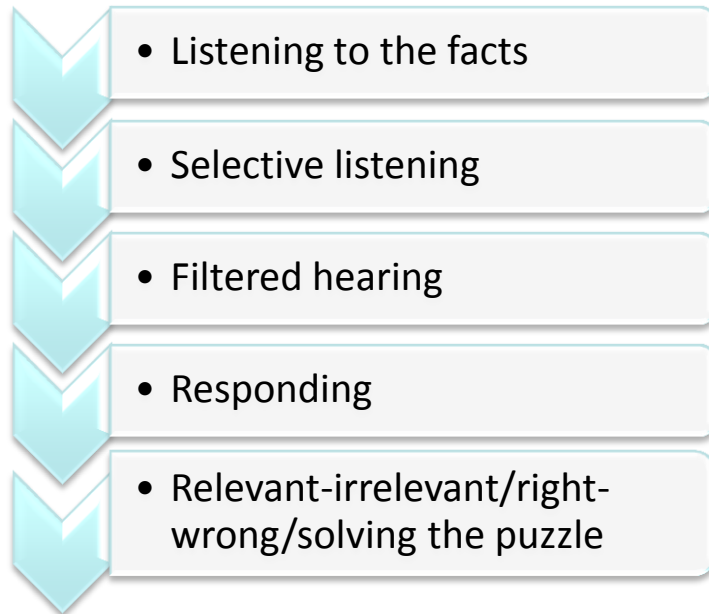
- Used to listening to people's concerns and anxieties confidentially
- Have a caring and empathic approach to other people
- Used to remaining objective and impartial
- Used to spotting patterns and making connections in problems

What might hinder doctors being great mentors?

- Used to listening for clues that can help diagnosis
- Used to being in pressurized conversations where time is limited
- Used to directing junior colleagues



Types of listening



DIAGNOSTIC LISTENING



ACTIVE LISTENING

Evidence

The relationship is the greatest predictor of effectiveness (de Haan 2012)

The type of method used is much less important than the attributes of the coach or mentor

Review of coaching for leaders and executives show positive effects on well-being, career satisfaction and goal attainment. (Grover & Furnham 2016)

A 2012 study of coaching within the NHS conducted by the Institute of Leadership Studies found that 72 per cent of coaching clients thought coaching was most useful for transformative change.



Getting the most out of mentoring

- Managing expectations
- Building trust through rapport
- Authentic connection
- Commitment
- Doing what you say you will do



What to expect from the mentor

- Empathy
- Constructive challenge / stretching
- Sharing of experience
- Confidentiality
- Friendliness
- Help with understanding
- Help in building networks
- A sounding board
- Listening



What to expect from the mentee

- Respect time and effort
- Access Mentor's experience
- Prep for each session
- Make up own mind
- Offer feedback if its not working
- Manage the relationship (initiate admin)

Responsibility

Mentor = what happens within the mentoring conversation.

Mentee = what happens between sessions.



Poll

Mentors – what might you struggle with?

1. Remaining impartial - trying to fix it and offering solutions
2. Coming up with great questions
3. Finding the time to meet up

Mentees – what might you struggle with?

1. Sharing my thinking honestly and openly
2. Making the time for meeting up
3. Doing what I said I was going to do between sessions



Quality of relationship = success

- Managing expectations
- Building trust through rapport
- Authentic connection
- Commitment
- Doing what you say you will do



Building trust through rapport

- Trust
- Focus
- Empathy
- Connection
- Empowerment



Behaviours - Attention

Your Attention – what you are focussed on.

- Good example – *Clear and focussed on the thinker/mentee, present in the moment.*
- Bad example – *Scattered thinking, drifting off, not present in the moment.*

