How to Develop a Customized Mentorship Program for Future Leaders

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Presented by:
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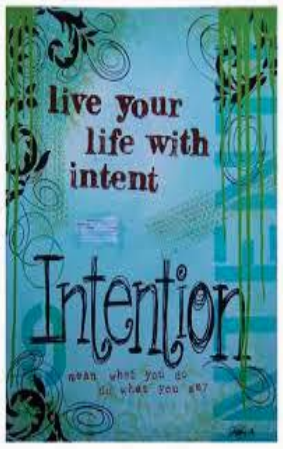

What brings you to this session?

What is one take away you would like to leave with?

Objectives of Session

Participants will leave this session with:

- An understanding of the drivers of mentoring programs in health care organizations;
- A systematic approach to developing a customized mentorship program;
- Critical success factors for a mentorship program; and
- A beginning strategy and framework to take back to the workplace to help develop their own customized mentorship program.

Distinctions

- Preceptorship
- Coaching
- Mentoring

Mentoring

.. is a dynamic process that promotes independence, autonomy, and self-actualization of the mentee and fosters a sense of pride, fulfillment and continuity for the mentor.

Valadez

Drivers: Why a mentorship program?

Context in health care

- VUCA environment – volatile, uncertain, chaotic and ambiguous
- Demographics of nurse leaders
- New and emerging nurse leaders not sure about how to go about finding a mentor
- Organizations not sure how to help

The Mentorship Triad

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Benefits of Mentoring

Benefits to individuals

- Career development and satisfaction
- Develop leadership competencies
- Pay it forward

Benefits to the organization

- Recruitment and retention
- Succession planning
- Effective leadership culture
- Organizational success

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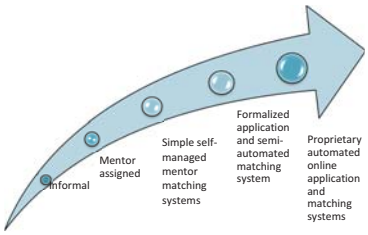
Why a systematic approach?

- Wide range of approaches and related costs for mentorship programs from simple to complex
- Ensure the program is appropriate to your unique context:
  - Goals
  - Culture
  - Budget
  - Stakeholders
- Sustainability of the program
- Effectiveness



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Overview of Approach

Medicine Wheel Tool ©Genuine Contact Program 2006

- Define **purpose** of the program
- Clarify **leadership**
- Create a **vision** for program
- Consider **community** – internal factors
- Clarify roles and **relationships**
- Consider **environment** – external factors
- **Management**:
  - Plan and implement the mentorship program
  - Evaluate and tweak or revise

Purpose

- Why do you want a mentorship program?
  - What is the story that led up to you wanting to create a mentorship program?
- What are the internal and external drivers of the program?

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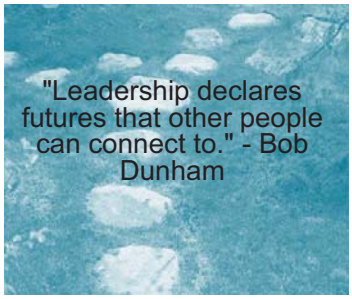
Leadership



- What is the readiness of your organization?
  - Who is sponsoring the initiative?
  - What is the commitment of the senior leadership?
    - Tangible support.
      - Human, material and financial resources
    - Intangible support
      - Maintain profile at a strategic level
- Who will lead the initiative? Who has passion?

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Vision for Outcomes

- What goals do you have for the program?
- How does mentorship fit with your organization's vision and strategic goals?
- If the program is successful, what will it look like?
- What will be the impact be on the individuals involved? On the organization?

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Community

- How does mentorship fit with the culture?
- What kinds of mentoring relationships currently exist in the organization?
- What audience will you target as mentees?
- Where would you recruit mentors? (internal, external)
- What is your internal capacity to implement a new program?
- What is the demand? What is the support for mentorship?

How?

