

Leadership and Management Mentoring Scheme Pilot, 2016



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This Presentation - Structure

- Background and context to Mentoring Pilot
- Results so far
- What's worked well, what needs improving
- Next steps

Background

- Agreed to pilot mentoring scheme by L&M Faculty committee-July 2015.
- Call for mentees and mentors via Leadership and Management email group & CPF September - December 2015
- Pilot commenced Feb-April 2016. 30 mentees (6 male, 24 female) and 22 mentors (5 male, 17 female) completing.
- Mentors and mentees paired
- Based on Aspire Foundation Mentoring scheme, using a 6 session approach via Skype, Facetime, WhatsApp, phone or face to face.
- Support materials offered- 'start up' information for mentors and mentees
- Check in with mentors and mentees; informal feedback requested August 2016.
- Evaluation questionnaire -September-December
- Most pairs completed 6 sessions- at least 4 have decided to continue
- Evaluation data received from
 - 17 out of 22 mentors

- 15 out of 30 mentees.

What Worked Well (According to Mentees)

- Improvement of leadership skills: 93% within moderate-extreme rating
- Impact on/enhancement of mastery authority and resilience: 86.7% within moderate-extremely rating
- Impact on effective leadership role: 93.3% moderate-extremely rating; 0% not at all rating
- Impact on effective management role: 85.7% moderate-extremely rating; 0% not at all rating (Figure 1).



Figure 1

What Worked Well (According to Mentors) IMPACT

- Improvement of leadership skills:** 73.3% within moderate-very rating; 0% in extremely rating
- Impact on/enhancement of mastery authority and resilience:** 86.7% within moderate-extremely rating
- Impact on effective leadership role:** 80% moderate-very rating; 0% in extremely rating

d. Impact and enabling effective management role: 78.6% moderate -extremely- 0% not at all.

What Worked Well (According to Mentees)

a. Impact on well-being: 86.7% moderately-extremely- 40% rated extremely-6% not at all

b. Reducing/managing stress: 80% moderately-extremely- 0% not at all

c. Meeting goals and objectives: 100% (moderately-extremely).

What Worked Well (According to Mentors) IMPACT

a. Impact on well-being: 81.3% moderately-very- 0% rated extremely

b. Reducing/managing stress: 66.7% rated moderately-very - 0% rated extremely- 13.3% not at all

c. Meeting goals and objectives: 82.3% moderately-very; 0% rated extremely; 5.9% not at all.

What Worked Well (According to Mentees)

Most frequent comments

- Talking to someone with a wealth of experience of working at this level, especially politics of the services helped me manage more effectively.
- Safe containing space and opportunity to reflect on role with someone outside the organisation and wonder.
- Space to stop, reflect, recognize issues, unhelpful ways of working and develop self care.
- Mentoring bringing a broader perspective.
- Reflecting on and managing staff dynamics.
- Affirming that very senior colleagues are willing to support nurture, challenge and inspire less experienced colleagues.
- A measured compassionate approach, open listening, hearing and validation.
- Mentor sharing personal experiences.
- Hearing about how someone senior also struggles-normalizing, reduces unrealistic expectations
- Opportunity to reflect on leadership styles.
- Career progression-Mentoring supported me, offered a new perspective in career development, role preparation for more senior position.
- Learning how to do things differently, identify barriers to progress and look at ways to overcome these
- Help develop clarity and strategic thinking, to think systemically and frame arguments

n. Concrete advice and ideas on how to manage specific issues/talking them through

o. Learning how to position myself in an organization, negotiate and develop influence

p. Increased confidence and clarity of thinking

q. Recognition of personal strengths, increased self awareness

r. Appreciating complexities of work relationships with non psychology professionals around contracting/commissioning

s. Awareness of importance and mechanism of influencing significant people in the organizational hierarchy

t. Developing excitement in relation to improving organizational culture through mentoring process

u. Learning how to negotiate contracts, prepare publications manage your line manager, focus on personal and professional development

v. Learning to delegate, manage staff and demands more effectively, workload management

w. Helped develop resilience, sense of personal boundaries, manage stress more effectively and develop well-being.

What Worked Well (According to Mentors)

The Mentoring process itself

- Quick referral, flexibility of sessions, modality
- Scheme non prescriptive, developing openness and transparency
- Sessions via Skype
- Working in a different area
- Being able to make a contribution/ enable another head of psychology with some challenging issues based on personal experience.