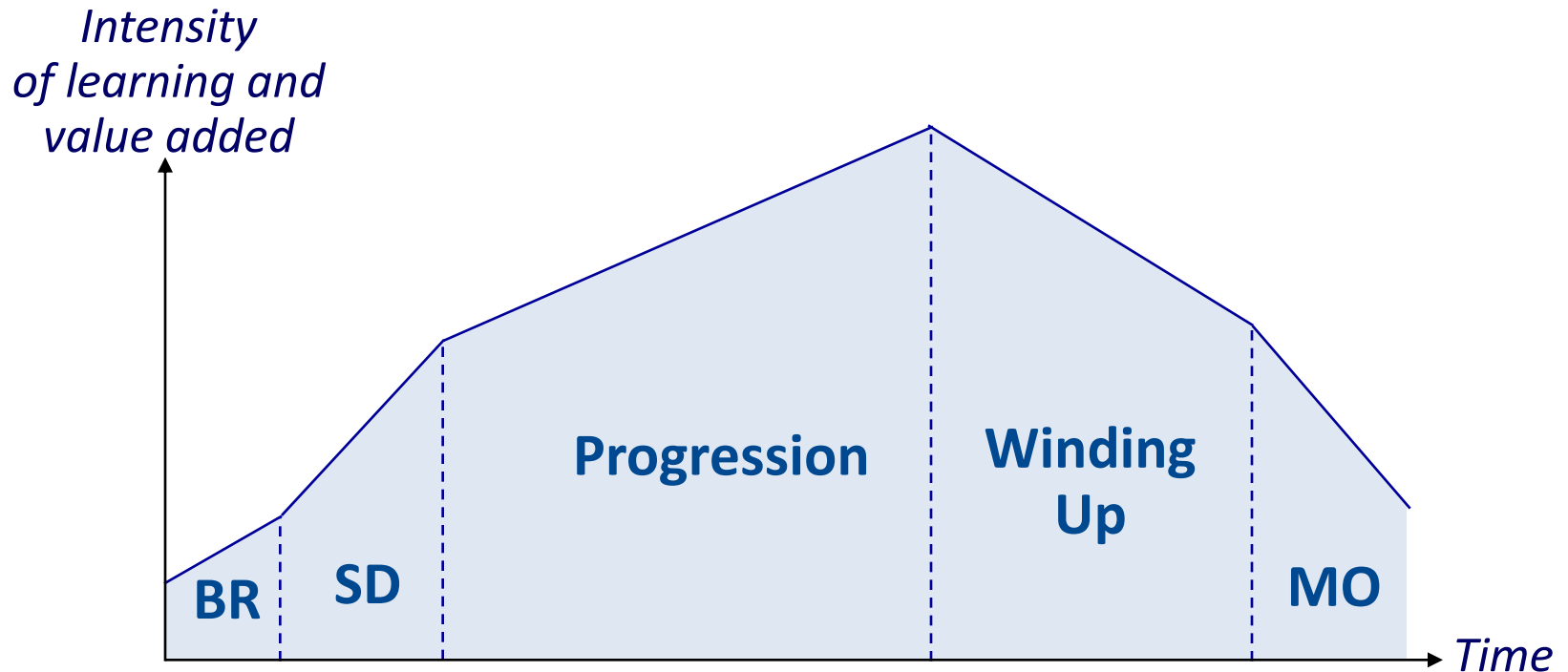


Behaviours - Intention

Your Intention – ideally positive and constructive.

- Good example – *Wanting to understand the mentee, not assuming, appreciating the equality in the relationship.*
- Bad example – *Needing to appear knowledgeable, wanting to fix 'it', wanting to get the mentee to see things your way.*

Phases of the relationship



BR=Building Rapport
SD=Setting Direction
MO= Moving On

Top tips for providing great mentoring

- Listen brilliantly
- Ask insightful questions
- Consider the kind of help they need?
- Consider the kind of role you need to play?
- How do they best learn?



Top tips for getting the most out of being a mentee

- Lead the learning – this is your agenda
- Be honest and open with your thinking
- Make up your own mind
- Take on board your actions or development between session



NHSE GP Coaching Programme for GPs

Benefits:

- Improved confidence
- The development of new skills to deal with their issues
- Better stress management skills
- A clearer sense of direction for their careers and their practice
- Additional leadership skills

Success Factors:

- Increased motivation and more positive mind-sets
- Greater self- and organisational-awareness
- New idea generation and problem-solving techniques
- Improved confidence and assertiveness
- Better time management skills
- Clearer boundary setting between personal and professional life

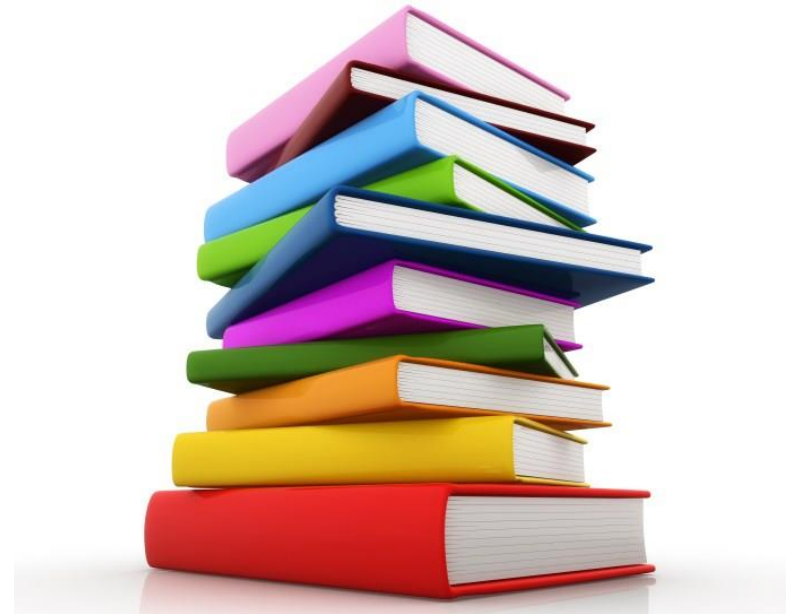
Key messages

- Career planning above and beyond your training and ongoing CPD is important
- Taking time out to reflect and review your direction of travel with an 'independent' is valuable
- Investing in this will boost and sustain your personal confidence and morale



Further reading

- ***The Mentoring Manual*** - Julie Starr
- ***Coaching For Performance*** - Sir John Whitmore
- ***Everyone Needs a Mentor*** - David Clutterbuck
- ***Time to Think*** - Nancy Kline



Questions



Ways to stay in touch..



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