Surgical Training
Mentoring Programme
Being a Mentor
What does this guide cover

• Clear Understanding of what mentorship is

• Guidelines on establishing an effective mentoring relationship
Background

- Mentoring in Post Graduate Surgical Training can take a number of forms and in many ways takes place on an informal basis throughout the surgical training environment on a daily basis.

- However, not all trainees are fortunate enough to find a mentor that can guide and support them through this critical phase of their career.
Definitions of Mentoring

- There is no clear definition of mentoring in literature, however;

  *Mentoring is generally classed as a reciprocal relationship between an experienced person (mentor) and a less experienced person (mentee).*
Mentoring Myths

• Mentoring is not a counselling or advice service
• You’re trying to create a ‘mini you’
• Mentors are expected to have all the answers
• You have to be right all the time
• I’m going to have to do this forever!
Principles Underlying Mentoring

- The mentoring relationship must be freely entered into
- The discussions are at all times confidential (patient safety supersedes this)
- Boundaries should be agreed at the start
What is expected of me as a Mentor?

• Act as an advisor to their trainee and to focus on two main areas;

• Help the trainee to deal with current problems or challenges they may be experiencing with regards to their training. Mentors should advise trainees re solutions where appropriate or signpost accordingly.

• Facilitate trainees with future career planning and development (e.g. fellowship, professional development) so trainees are optimally placed to sub-specialise and practice as competent surgeons, educators and leaders.
How do Mentors help others learn?

**Expert**
Sharing Experience

**Challenger**
Encouraging different ways of thinking

**Sounding Board**
Test ideas and suggestions

**Goal Setter**
Help set and focus on achieving goals

**Motivator**
Encouraging and motivating

You won’t have all the answers but you do have the priceless ability to help your mentee consider their goals, experiences and dilemmas as an objective outsider.
Core Skills of Successful Mentors

• Effective Questioning
• Active Listening
Effective Questioning Tips for Mentors

- Your role is to help the Mentee think for themselves and find their own solutions. The best way to do this involves you asking thought-provoking questions that aid their reflection.

- Questions should usually be open ended i.e. questions that can’t be answered with a one word answer.

- Ask probing questions to dig deeper - Try TED: ‘Tell me about...’, ‘Explain to me...’ or ‘Describe to me...’ to draw out your mentee.

- Avoid asking ‘Why’? as this tends to create defensiveness. Instead of “Why are you upset about this?” Rephrase to: “What is it about this situation that upsets you?”

- Try a scaling technique : e.g. If you were to rate this issue on a scale

- Don’t be afraid of silence
5 Useful Questions

• What is it that you really want to be and do?
• What are you doing really well that is helping you get there?
• What are you not doing well that is preventing you from getting there?
• What will you do differently to meet those challenges?
• How can I help / where do you need the most help?
GROW Model

G
Goal
What is it you want?

R
Reality
Where are you now?

O
Options
What could you do?

W
Will
What will you do?

From: “Coaching for Performance,” John Whitmore
Getting Started – First Meeting

**When?**
Discuss & agree best time/venue to meet

**Why?**
Spend some time discussing each other’s expectations of mentoring

**What?**
Discuss overall goals and desired outcomes for the mentoring relationship

**How?**
Discuss & agree confidentiality, boundaries