- Engage staff and stakeholders
- Focus groups
- Surveys

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Relationships

- How will the mentorship program relate to other career and professional development programs?
- How clear are the roles and relationships of the program lead(s) with mentors and mentees?
- How clear is the reporting and accountability for the mentorship program?

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Environment

- What are the kind of mentorship programs that exist?
  - Literature review
  - Network
- Which ones fit most closely with the purpose, values and vision of your organization?
- What has been the experience of others in implementing mentorship programs?
- What have been the learnings? E.g. effectiveness, sustainability

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Management – Plan and Implement

Planning

- Create a project team that includes a cross section of leaders and potential leaders
- Analyze the data gathered to date
- Select the most appropriate mentorship program model
- Define scope of implementation: e.g. test with pilot but design for full role out
- Identify and develop technical and educational resources

Initiating

- Communication plan
- Recruitment, retention and recognition of mentors
- Facilitating matches as appropriate to model
- Providing education on how to mentor or be mentored

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Critical Success Factors

- Identify lead
- Provide education for mentor pairs to create and develop a successful mentoring relationship
- Build in sustainability strategies
- Recruit, recognize and support mentors
- Continue marketing the program e.g. profiling mentor pairs
- Keep monitoring, tweaking or even overhaul the program

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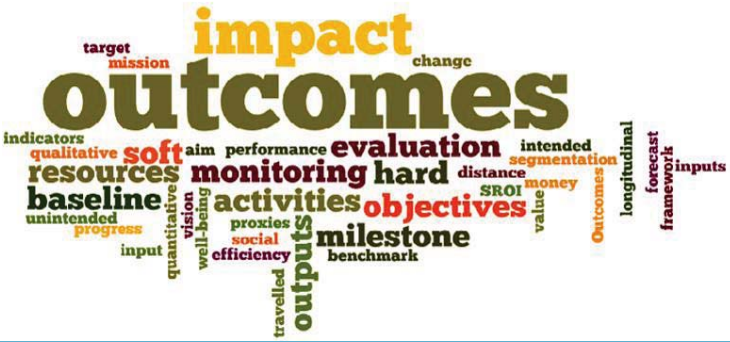
Evaluation- Formative and Summative



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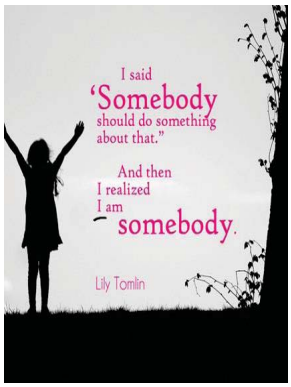
Summary



- Mentoring is a way to attract, retain and support development of new and emerging leaders
- New and emerging leaders often do not know how to get started
- A systematic approach to planning and implementing a mentoring program will help you to ensure that it is a fit for your organization and sustainable
- Mentors, mentees and the organization all benefit when there is the right purpose, leadership and supports in place

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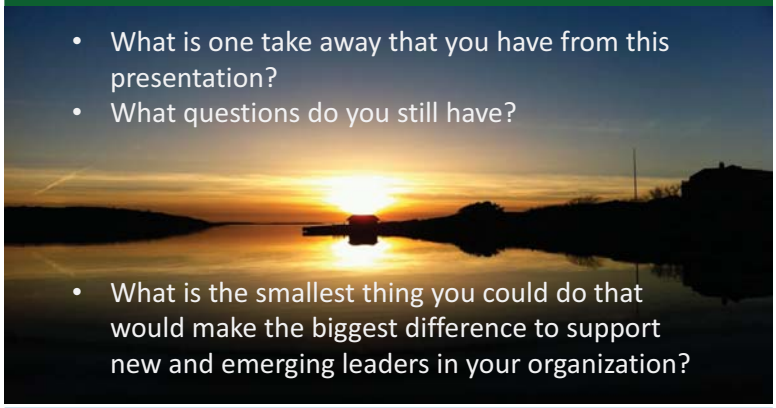
Reflection



- What is one take away that you have from this presentation?
- What questions do you still have?
- What is the smallest thing you could do that would make the biggest difference to support new and emerging leaders in your organization?

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Questions?

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