What Worked Well (According to Mentors) IMPACT

- Presenting a specific example, identifying team and organizational issues and learning how to intervene effectively
- Facing challenges in career progression
- Taking on tough feedback/becoming more proactive in taking on issues
- Developing strategic thinking
- Being given permission to take risks.
- Broadening perspective and organizational understanding and skills

- vii. Being given permission to take risks/push leadership opportunities
- viii. Planning for difficult conversations
- ix. More confidence to think and act strategically
- x. Enhanced self care
- xi. Time to reflect on leadership
- xii. Creating a safe containing space to reflect on services and issues
- xiii. Reflection on personal style
- xiv. Gaining a different perspective
- xv. More focused, taking control in areas avoided prior to mentoring
- xvi. Enhanced supervision and communication skills with senior and junior staff increasing leadership skills
- xvii. Increased confidence in own decision making and judgement
- xviii. Consideration of priorities and career path
- xix. Information/document sharing
- xx. Enhanced self esteem and self confidence.
- xxi. Increased resilience and mastery through the development of greater self assurance and belief
- xxii. More authoritative, proactive and willing to engage in the broader picture
- xxiii. Help to cope with immense and undermining organizational change and influence this
- xxiv. Normalizing organizational difficulties
- xxv. Learned how to bring staff with them
- xxvi. Effective management of interpersonal conflict
- xxvii. More focused and able to tolerate specific challenges of managers managing
- xxviii. More optimism and clearer vision re role of psychology
- xxix. More able to lead the team, see things from a managers perspective
- xxx. Broader alternative perspectives and ways of managing
- xxxi. Communicating with colleagues in a more constructive and effective manner
- xxxii. Increased sense of empowerment, active engagement, self reflection and regulation
- xxxiii. Mentoring process itself can bring about

transformation personally, managing workplace stress and challenging issues

xxxiv. Broader alternative perspectives and ways of managing

xxxv. Communicating with colleagues in a more constructive and effective manner

xxxvi. Increased sense of empowerment, active engagement, self reflection and regulation

xxxvii. Mentoring process itself can bring about transformation personally, managing workplace stress and challenging issues.

What Needs Changing (According to Mentees)

- a. More opportunity to process
- b. Additional support with resources/references/webinars/references on leadership
- c. Developing an external prompt e.g. a form to promote reflective thinking
- d. Support with video links
- e. Information to tap into such as managing a budget, conducting an investigation
- f. Chance to meet with other mentees
- g. Rules around conflicting interests-Unable to share some things as from competing trusts
- h. Specialist support requirements
- i. Closer geographic proximity to allow for face to face time
- j. Scheme to be more widely available
- k. Ongoing mentoring
- l. Raising the profile of the mentoring scheme
- m. Encouragement to others to access it
- n. Nothing- make it permanent!

What Needs Developing (According to Mentors)

- a. Meeting twice yearly to develop skills and support, and learn from one another/occasional session on techniques
- b. Peer group learning sessions
- c. Webinars, articles, teleconference for mentors to share experiences and for further training
- d. More background reading, literature
- e. Mentoring supervision/ mentoring for mentors
- f. A loose framework of competencies

- g. Mentoring DCP Conference/CPF Issue on Mentoring
- h. Keep monitoring the scheme's effectiveness on roll out.
- f. Strengthen links with Wellbeing agenda and Inclusion
- g. Roll out across branches and nations.

Next Steps for the Leadership and Management Mentoring Project...

- a. Mentoring Steering Group set up October 2016
- b. Bid for Funding of mentoring schemes submitted December 2016 -awaiting DCP Exec approval
- c. Amalgamation of Junior and Senior Leadership mentoring schemes
- d. Adopt Junior Psychology Mentoring Scheme model for both schemes - Create list of mentors for mentees to choose a mentor from website - end of January/February 2017?
- e. Create mentoring scheme across the career span

Next Steps

- a. Create various website resources/materials/ mentoring guidelines
- b. Further update on Mentoring Scheme for CPF and the Psychologist
- c. Mentoring day workshop- spring summer 2017
- d. Mentoring Conference - aiming for autumn 2017
- e. Develop further resources, eg, webinars, teleconferences and other forums for shared learning
- f. Develop other opportunities for networking, shared learning and development



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